

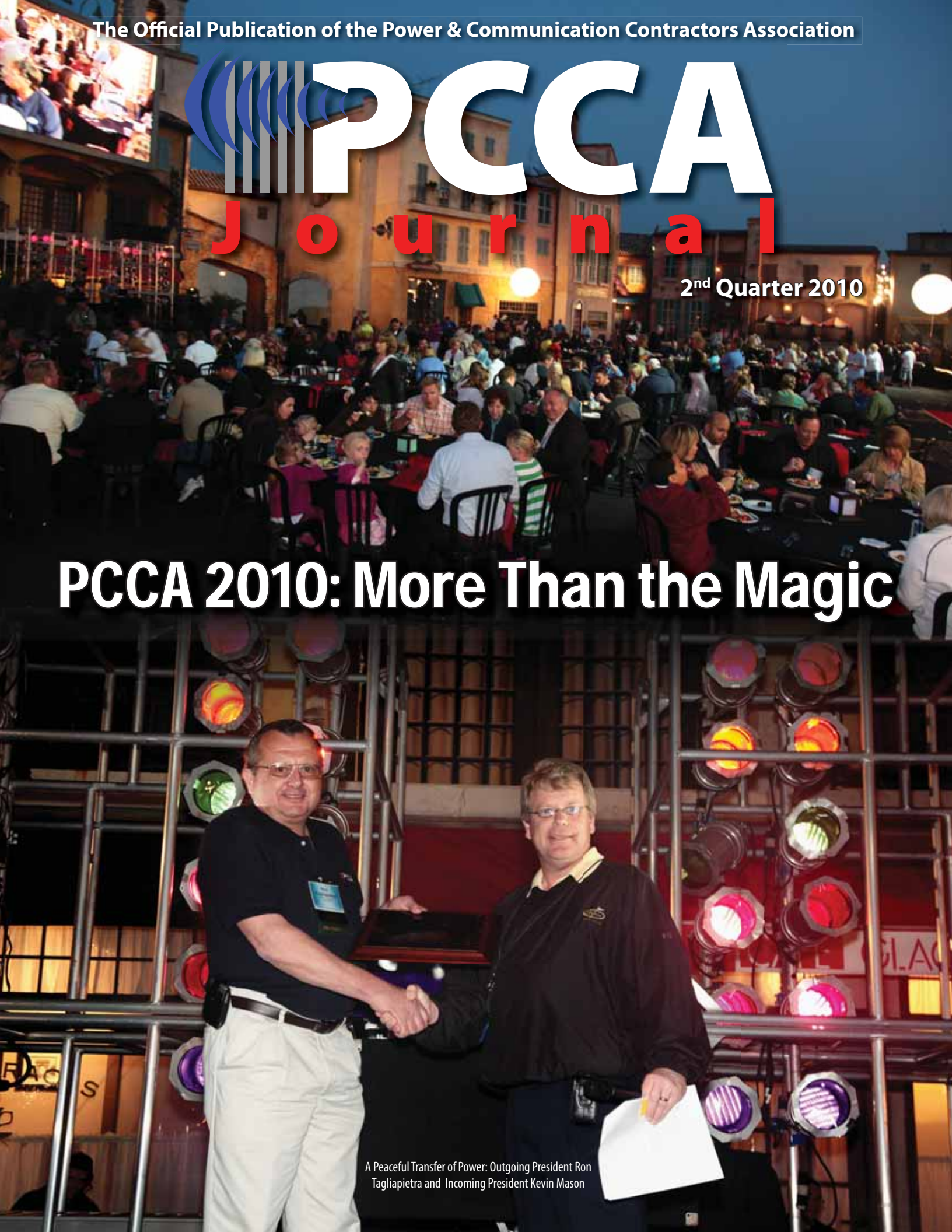
The Official Publication of the Power & Communication Contractors Association

# PCCA

## Journal

2<sup>nd</sup> Quarter 2010

# PCCA 2010: More Than the Magic



A Peaceful Transfer of Power: Outgoing President Ron Tagliapietra and Incoming President Kevin Mason





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## Publication Staff

<b>Publisher</b> Timothy Wagner <i>twagner@pccaweb.org</i>	<b>Editor</b> Michael Ancell <i>mancell@pccaweb.org</i>
<b>Associate Publisher</b> Cheryl Stratos <i>stratosc@pccaweb.org</i>	<b>Advertising Sales Manager</b> Victoria Geis <i>vgeis@pccaweb.org</i>



## PCCA 2010: More Than the Magic

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More than 350 PCCA members, family, and friends made the magical journey to Orlando, Fla., in March for the 65<sup>th</sup> Annual PCCA Convention to develop their professional skills, cultivate relationships in the industry, and learn more about power and communication construction—what's happening now, what's coming down the road, and what the long-term looks like.

## An Upside to the Downturn

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*By Andy Patron*

Because people are your most valuable asset, this slow-down time offers you the best opportunity to put your limited resources to work, learning. Invest in your people now to manage risk today and make them more valuable as you rebound in the coming months.

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## FCC Survey Finds That 93 Million Americans Are Disconnected from Broadband Opportunities

**A**t the Brookings Institution on February 23, the Federal Communications Commission (FCC) released its National Broadband Plan *Consumer Survey, Broadband Adoption and Use in America*, which found that affordability and lack of digital skills are the main reasons why 93 million Americans—one-third of the country—are not connected to high-speed internet at home.

“We need to tackle the challenge of connecting 93 million Americans to our broadband future,” said FCC Chairman Julius Genachowski. “In

the 21<sup>st</sup> century, a digital divide is an opportunity divide. To bolster American competitiveness abroad and create the jobs of the future here at home, we need to make sure that all Americans have the skills and means to fully participate in the digital economy.”

On March 17, the FCC delivered a National Broadband Plan to Congress that details a strategy for connecting the country to affordable, world-class broadband. “This will be a strategy for U.S. global leadership in high-speed internet to create jobs and spur economic growth; to unleash new waves of innovation and

investment; and to improve education, health care, energy efficiency, public safety, and the vibrancy of our democracy,” the FCC said.

As part of the plan, the FCC conducted a national random digit-dial survey of adults in October and November 2009 to assess America’s attitudes toward broadband. The survey found that 35 percent of adult Americans do not have high-speed internet connections at home.

The survey identified three main barriers to adoption: affordability, digital literacy, and relevance.

## NTCA Says National Broadband Plan May Not Incent Broadband Deployment

**T**he National Telecommunications Cooperative Association (NTCA) in March hailed the FCC and the Broadband Task Force for their significant work on the National Broadband Plan, particularly on portions of the plan that focus on reforming the federal Universal Service Fund (USF). However, the group said other aspects of the plan may not incent broadband deployment in rural America and must be addressed. NTCA represents locally owned and controlled telecommunications cooperatives and commercial companies in rural America.

NTCA supports targeting future USF support through the proposed Connect America Fund (CAF) to areas of the nation that cannot support broadband deployment by a single provider without USF support, a move that appears conceptually consistent with NTCA’s own broadband plan.

“The plan takes a critical first step toward making universal broadband a reality for every American by recognizing the integral role of USF reform in ensuring

a viable broadband infrastructure for the future,” said NTCA CEO Michael E. Brunner. “But to truly achieve the goal of universal broadband, the plan must accurately account for all of the costs associated with providing high-quality, affordable broadband to rural and remote areas throughout the country. Put simply, the plan fails to do this right now.”

Of particular concern to NTCA are the plan’s current failure to allow rural broadband providers to adequately recover lawful costs related to universal service and intercarrier compensation, failure to account for vital costs associated with carrier of last resort obligations, and the recommendation to eliminate rate-of-return regulation for all carriers regardless of economies of scope and size.

“Collectively, these aspects of the plan would discourage rural investment and would make it unlikely that affordable broadband services could be further deployed and maintained in many high-cost rural areas,” Brunner said.

News Briefs continued on page 8



# Survey: Hundreds of Local Telecoms Already Upgrading to Gigabit-Enabled Fiber Networks

**H**undreds of small independent telecoms, broadband service providers, municipalities, and cable television companies have brought gigabit-enabled, all-fiber service to a total of more than 1.4 million North American homes (about a quarter of all fiber to the home connections on the continent), according to a report released in April by the Fiber-to-the-Home (FTTH) Council.

The study found that all-fiber networks are now available to 16 percent of homes in North America, with 5.8 million homes now receiving television, high-speed internet, and/or phone service over these networks.

While a large portion of the FTTH deployment thus far has been due to Verizon's \$23 billion investment

in overbuilding its wireline service in many areas, the report noted that FTTH is now being deployed by more than 750 service providers across North America, with most of those being small, independent telephone companies that are replacing their copper lines with end-to-end fiber to ensure their future competitiveness as broadband providers.

The study also found that more than 65 percent of small independent telephone companies that have not upgraded to FTTH said they would very likely do so in the future, with another 11 percent saying they were somewhat likely. More than 85 percent of those that have already deployed FTTH said they would be adding more direct fiber connections going forward.

"With Verizon approaching the

end of its initial FiOS expansion, we are seeing a lot of small local exchange carriers in the U.S. who are ready to pick up the slack, along with some cable TV companies deploying RFoG and some larger Canadian companies going FTTH," said FTTH Council President Joe Savage.

Savage said he is delighted that Google's plan to build gigabit FTTH networks in several cities has raised awareness of how many communities want superfast connections. "But our survey results show that many communities aren't waiting and are instead taking matters into their own hands, sometimes through their local telephone or cable companies and in some cases by operating their own FTTH network as a public utility," he said.

## U.S. Business Telecommunications Spending Expected to Grow

**D**espite slowdowns and spending cuts in many industries, overall spending by all U.S. businesses on wired and cellular calling is forecasted to exhibit modest growth over the next five years, according to a new market research report from Insight Research. The study predicts that cellular calling will account for nearly 44 percent of the U.S. corporate phone bill for telecommunication services in 2010 and is the only enterprise market segment showing substantial growth.

Insight's newly released market analysis report, *Telecom Services in Vertical Markets, 2009-2014*, reveals that wireless service revenues are expected to grow at a compounded rate of nearly 18.4 percent annually from 2009 to 2014, while growth in

wired services remains essentially flat. The biggest spenders on cellular services will come from four market segments: construction; financial, insurance, and real estate; professional business services; and transportation. The study analyzed 14 vertical industries categorized by the NAICS and focused on corporate spending for wireline and wireless telecommunications services in each of the 14 industries.

"The year 2009 was all about cutbacks and re-trenchment in every industry sector we examined," Insight President Robert Rosenberg said. "However, it is continued demand for wireless services that will keep the telecom industry in the black over the next five years, and that demand is going to be uneven across the various business sectors."



## Manassas Retires Its BPL Internet Service

**B**ased on a recommendation from the Manassas Utilities Commission, the Manassas City Council voted to shut down its broadband over powerline (BPL) internet service in July. Overall, BPL served a small customer base of about 520 residential and business users, who were advised to find a new broadband service provider.

Although once touted as “the most successful BPL deployment in the nation,” the city finally decided to cut its losses and get out of the business for good.

Despite its early promise, Manassas’ BPL service not only caused interference with licensed ham radio operators, but it was also a financial drain. The city said that the service was losing \$166,000 annually.

## Commerce Department Announces Broadband Funding

**U**.S. Commerce Secretary Gary Locke on March 2 announced 23 grants that the agency said will help bridge the technological divide, boost economic growth, create jobs, and improve education and health care cross the country. The grants, totaling more than \$160 million, will increase broadband access and adoption in 17 states and Puerto Rico.

“In a globalized 21<sup>st</sup> century economy, when you don’t have regular access to the internet, you don’t have access to all the educational and employment opportunities it provides,” Locke said. “Fast, reliable internet can help keep communities safer, open doors for small businesses, and provide job training and skills to more Americans.”

The Department of Commerce’s National Telecommunications and Information Administration’s Broadband Technology Opportunities Program provides grants to support the deployment of broadband infrastructure, enhance and expand public computer centers, and encourage sustainable adoption of broadband service.

A list of grant recipients is at [www.ntia.doc.gov](http://www.ntia.doc.gov) or by calling Mike Ancell at PCCA. ■

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## Agriculture Department Announces 33 Rural Broadband Projects

**I**n announcements in February and March, Agriculture Secretary Tom Vilsack announced the selection of 33 broadband infrastructure projects to give rural residents access to improved economic and educational opportunities. Funding for the projects is being provided through the American Recovery and Reinvestment Act.

Funding of individual recipients is contingent upon their meeting the terms of the loan, grant, or loan/grant agreement.

**Alaska**, Supervision Inc., The Farther and Faster Project: \$174,680 grant and \$43,671 private investment to provide last-mile cable to deliver broadband capability in Tanana.

**American Samoa**, American Samoa Telecommunications Authority, Broadband Linking the American Samoa Territory Project: \$10 million loan, \$81.034 million grant, and \$4.462 million private investment to replace legacy copper infrastructure with a fiber optic network that will link the main islands of American Samoa.

**California**, Ponderosa Cablevision, Millerton Project: \$1.926 million loan and \$1.926 million grant to provide fiber-to-the-premises (FTTP) in a 31-square-mile area adjacent to Ponderosa's current service territory.

**Colorado**, Wiggins Telephone Association, Weldona-Orchard FTTP Project: \$2.168 million loan and \$2.159 million grant to provide FTTP in the Weldona-Goodrich-Orchard area.

**Georgia**, Flint Cable TV, Flint Digital Wave Project: \$4.095 million loan and \$4.095 million to provide a Hybrid Fiber Coaxial (HFC) network to homes in underserved areas central Georgia.

**Idaho**, Coeur d'Alene Tribe, Coeur d'Alene Reservation FTTH Project: \$6.142 million loan and \$6.142 million grant to provide a FTTH broadband system in northern Idaho.

**Indiana**, Sunman Telecommunications, 700MHz WiMAX Wireless Broadband Plan Project: \$5.694 million loan and \$5.694 million grant to provide needed broadband services in rural communities of Indiana.

**Indiana**, Smithville Telephone Company, Inc.: \$37.729 million loan to provide broadband service.

**Iowa**, Southeast Iowa Rural Wireless Broadband: \$3.836 million loan to provide internet services to 80 rural communities using proven wireless technology.

**Kentucky**, Mountain Rural Telephone Cooperative Corporation ILEC Broadband: \$39.843 million loan and \$38.281 million grant to provide fiber to Morgan, Menifee, Wolfe, and Elliott counties.

**Louisiana**, Allen's Cable FTTP Broadband Network Extension: \$3.584 million loan and \$3.513 million grant to extend fiber into rural areas of three South Louisiana parishes.

**Louisiana**, LBH, LLC, Rural Broadband Powered by Fiber: \$16.693 million loan and \$16.691 million grant to expand existing broadband into rural areas around Moss Bluff, Oakdale, and Vinton.

**Kansas and Oklahoma**, Totah Communications, Inc., the Totah Broadband Expansion Project: \$4.852 million loan, \$3.660 million grant, and \$2.1 million private investment to upgrade existing copper-fed DSL nodes to fiber-fed DSL nodes and install additional fiber-fed DSL nodes throughout the service area.

**Michigan**, Southwest Michigan Communications, Paw Paw and Antwerp, MI FTTP Project: \$4.165 million loan and \$4.165 million grant to provide advanced broadband services in the rural Paw Paw area.

**Minnesota**, Halstad Telephone Company, the HTC Minnesota Exchanges FTTP Project: \$3.277 million loan and \$3.277 million grant to provide FTTP broadband in Norman and Polk Counties.

**Minnesota**, Southwest Minnesota Broadband Group: \$6.35 million loan and \$6.35 million grant to provide service to eight rural communities throughout southwestern Minnesota.

**Mississippi**, Bay Springs Telephone Co., Bay Springs Broadband Initiatives Project: \$4.304 million loan and \$4.135 million grant to expand advanced DSL broadband services to unserved and underserved areas in Jasper, Jones, Rankin, Scott, and Smith Counties.



**Missouri**, Unionville, Missouri FTTP Project: \$5.140 million loan and \$5.14 million grant to provide broadband services in the Unionville area.

**New Mexico**, Pueblo de San Ildefonso, TewaCom Broadband Initiative, Phase 1-Upper Rio Grande Valley Project: \$632,225 loan and \$632,225 grant to expand service.

**New Mexico**, Penasco Valley Telephone Cooperative Inc., the Penasco Valley Telephone Incumbent Local Exchange Carrier Project: \$4.818 million loan and \$4.77 million grant to provide high-speed broadband to unserved areas.

**New Mexico**, Western New Mexico Telephone Company, Broadband Infrastructure Project: \$11.516 million grant to provide last-mile broadband services throughout western New Mexico.

**New Mexico**, Baca Valley Telephone Company, Inc.: \$1.651 million loan and \$1.586 million grant to expand fiber optics to DSL nodes in northeastern New Mexico.

**North Dakota**, Halstad Telephone Company, the HTC Hillsboro North Dakota Town Broadband Project: \$246,500 loan, \$246,500 grant, and \$7,000 private investment to increase broadband capability in Hillsboro.

**Ohio**, Wabash Mutual Telephone Co., Fort Recovery Area FTTH Project: \$2.201 million loan and \$2.174 million grant to provide an optical fiber network in the region.

**Ohio**, Intelliwave, the Athens, Fairfield, and Pickaway County Ohio Rural Broadband Initiative Project: \$1.162 million loan and \$1.116 million grant to provide affordable wireless broadband and VoIP phone service to underserved rural Ohio communities.

**Ohio**, Benton Ridge Telephone Co., the Broadband Expansion Project - Benton Ridge: \$1.611 loan and \$1.547 million grant to provide FTTH in the Benton Ridge exchange.

**Oregon**, Canby Telephone Association, Rural Clackamas Co. Service Expansion Project: \$248,046 loan and \$496,090 grant to provide advanced DSL infrastructure and connectivity to underserved areas of Clackamas County.

**Oregon**, Sandy Broadband Infrastructure Project: \$374,548 loan and \$374,537 grant to provide broadband service to the underserved rural area of Sandy.

**Texas**, PRIDE Network, Inc., the Texas South Plains Project: \$22.720 million loan and \$21.829 million grant to provide an FTTP infrastructure in the Texas South Plains region.

**Texas**, PRIDE Network, Inc., the Burkburnett and Iowa Park Project: \$12.811 million loan and \$6.309 million grant to provide an FTTP infrastructure, with a WiMAX service-extension overlay, in Burkburnett and Iowa Park.

**Texas**, XIT Rural Telephone Cooperative, Inc., the FTTP and Very High Speed DSL2 Combination Application Project: \$3.065 million grant and \$3.190 million private investment to provide FTTP and fiber-to-the-node advanced DSL technology in Dalhart and Stratford.

**Texas**, Southern Texas Broadband Infrastructure Development and Adoption Project: \$40,093,153 loan and \$38,520,868 grant to develop a broadband infrastructure in rural communities of the South Texas Plains.

**West Virginia**, Gateway Telecom LLC, West Virginia Last Mile Project: \$1.475 million loan and \$1.417 million grant to provide a wireless last-mile broadband solution in unserved rural areas of West Virginia.

RDUP News continued on page 12



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# Agriculture Department Announces Rural Electric Projects

**O**n March 2, Agriculture Secretary Tom Vilsack announced that 29 rural utilities and cooperatives in 16 states were selected to receive loans and loan guarantees to build and repair more than 5,600 miles of distribution and transmission lines and make system improvements that will benefit more than 55,000 rural customers.

The funding is being provided under USDA Rural Development's Electric Loan Program. It may be used to expand or improve electric service, support renewable energy efforts, and establish energy conservation programs.

"Reliable electric service is a key to economic growth and development, and the funding that I am announc-

ing today will help many rural utilities improve service to their customers and owner-members," Vilsack said. "These investments are a critical part of the Obama administration's actions to develop the infrastructure and build the economy of rural communities."

Below is a complete list of the borrowers. Funding of each loan recipient is contingent upon the recipient meeting the conditions of the loan agreement.

Alabama, Baldwin County Electric Membership Corporation, \$42,950,000

Alaska, Kodiak Electric Association, Inc., \$10,600,000

Arizona, Mohave Electric Cooperative Inc., \$28,075,000

Arkansas, Petit Jean Electric Cooperative Corporation, \$10,589,000

Arkansas, Carroll Electric Cooperative Corporation, \$43,413,000

Colorado, Morgan County Rural Electric Association, \$6,823,000

Georgia, Coastal Electric Membership Corporation, \$18,000,000

Georgia, Washington Electric Membership Corporation, \$13,346,000

Georgia, Sumter Electric Membership Corporation, \$10,000,000

Iowa, Butler County Rural Electric Cooperative, \$12,700,000

Iowa, Grundy County Rural Electric Cooperative, \$732,000

Minnesota, Lyon-Lincoln Electric Cooperative, \$4,483,000

Missouri, White River Valley Electric Cooperative, \$51,427,000

Missouri, Farmers Electric Cooperative, \$9,500,000

Missouri, Howard Electric Cooperative, \$5,249,000

Montana, Ravalli County Electric Cooperative, Inc., \$6,100,000

New Mexico, Jemez Mountains Electric Cooperative, Inc., \$28,983,000

New Mexico, Farmers' Electric Cooperative, Inc., \$28,101,000

North Carolina, Energy United Electric Membership Corporation, \$69,000,000

North Carolina, Halifax Electric Membership Corporation, \$6,500,000

North Dakota, Capital Electric Cooperative, Inc., \$15,000,000

North Dakota, Northern Plains Electric Cooperative, \$17,000,000

North Dakota, Mountrail-Williams Electric Cooperative, \$30,000,000

Ohio, North Western Electric Cooperative, \$4,750,000

Texas, Karnes Electric Cooperative, Inc., \$6,718,000

Texas, Houston County Electric Cooperative, \$11,940,000

Texas, Greenbelt Electric Cooperative, Inc., \$2,990,000

Texas, Central Texas Electric Cooperative, \$34,000,000

Wyoming, Wheatland Rural Electric Association, \$4,255,000

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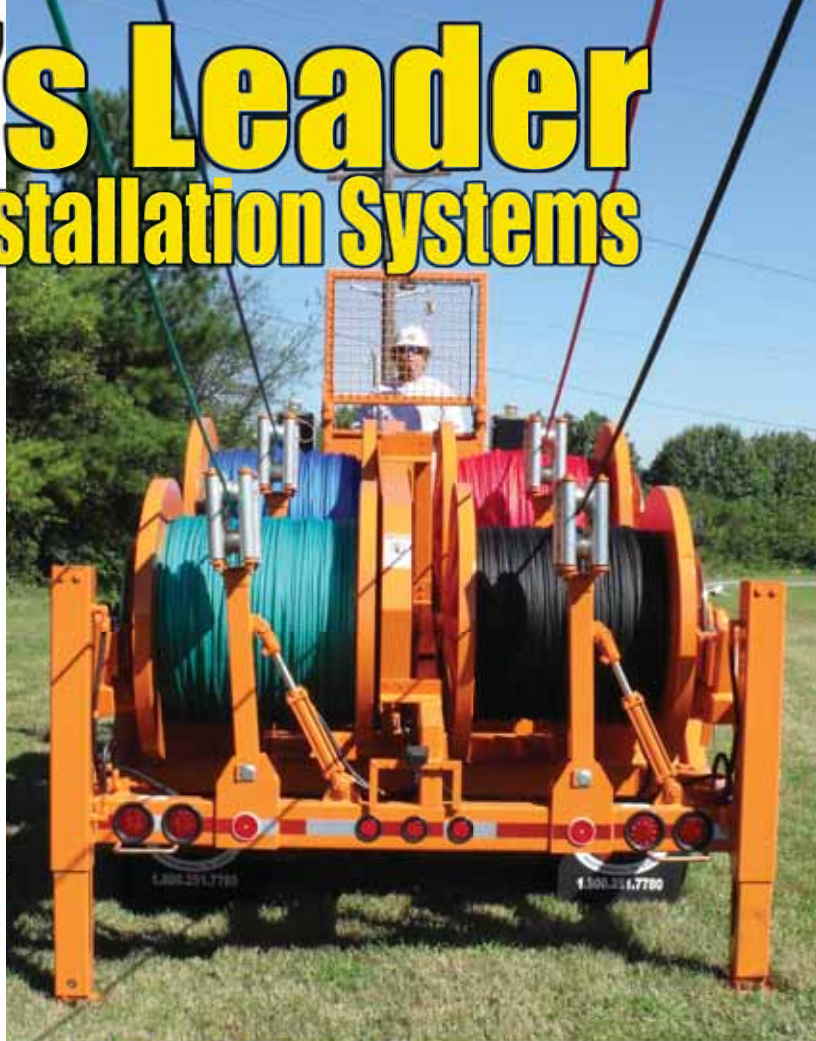
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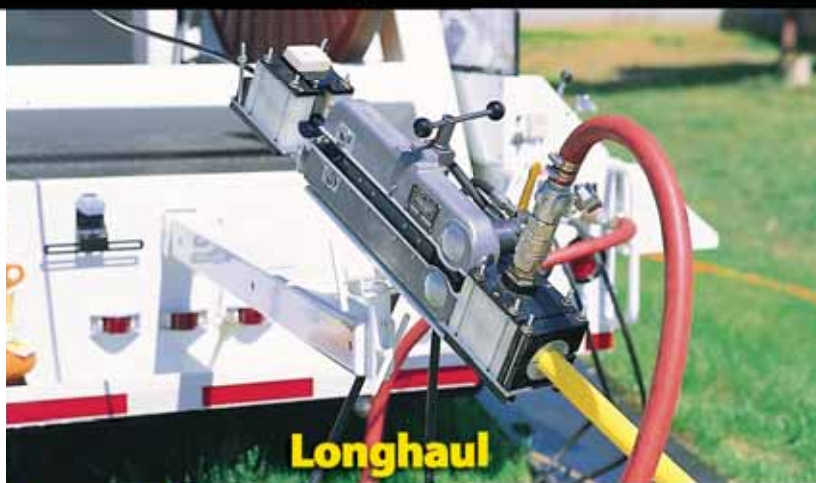


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## OSHA Unveils eTool for the Electric Power Industry

**T**o help protect worker safety in the power construction industry, OSHA recently published the “Electric Power Generation, Transmission, and Distribution Standard” eTool. This eTool addresses OSHA’s standard and explains preventive measures for protecting workers’ safety and health, such as providing personal protective equipment, using lockout/tagout procedures to prevent startup of energized equipment, and following safety requirements when working on or near power lines. OSHA’s eTools are stand-alone, interactive web-based training tools on topics that include modules for answering questions and providing advice on how OSHA regulations apply to users’ worksites.

Workers in the electric power industry are potentially exposed to a variety of serious hazards, such as arc flashes, electric shock, falls, and thermal burn hazards that can cause injury and death. This eTool seeks to inform employers of their obligations to develop the appropriate hazard prevention and control methodologies designed to prevent workplace injuries and illnesses. Employers are required to implement the safe work practices and worker training requirements of OSHA’s Electric Power Generation, Transmission and Distribution Standard, 29 CFR 1910.269. The eTool also informs workers engaged in the generation, transmission, and distribution of electric power on the steps their employers must implement in order

to provide them with a safe and healthful work environment. Not all the requirements of 29 CFR 1910.269 are covered, however.

Sections of the eTool include Generation vs. Transmission and Distribution, Medical Services and First Aid, Hazard Assessment and Job Briefing, Energized vs. Deenergized Work, Hazardous Energy Control, Grounding for Employee Protection, Personal Protective Equipment, Insulating Protective Equipment, Enclosed Spaces and Working Underground, Overhead Line Work, Illustrated Glossary, and Glossary of Terms.

Find the eTool at [www.osha.gov/SLTC/etools/electric\\_power/index.html](http://www.osha.gov/SLTC/etools/electric_power/index.html), or just type “electric etool” in the search box at [www.osha.gov](http://www.osha.gov) and it will be the first option.

## OSHA Levies Heavy Whistleblower Penalty

**T**he U.S. Department of Labor’s Occupational Safety and Health Administration has ordered e-Smart Technologies Inc. to pay back wages with interest and approximately \$600,000 in compensatory damages to a California worker who was discharged after raising concerns about misinformation contained in a draft public filing. OSHA also ordered the company to reinstate the whistleblower to his former position.

“It is vital that employees be able to raise fraud concerns to their employers without fear of retaliation,” said Assistant Secretary of Labor for OSHA Dr. David Michaels. “This order reaffirms both the right of employees to raise concerns regarding violations of Securities and Exchange Commission rules and the Labor Department’s commitment to protecting that right.”

The action resulted from a whistleblower investigation conducted by OSHA’s regional office in San Francisco under the whistleblower protection provisions of the Sarbanes-Oxley Act of 2002. The investigation substantiated the employee’s complaint that his job duties were systematically removed and his paychecks were delayed and ultimately stopped after he questioned the

accuracy of several statements made in the company’s Securities and Exchange Commission filings.

In addition to requiring e-Smart Technologies to fairly compensate and rehire the whistleblower, OSHA’s order instructs the company to provide a neutral reference, expunge his personnel file of any reference to his exercise of rights under the Sarbanes-Oxley Act, and post a notice to employees outlining whistleblower protections.

## Harvick Takes 811 to Victory Lane

**D**uring the April 25 NASCAR Sprint Cup race at Talladega, Kevin Harvick helped celebrate National Safe Digging month by sporting the “Call 811” logo on the deck lid and rocker panels of his No. 29 car to help educate fans about the importance of following the proper safety procedures when digging. As PCCA members well know, a quick call to 811 can help avoid damage to underground utilities, which can cause injuries, environmental incidents, and disruption of services.

Not only did Harvick deliver this important message, but he also raced his Shell-Pennzoil Chevrolet to victory lane and celebrated his first points win of the season. ■



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## PCCA 2010: More Than the Magic

**M**ore than 350 PCCA members, family, and friends made the magical journey to Orlando, Fla., in March for the 65<sup>th</sup> Annual PCCA Convention at Disney's Contemporary Resort. They explored the parks, rode the rides, and whacked golf balls all around the Magic Kingdom. And while the looks on the kids' faces and the memories will last a lifetime, the meeting was about much more than some thrills and some mice. Construction professionals attend PCCA meetings every year to develop their professional skills, cultivate relationships in the industry, and learn more about power and communication construction—what's happening now, what's coming down the road, and what the long-term looks like.

The Construction Industry Roundtable, with a packed room as always, provided a bit of optimism in these uncertain times, but the message was more mixed as one might expect from a national group with people working not just in separate regions, but in separate niches of the industry as well. The roundtable included reports from Tom Harter of the Association of Communications Engineers, Mark Bridgers and Chris Daum of FMI, and Brad Radichel of Condux, who provided an overview on how PCCA's manufacturer and supplier members are faring. The wide-ranging discussion that

followed included the impact of federal stimulus money on telecom work, the negative effects of the recently passed health care bill, difficulties with Davis-Bacon prevailing wage requirements, the increased demand and cost for fiber and other commodities, and the rate of economic recovery.

Skills development at PCCA conventions occurs during the educational sessions, most notably the Young Construction Professionals (YCP) program. The YCP holds a 4-hour session at every PCCA convention and mid-year meeting. In Orlando, participants covered key performance indicators—defining and measuring progress and risk. Convention attendees also turned out in force for sessions on managing a construction company in a tight economy and emerging trends in power, communication, and utility construction. Another valuable learning experience at the convention was the Annual Associates Exhibit, where contractor and associate members discussed jobs, products, and business in a relaxed, low-pressure atmosphere.

PCCA 2010 featured two fantastic speakers, both of whom made their audiences think hard about what they believe in, though in very different ways. At the Opening Session, magician Craig Karges wowed the crowd with tricks that just didn't make sense (and still

Continued on page 18



## PCCA 2010

Continued from page 17

don't!). At the Annual Prayer Breakfast, Don Piper talked about real belief as he recounted his remarkable story of near death (he was actually pronounced dead by four sets of paramedics) and his amazing recovery.

The many serious subjects at PCCA meetings are usually offset by some memorable parties, and this year was exceptional in that regard with an enjoyable marina-side Welcome Reception, the always-wild PCCA Auction (which raised more than \$110,000 for PCCA programs), and a hilariously unique final night party at Hollywood Studios.

During the final party, PCCA thanked outgoing association President Ron Tagliapietra, Michels Corporation, for his years of service and for hosting such a fantastic convention, and it welcomed new President Kevin Mason of ElectriCom. PCCA also added three new members to its Board of Directors during the convention: Ed Campbell of Henkels & McCoy, Pomona, Calif.; Matthew Gabrielse, Gabe's Construction Co., Inc., Sheboygan, Wis.; and Jerrod Henschel, Michels Corporation, Brownsville, Wis. ■

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Left, billed as an "extraordinist," Craig Karges dazzled the crowd with an array of tricks that backed up the claim—extraordinary, indeed.

Right, Austin Shanfelter seems hungry, but Janet Duff doesn't seem to care.

Below left, the tacky tourists are delighted to meet new PCCA President-Elect Larry Libla.

Bottom right, Kristin Thulin and Scott Wadell at the President's Welcome Reception.







Top, Tim Wagner (left) and Ron Tagliapietra discuss association business at the Board of Directors meeting, which included (above, from left) Larry Pribyl, Tony Briggs, Robert Orr, Brad Radichel, and Bryan Westerman. Below, whether Andy Patron (left) and Dan Levac are discussing decision-making strategies or resort fashion, Joe Oden (right) and Dan Stephens are surely agreeing with Andy. Bottom, Faustino Reyes (left) and Jim Simpson discuss a pipelaying snag during the YCP session.



Above, from left, Jameson Ringger, Kevin Mason, Herb Fluaharty, and Robert Carpenter. Guess which one didn't get the blue shirt/khaki pants memo.

Below, Marty Ferguson learns that if Sam, Don, and Dan Stephens give you read, go for it. Bottom, Tim Fisher belts one down the fairway under the watchful eyes of (from left) Bob Breeden, Denis Scharnhorst, and Troy Gipson.







The Construction Industry Roundtable tackles many serious topics but is not without some lighter moments. Top (from left), Jack Jeffrey, Robert Juarez, Kevin Mason, Steve Sellenriek, Ryan Steinbecker, and Heath Sellenriek. Above (from left) Troy Gipson, Gene Klaasmeyer, Martin Kobs, Joe Boxrucker, John Fluharty, Scot Fluharty, and Mark Kwilinski. Below, the session on managing a company during a tight economy attracted quite a crowd. Bottom, a relaxing moment for (from left) Pamela, Max, Olivia, and Rob Pribyl, Carrie Hoppnen, Nick Anderson, and Sophia and Kelly Pribyl.

Above, John Howell (left) and Jim Dillahunty discuss utility vehicles during the Annual Associates Exhibit. Top, Jim Simpson (left) and Larry Libla (right) visit with Alec Nations and John Hale in the Deere booth.

Below, Faustino Reyes (right) gets the latest information on confined space ventilation from Gary Pelsue.







Above, Martin and Dan Schmoldt keep close tabs on the Disney Gift Basket during the Silent Auction.



Below (from left), Colleen and Dave Moore and Patty and Denis Scharnhorst at the Auction Reception. Bottom, the heads-or-tails game was a big hit at the Auction. If your hands are on your head, take a seat!



Top, Auctioneers Michael Whitebread (left) and Charles Cook always lend the association a big hand during the Auction. Above, a group effort from (from left) Kaylee Miller, Michaela Amerine, Pat Amerine, and Jeremy Miller scores the golf package for Grandpa Glen.

Below, Mackenzie Fluharty takes a break from her balloon-running duties to pose for a picture with Pops.







Above, Gina Nicoli reads from the New Testament during the Annual Prayer Breakfast. Above right, Past President Winston Weaver welcomes friends and colleagues to the breakfast.



Below, PCCA partiers were met at Hollywood Studios by a crush of adoring fans. Bottom, accompanied by security to keep the paparazzi away, Mason Trawick stops to sign a few autographs.



Above, Don Piper has an amazing story of life and death and a resonant message about the power of faith.



Below, Disney's first couple is thrilled to meet Pat, Kara, Kevin, and Patrick Hunt.







Kids! Kids! Kids! Left, (from left) Christina Radichel, Mary Fowles, and Darlene Radichel are all smiles at the Hollywood Studios party. Top left, Luca Nicoli and Tyler Tagliapietra are looking stylish at Grandpa Tag's Welcome Reception. Middle left, Roxanne and Cooper Sellenriek play airplane by the marina.

Right, the Briggs, Trawick, and Reyes crew enjoys the show. Top right, Abbie Fowles gives somebody a flip; we think it looks like Venice Westover. Middle right, McKayla, Keisha, and Tammy Aubrey strike a pose with a dandy at Hollywood Studios.



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Above, Dixie and Roxanne Sellenriek enjoy the thrill ride and preserve some family dignity while Bob covers up and Heath.....well, we're not really sure what Heath is doing.



Below, PCCA's new first couple, Debra and Kevin Mason. Bottom, Georgi and Brad Pelsue enjoy the closing night party.

Top, PCCA members always get straight, hard-hitting analysis from FMI's Mark Bridgers. Above, two beautiful smiles and.....Tyler. From left, Candice Bartson, Nicole Dearth, and Tyler Myers.



Below, Past President Herb Fluarty and his wife, Chris, stay warm during the Hollywood Studios party.







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# An Upside to the Downturn

By Andy Patron



**Because people are your most valuable asset, this slow-down time offers you the best opportunity to put your limited resources to work, learning. Invest in your people now to manage risk today and make them more valuable as you rebound in the coming months.**

**"O**ur people are our most valuable asset." Many executives share this view, and most really mean it. However, if you were challenged to prove it, could you? You might try looking at your balance sheet because this is where your company's assets are listed. Typically, you will see "cash," "accounts receivable," "materials," and "fixed assets," but probably not "people."

According to the accountants, "people" are not an asset. Your accountant, though, will point you to another financial report: your income statement. There, he or she will show you line items entitled "direct labor" and "salaries" in Operating Expenses, with both categories making up the "people." The dollars there represent the direct cost associated with having people on your payroll. In addition, many of your other costs exist to provide benefits, supervision, shelter, and communications for your people. After only a little research, you find that the most valuable, yet unbooked asset is really one of your biggest costs! You can see that your people are expensive, but what are you doing to show them how valuable they are? Moreover, are you doing anything to make them more valuable?

Many companies have taken a hard look at their financials during this tight economy and have cut costs.

They have made the tough decision to slash overhead and reduce headcount by trimming "direct labor." In other words, they have fired, laid-off, or let some of their people go. Generally, this first round of cuts involved jettisoning the "C" and "D" players, reducing salaries, or asking some staff to work part-time. Many firms now find themselves in an uneasy place, not wanting to let any more people go because they may be needed to do the work the company is chasing. So, a few extra, topnotch people are hanging around the office with little or no work to do.

Your "most valuable assets" are costing you cash and not producing revenue. Your choices are A) pay their salaries and hope that the economy will turn around in time or B) terminate them to cut your direct labor costs today. The expedient, default answer for most business owners is option B. It is the logical answer. The math supports it. But if you take only a short-term financial view, you risk losing some of the very people that made your business what it is today. This will change the trajectory of what your business can become in the future. Before you choose option B, consider how much you have already invested in your people. How much money have you spent on the following: time working with them, the equipment and tools

Continued on page 28



## An Upside to the Downturn

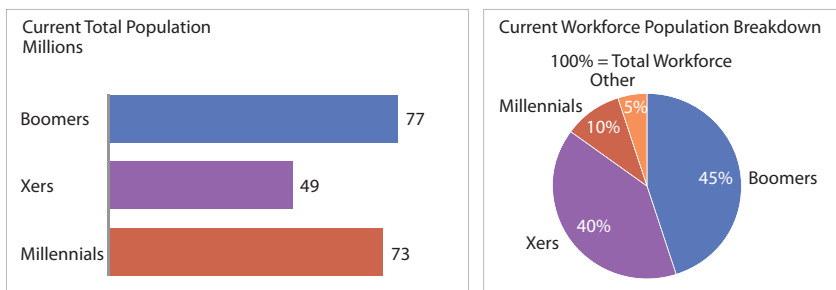
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purchased for them, the shared experiences, and all the coaching and correcting that you and others have invested in them?

These employees probably embrace your company culture and live out many of your corporate values, which they have learned over time through blood, sweat, and tears. These “sunk costs” are what make your “most valuable asset” valuable to you. As you wrestle with how to stay in business, consider this “investment” cost. What would it cost you to start all over with new people? Because the start-up cost of new hires will likely be much higher than the start-up costs of the players that you let go, the aggregate cost and time of replacing staff is quite large and can be up to 2.75 times the investment that you made in the old team. The best long-term business decision is option A unless your situation is quite desperate. Now go a step further. If you decide to continue to invest in your experienced team, ask yourself, “What can I do to maximize the investment I have made in these people?” The answer is to continue to develop them and make them even better.

Now is strategically the best time to invest in the development of your people. The demographics of our industry are changing, with only a short window of opportunity to prepare. Baby Boomers (born from 1946 to 1964) make up about 45 percent of the workforce and are 77 million strong. While some are delaying retirement plans due to the recession and loss of retirement funds, the ticking clock still poses a problem. Some Boomers are retiring, and many more will as soon as they are able. Generation Xers (born from 1965 to 1980) make up about 40 percent of the workforce within a cohort of only about 49 million people. They are assuming the leadership positions as Boomers retire, but there are not enough of them to fill all the empty seats. Millennials (born from 1981 to 2000ish) make up only about 10 percent of the workforce, but there are more than 73 million of them. As more of them enter the workforce, they will be required to step into leadership roles sooner than any generation before because of the vacancies left by the Boomers as they leave the working world. Most of these Millennials are nowhere near ready for such roles.

Exhibit 1  
Populations by Generation



The current economic downturn provides precious time to execute a transfer of knowledge and expertise from Boomers to Xers and Millennials. This might be the only good thing about the current economic condition (See Exhibit 1 below). There are plenty of internal options for this transfer of experience. Many companies already have mentoring programs, one-on-one and group coaching, rotational programs for “high-potentials,” and special assignments with a seasoned leader. The object is to transfer real-life experience from those with more than 25 years in the business. In most cases, this means from Boomer to Millennial. The upside of this information/experience transfer opportunity is significant. Done correctly, the trauma of management/ownership succession can be minimized, and your business can continue to thrive (or begin to thrive). The fly in the ointment is that most Boomers (and Xers, too) are very busy and do not have the skills to adequately pass their knowledge to the next generation of leaders. Many will try to find a way to make it happen, but most companies need some help.

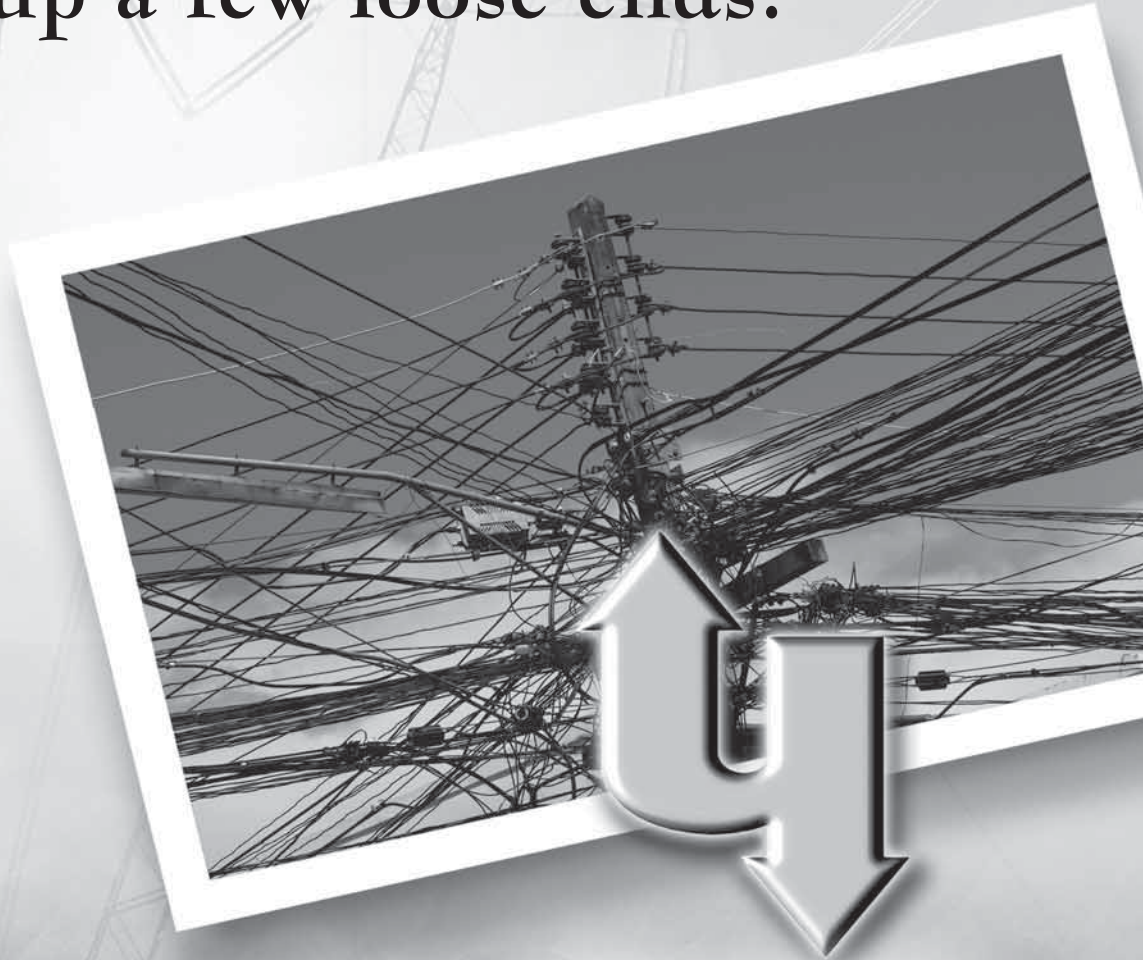
The days of “sink or swim” learning are over. Letting people fail is just too expensive. Your projects are too complex, too costly and the margins are too small to contain any mistakes, politically or financially. There is just too much at stake. You need to provide some expert lessons to transfer knowledge and experience to your future leaders. You need to provide education and training to give them the skills and abilities they need to be more effective and to manage risk so that you can stay in business.

Determining the training needs of your people is not an easy task. You could commission a formal competency assessment to determine specific training needs for each individual in the company. This allows decision-makers to target their training dollars and select courses that will give them the biggest return. Without a formal assessment process in place, determining the training-dollar allocation can be hit and miss. Jerry Porras, author of *Success Built to Last: Creating a Life That Matters*, provides a framework for determining training needs. He contends that if there is something that you like doing AND you are good at, you should do it. The converse is if you do not like doing something and are not good at it, you should avoid it. In theory, this is the road to long-term personal success. Unfortunately, we rarely have that option. There are many tasks that we NEED to do, that we do not like doing and/or are not good at doing. Exhibit 2 takes Porras’ idea and tweaks it to create a matrix that has two axes: “Need” along the vertical and “Skill Level” along the horizontal. The intersections create four

Continued on page 30



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tying up a few loose ends.”



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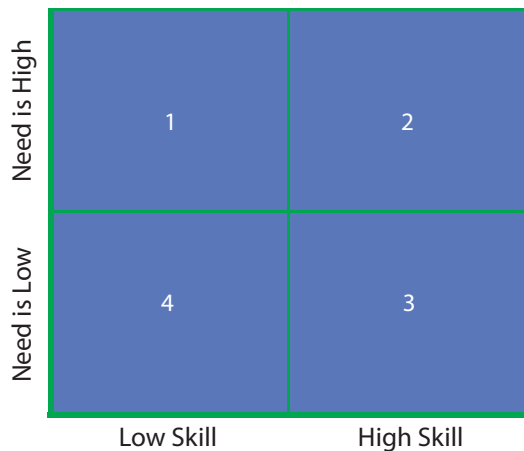


## An Upside to the Downturn

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Exhibit 2

### The Need/Skill Matrix

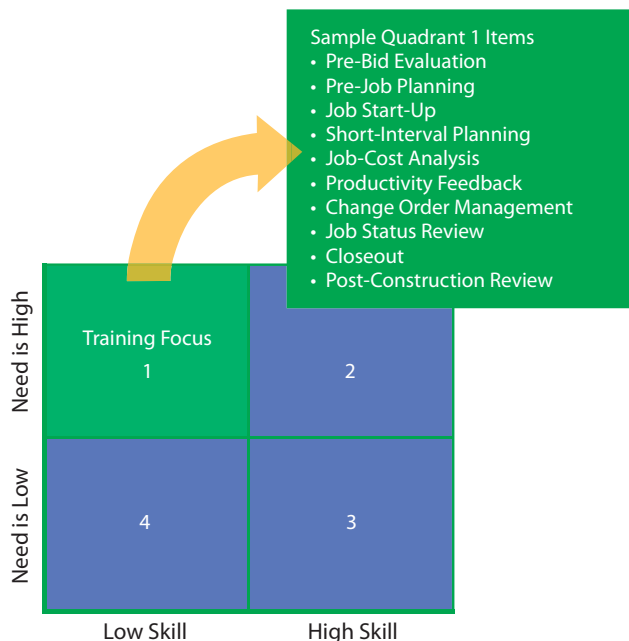


quadrants: 1) Need is high/Skill is low, 2) Need is high/Skill is high, 3) Need is low/Skill is high, and 4) Need is low/Skill is low. This provides a framework for how to focus your people-development thinking. The tasks with high need and low skill level (quadrant 1) should get your first dollars. However, also consider the tasks in other quadrants. Even if your people are good at something, when the cost of failure or loss is high, training is imperative. Now fill in quadrant 1 (See Exhibit 3). Some topics that are common across the industry are pre-bid evaluation, pre-job planning, job start-up, short interval planning, job cost analysis, productivity feedback, change order management, job status review, closeout, and post-construction review.

Consider your target audience. One size does not

Exhibit 3

### The Need/Skill Matrix



fit all when it comes to effective training. The content should vary by job title. Field staff use different skills and knowledge than project managers. Senior project managers need more business and people management skills than the project managers they manage. The senior team has to deal with broader industry issues than the mid-level managers, so their training focus should be different. The delivery method should vary by job level, also. As you move from field to office, the training methods and content should reflect those changing audiences. For example, meetings management training has a different focus if the audience is a group of superintendents versus senior executives. Although there are some common practices, field staff generally require training examples directly applicable to the field environment or they will not use them. A daily huddle meeting is very different from a quarterly financial review.

The training should be industry-specific and practical. The issues that field managers face in construction are very different from those experienced by their peers in manufacturing or technology. For example, generic meetings management training will not be as effective as construction-specific meetings management training designed specifically for field staff. They will more easily relate to the curriculum, see the application, and use it more effectively if they can see how it directly applies to what they do everyday. Choosing the most targeted, focused training programs will extend your training dollar and give you the greatest return. Exhibit 4 helps illustrate this concept. Furthermore, there are market sectors within the construction industry such as heavy civil, specialty, and general contracting, and the development needs of each level within each industry sector can vary widely. Find content and material that speaks to the right level and group to be most effective.

After you define the focus of your training, do not waste it on a poor delivery. Invest in a high-quality training and development program. Consider important adult learning characteristics before you decide on who and how to train your people. Some of the characteristics of great learning experiences include:

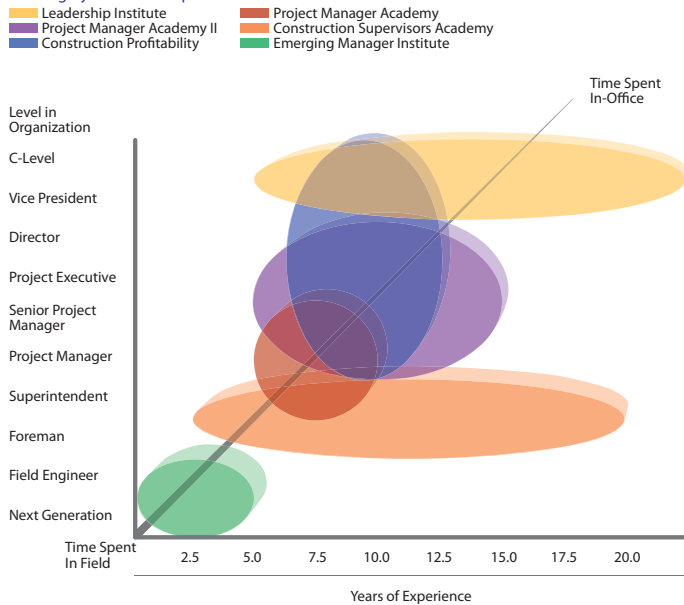
- Relevant, real-life, and practical
- Good leader/trainer/teacher
- Challenging learning environment
- Creative, unique, and interactive delivery
- All learning styles (visual, auditory, written, kinesthetic) impact design and delivery;
- Participants are moved in some way, often to take certain actions
- Fun—learning should be fun, especially for adults

Investing in targeted, experiential training is the greatest risk-reducing investment in a tight, competitive market. Determine the highest returns on your training dollars. When the training is strategically



Exhibit 4

#### Training by Level and Experience



Source: Andrew B. Patron, FMI Senior Consultant

important, the need (risk) is high, and the skill level is low, you need to provide the necessary developmental opportunities. Money is tight, so do not waste it on the wrong type of development. Look back at your

list of quadrant 1 tasks, and target the one or two that will give you the biggest return on investment (ROI). Relevant content, engaging facilitators, and interactive presentation help the participants learn and retain the information, increasing your ROI. Following are three approaches for calculating training ROI.


### Cost/Benefit Ratio Approach

1. Calculate direct costs: materials, conference fees, trainer compensation, consultant fees, and trainee wages, travel, meals, and hotels. Divide this number by the number of trainees in the program.
2. Calculate indirect costs: loss of productivity while employees are in training and not on the job.
3. Calculate total training program cost.
4. Estimate expected productivity benefit resulting from training (be conservative).
5. Calculate the first-year profit improvement with the productivity increase.
6. Estimate length of time of training effect using a discount rate formula to reduce the value of future

Continued on page 32


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## An Upside to the Downturn

Continued from page 31

years' productivity increases.

7. Add 5 and 6 to total estimated profit increase from training.
8. Calculate total training benefits after training cost by subtracting 7 from 3.
9. Calculate training ROI. This method rolls all return into the first-year calculation (which is the period in which the training cost is expensed), so an annualization of return is not needed.

### Individual Commitments Approach

This approach focuses on changes accomplished and overall business results instead of mathematical projections. The idea is to identify two or three core behaviors that if employed by a specific business unit within the organization, would dramatically improve business results. The next step is to provide the training and focus on ensuring that participants who complete the program are truly capable of performing the specified behaviors.

The participants then receive three to six months of reinforcement and support related to the target performance and their subsequent progress. The specific financial impact related to that business unit is compared each month (or week) after the training experience. The impact of implementing the target competencies is determined and evaluated in terms of strategic benefit.

The ROI process involves the participants and their managers and extends well beyond the learning event.

### Cost of Training

Consider a two-day training program for 16 employees.

- If you pay each employee \$200 per day, multiply that by two days. You would pay \$400 times 16 employees for a total of \$6,400 in trainee wages.
- Estimated costs for training facilitator, materials, room, a/v equipment, and travel equals \$16,500.
- If the company makes 20 percent profit on each employee hour worked, the loss in employee productivity while in training would be \$1,280 (\$200 per day X 20 percent X 16 people X 2 days) = the total training costs are \$24,180, in this example.

Assume that each of the 16 employees improved productivity, which resulted in an additional 10 percent of profit per employee. The added profit after the training would equal \$79,360 (\$200 per day X 10 percent X 16 people X 248 days) in the first year, which, in this example, is a return of three times the cost of the training.

Once the detailed commitments are established, employees submit progress reports. Implementing the new skills is linked directly to the business activity that is the beneficiary of the changed behaviors.

### Root Cause Analysis

1. Identify the root cause of organizational "pain" (e.g., closeout, change orders, or customer service).
2. Determine how much the pain costs. Using closeout as an example, determine the total cost of delay in closing out, number of days of accounts receivable, cost of general conditions for extra days, cost of each "additional" punch list item, overtime, and call backs.
3. Design a training program around focused training that would reduce the closeout cycle by a targeted number of days, identify who and how many people would be involved, and determine the costs associated with it.
4. Develop a cost/benefit ratio. How much is earned by implementing training to closeout sooner versus the current closeout cycle?

These are just a few examples of how you might try to determine ROI. Return on investment in the area of training is a somewhat subjective exercise. Collecting enough evidence to point to training as the main reason for success will undoubtedly require a great deal of time, calculations, and expertise. It may take some time for that investment to return to you through the changes exhibited in your people. However, remember that any training is an investment in your greatest asset, your employees. Training and development shows them how valuable you think they are and increases their value to you.

One-time training is useful but ongoing development demonstrates to your people that you continually invest in their value. A common concern from many companies in this economy is they just do not believe they have the money for training. Former Harvard University President Derek Bok said, "If you think that education is expensive, try ignorance." With that in mind, consider an analogy in our industry to help frame this discussion. During this slowdown, a number of companies have used the time to do maintenance on their "fixed assets" (equipment). The "yellow iron" is the cleanest and most maintained it has been in years. The strategy is sound: you have to do the maintenance on it anyway and it is money well spent in the end. It is a good time to get everything in good working order so that it is ready to go when you need it (or want to sell it.) An added bonus is that you can keep some good workers busy for a while. You spent some money, but you know it will pay back when the work picks up again. After all, as long as the equipment was sitting



idle it was not making you any money, so you might as well take advantage of the lull to get it in tiptop condition. That same logic holds true for your "most valuable asset," people. Unlike equipment, talented people improve with age, experience, and training.

Here's a recap:

- Your people are your most valuable asset.
- The current economic times have forced many to make some tough decisions, and you now have the best performing, most productive group of people available in your company.
- The demographics of the construction industry are pressing you to transfer skills and ability as quickly as possible to the next generation because Baby Boomers will be retiring.
- Your backlogs are smaller, projects are less profitable and tougher to produce, and your service area is more spread out than it has ever been. Mistakes are more costly than ever.
- Invest your first training dollars where the training need (risk) is high and the skill level is low to get the greatest return.
- Before you invest in training, target your training efforts by selecting the best, most focused delivery and content possible for each group to maximize the

effectiveness and application.

- Because people are your most valuable asset, this slow-down time offers you the best opportunity to put your limited resources to work, learning. Invest in your people now to manage risk today and make them more valuable as you rebound in the coming months.

Many owners take the position, "If we train them, they might leave." Job-hopping was a bigger risk a few years ago; not so much today. Today, a better follow-up question is, "What if we don't train them and they stay?"

A senior executive with a billion-dollar general contracting firm observed, "Even if you think you are good at what you do, I want you to get better." This attitude helps him manage project risk, grow his business, and create a gap between his company's performance and the next guy's. In this economy, he is taking the long-term view of success and proving that his people are his most valuable asset. You can prove it, too. ■

*Andy Patron is a senior consultant with FMI Corporation. He can be reached at (919) 785-9239 or [apatron@fminet.com](mailto:apatron@fminet.com).*



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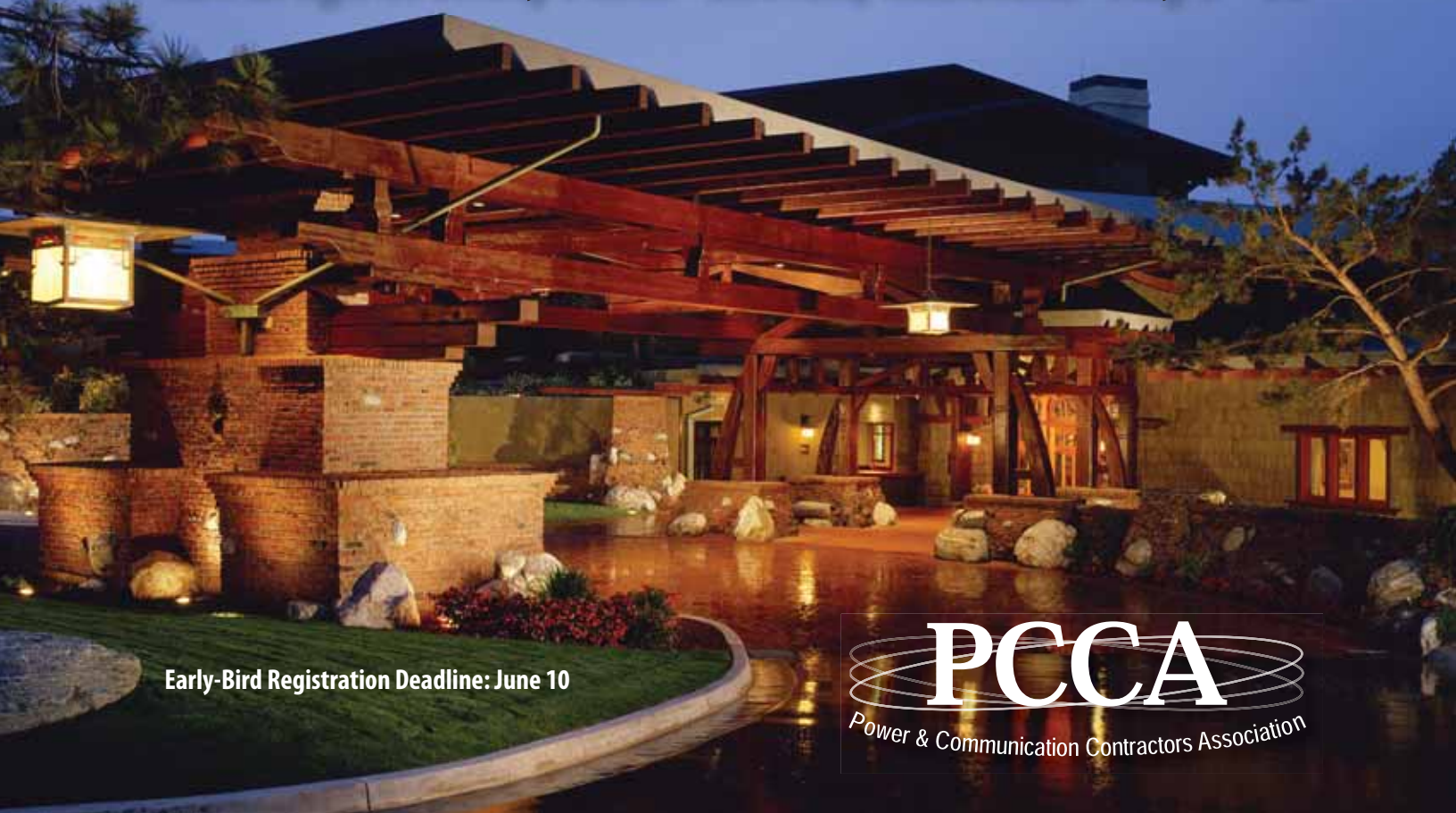
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# 2010 Mid-Year Meeting

The Lodge at Torrey Pines • La Jolla, California • July 7 - 10



**Early-Bird Registration Deadline: June 10**

**PCCA**  
Power & Communication Contractors Association

**P**CCA's 2010 Mid-Year Meeting at the Lodge at Torrey Pines is sure to attract a lot of attention. For golfers, "Torrey Pines" is a head-turner. You don't even need to add "Home of the 2008 U.S. Open" or "annual stop on the PGA Tour." They know. For frequent travelers, La Jolla is a dream destination: perfect weather, beautiful bluffs and beaches, countless recreation options, and unbeatable culture, shopping, and restaurants. For people working in power and communication construction, the PCCA Mid-Year Meeting is the perfect place to develop professional skills, cultivate important relationships, and learn more about the industry. And when the business is done, they'll enjoy some memorable parties, lots of great folks, and the beautiful La Jolla area.

This year's Mid-Year features a Young Construction Professionals program on decision-making skills, the always-informative Construction Industry Roundtable, a session on Business Ethics, the PCCA Golf Tournament on the famous Torrey Pines course, Ironman Champion Mark Allen on how to overcome obstacles on the road to success, and tours that include surfing,

shopping, sailing, Segways, and more!

Perched upon the dramatic Southern California coastline with a stunning backdrop of rugged cliffs, the rolling Pacific, and soul-stirring sunsets, the Lodge at Torrey Pines is located in the sophisticated resort town of La Jolla. The hotel is immediately adjacent to the 18<sup>th</sup> green of the famed Torrey Pines Golf Course, and the Torrey Pines State Reserve, a beloved California State Park with beaches, golden cliffs, and forests of Torrey Pine (the rarest native pine in the U.S.), is but a short walk away. The lodge is a 20-minute drive from downtown San Diego and the San Diego International Airport.

Arriving guests are greeted at the Lodge's grand porte-cochère by doormen attired in kilted Scottish Dress. Inside are 170 guest rooms including eight suites, a 9,500 square-foot full-service spa, and expansive public rooms with fireplaces, large mantelpieces, overstuffed couches, comfortable leather chairs, and amazing views of the golf course and the Pacific Ocean beyond. Behind the Lodge is a heated pool with relaxing poolside cabanas, whirlpool, croquet lawn, and a large terrace with chaise lounges for basking in the SoCal sun.



# Schedule of Events

## Wednesday, July 7

3 - 7:30 pm Registration

3 - 5 pm Board of Directors Meeting

6 - 7:30 pm President's Welcome Reception

Enjoy some fun and relaxation as Kevin and Debbie Mason welcome you to the Lodge at Torrey Pines and the 2010 PCCA Mid-Year Meeting. Catch up with old friends and meet new folks over cocktails and hors d'oeuvres overlooking the Pacific Ocean and the famed 18th hole at Torrey Pines.

## Thursday, July 8

7:30 am - 12 pm Registration

7:30 - 8:30 am Continental Breakfast

8:30 - 9:45 am Opening General Session  
The Art of Ironman Success with Mark Allen

How can we create certainty in an uncertain environment? Will we let defeat stop us or will we use it as feedback for change that brings about ultimate victory?

Where will we draw strength from when we want to quit? Are we the person our dreams demand us to be to achieve them? These were some of the many difficult questions Mark Allen had to answer in his seven-year journey from defeat to ultimate victory at the Hawaiian Ironman. Accompanied by compelling race footage, Allen's presentation incorporates strategies for dealing with change and unexpected challenge, how to come back when success seems impossible, and the importance of doing the work required of becoming a champion.

The Ironman Triathlon, held on the Big Island of Hawaii, is the most difficult one-day sporting event in the world. It starts with a 2.4-mile ocean swim, followed by 112 miles of cycling, and then a 26.2-mile marathon. For most of the 1,500 men and women who compete in the Ironman, crossing the finish line amounts to a victory. Mark Allen had a different destiny. His first six attempts, all losses, were casualties of everything from flat tires to internal bleeding. Yet each defeat served to galvanize his commitment to fulfilling his dream of becoming the Ironman Champion. Finally on his seventh attempt, Allen won and went on to win five more Ironman titles. His final victory came at the age of 37, making him the oldest champion ever in this incredibly challenging event.

## 10 - 11:45 am Construction Industry Roundtable

This fast-paced and frank discussion touches on the various segments of the industry and promotes the sharing of insights and opinions from contractors, suppliers, and manufacturers working in different market sectors all over North America as well as representatives from the USDA Rural Development Utilities Program and the American Communications Engineers.

## 1 - 5 pm La Jolla Shopping Tour

From dawn well into the night, the streets of downtown La Jolla are alive with the world's shopping elite. The range of storefronts in La Jolla Village is dazzling. From high-end art galleries to charming boutiques, you'll be tempted by countless opportunities to bring a piece of La Jolla home with you. You will also enjoy the many restaurants, cafes, and artists' studios. Shuttle departs the Lodge at Torrey Pines at 1. The shuttle returns to the Lodge every 30 minutes starting at 2:30 with the last pickup at 5 pm.

*\$40 includes transportation, shopping map, taxes, and gratuities.*

Continued on page 37

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# 2011 PCCA Convention



Keynote Speaker Dave Barry

**March 11 - 16 • Ocean Reef Club • Key Largo, Florida**





## 2010 Mid-Year Meeting

Continued from page 35

### 12:45 - 5 pm Seaside Segway Tour

Coronado began in 1886, the dream of Elisha Babcock, who vowed to create a resort that was "the finest watering spot on the Pacific Coast." Along with its fabled Hotel del Coronado, the town became one of the great playgrounds of the world, drawing presidents and princes, moguls and movie stars to its shores. Concurrently, North Island Naval Station was developed into one of this century's most important aviation centers—Lindbergh and Doolittle lit her skies and shaped the destiny of flight in America. Coronado's past, full of fabulous homes and famous memories, is still very much a part of San Diego's life today. On a leisurely, guided segway tour through quaint Coronado, guests see the stately mansion of famous entrepreneur John D. Spreckels and the cottage of the Duchess of Windsor, view the home where the Wizard of Oz was inspired, and see the magnificent Hotel del Coronado.

*\$199 includes transportation, 90-minute segway tour, guide, taxes, and gratuities.*

### 1 - 6 pm PCCA Golf Tournament

Torrey Pines. The name itself stirs the imagination of golf enthusiasts all over the world. From cliffs towering above the Pacific Ocean, golfers marvel at the views of the coastline and deep ravines and often see dolphins playing in the surf or gliders cruising along the golden seaside cliffs. Designed by William Bell, Sr. in 1957, the Torrey Pines North course is home of the Buick Invitational PGA Golf Tournament played each February. Its signature hole is one of the most famous in all of golf, the 6<sup>th</sup> hole, a beautiful downhill par 3 with a sweeping view along rugged ocean cliffs and out across ocean.

*\$185 includes box lunch. \$50 extra for rental clubs.*

## Friday, July 9

### 7:30 - 8:30 am Continental Breakfast

### 8:30 - 9:30 am Committee Meetings

The Marketing/Membership and Labor Issues Committees will meet.

### 9:45 - 11:45 am General Session Ethics with Andy Patron

Recent news is full of stories about scandals, cover-ups, and ethical breaches. The construction industry, as a whole, has often struggled with its reputation. You may face ethical challenges in your own businesses, both

internally and externally, everything from bid rigging, sub shopping, and unsubstantiated change orders. Ethics and integrity are crucial business issues, and your decisions and actions will determine your long-term financial success. We will discuss how to build trust through integrity, intent, capabilities, and results.

The Integrity Chain:

- Ethics/integrity is a value
- Trust is an attitude
- Repeat business is a behavior
- Profit is the result

Andy Patron is a senior consultant with FMI, specializing in the creation and implementation of training programs that are designed to develop world-class leadership and organizational effectiveness. Andy's enthusiastic approach draws from his real-world experience in management and the construction industry. He has more than 20 years of experience working with private and public sector owners and contractors. As a production manager in the residential market, he has been responsible for the day-to-day allocation of resources and learned to tackle the unique operational challenges associated with production in the construction industry.

### 12:45 - 4:45 pm Surfing in La Jolla Shores

Let's go surfin' now, everybody's learnin' how! You don't need to be a Beach Boy to catch a wave and be sitting on top of the world, just sign up for this session where top-ranked surfers provide hands-on group training in the water for a true California experience. It's a safe and positive way of learning the surfing basics, step by step. Whether you actually become a surfer or not, we guarantee that everyone will have a great time enjoying the sunshine and waves that make San Diego one of the favorite destinations for avid surfers.

*\$166 includes transportation, certified lifeguard instructors, surfboard and wetsuit, snacks and water, sunscreen, taxes, and gratuities.*

### 12:45 - 4:45 pm Ocean Kayaking Tour

Kayak touring is one of the fastest-growing sports in the world. Evolving from ancient Eskimo design, modern kayaks have changed very little, but state-of-the-art materials allow us to paddle light, beautiful kayaks silently and comfortably through many conditions and on any waterway. Kayaking opens the natural wonders of the environment as you explore the blue waters of the Pacific Ocean. A personal guide will lead you on a 90-minute tour through beautiful La Jolla caves.

*\$107 includes all equipment, certified tour guide, transportation, taxes, and gratuities.*

### 12:45 - 4:45 pm Seaside Segway Tour

See description on Thursday

*\$199 includes transportation, 90-minute segway tour, guide, taxes, and gratuities.*

### 6:30 - 9 pm Dinner on the Lawn

Enjoy a fabulous feast on the croquet lawn overlooking the Pacific Ocean and the famed 18<sup>th</sup> hole at Torrey Pines.

## Saturday, July 10

### 8 am - 12 pm Young Construction Professionals present Decision- Making Skills with Andy Patron

We make all kinds of decisions every day. Most of them are easy to make and do not carry painful consequences, but sometimes the stakes are higher and the consequences of a poor decision are dire. When we need to make the right decision, understanding the process for decision-making can help us reduce or eliminate the risk. Attendees will discuss and define an effective decision-making process, including introduction to decision-making, managing agreement, managing disagreement, and problem solving. At the end of this session, you will be able to understand the factors that affect decision-making, analyze your personal decision-making management styles, discuss ways to improve individual decision-making, and discuss ethical decision-making.

See Andy Patron's bio under Friday's General Session.

### 1:45 - 5 pm Sailing on the Stars & Stripes

San Diego is the only place in the U.S. where you can sail on modern America's Cup class boats. Formerly home of the America's Cup, San Diego's sailing heritage can be uniquely experienced through a private cruise aboard Stars & Stripes/USA 34 or Abracadabra/USA 54. Sailing on San Diego Bay, guests enjoy close-up viewing of the impressive Naval First Fleet, the downtown skyline, and the spectacular sweeping Coronado Bay Bridge. Sailboat skippers invite guests to participate and assist them with the sailing, or you can just sit back, relax, and enjoy the sunny day as Stars & Stripes glides quietly at 11 knots across the bay.

*\$248 includes transportation, 3-hour cruise, water and soft drinks, taxes, and gratuities.*

**To Register for the 2010 PCCA Mid-Year Meeting  
Go to [www.pccaweb.org](http://www.pccaweb.org)**





## Why attend the World's Largest Annual Wind Conference & Exhibition?

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[www.windpowerexpo.org](http://www.windpowerexpo.org)





## Terex Completes Auger Drill Transition to Utility Business

**T**erex recently announced that it has moved its auger drill product line (formerly known as Texoma) from Terex Mining to Terex Utilities. This move is the result of the previously announced sale of the Terex mining business to Bucyrus International. Production and engineering support for Terex auger drills will now be handled in Watertown, S.Dak., while product and service support will be handled by the extensive network of Terex Service Centers.

"These products complement our digger derrick and aerial device products, and we will be able to leverage product development, marketing, sales, channel development, and product service and support for the auger drill line," said Terex Utility Products General Manager Lee Jacobson. "Our sales and support channel has become very familiar with this product over the years."

"The alignment of the auger drill business within

the Utilities group of Terex provides our drill customers with a team of dedicated professionals that understands the utility business and the importance of superior drilling products," said Gary Rice, Product/Sales Manager, Auger Drills. "We look forward to providing an enhanced product offering while further strengthening the level of service and support that our customers have come to expect."

A cross-functional group of Terex team members from all areas of the company worked to enable a smooth transition, ensuring that parts and service support levels were uninterrupted and that production was in place to meet the needs of our customers. In addition, their efforts allowed for complete training of other team members whose functions will now include responsibility for the auger drill product line.

Member News continued on page 40

## MaxCell

**W**ith ten years of industry-leading technology, MaxCell is one of the fastest-growing products in the network construction industry. RUS accepted and installed by the largest global telecommunications companies, cable MSOs, and Fortune 500 companies, MaxCell allows companies to maximize their conduit space while reducing total system cost.

MaxCell is a flexible, multi-celled fabric innerduct solution that conforms to the shape of cables placed within, greatly reducing the wasted space associated with rigid innerduct. MaxCell reduces the number of conduits required for new construction and eliminates the need for additional conduit in overlay applications. Plus, it enables incremental cable deployment to match system requirements as they change.

MaxCell configurations include one-, two-, and three-cell designs for use in 1.25-inch or larger conduits, and most are available in standard, riser, plenum, and detectable versions.

As a pioneer in fabric innerduct technology, MaxCell has the industry experience and know-how to develop unique solutions for specific application issues. Whether an overbuild of an existing network or the deployment of cable in a new FTTH system, MaxCell can help you select the right product and right design to maximize the efficiency of your assets.

MaxCell can reduce material and labor costs, and installers and network engineers can cut conduit installation time and increase cable installation speed. More than 250 million raceway feet of MaxCell innerduct technology have been successfully installed worldwide.





## Member News

Continued from page 39

### GMP Introduces Heavy Duty Stiff Spine Conduit Cleaner

**G**eneral Machine Products has introduced Heavy Duty Stiff Spine Conduit Cleaners to its line of underground cable placement tools and equipment. The Conduit Cleaners are the effective tool for removing the toughest obstructions, like dirt, ash, sand, oxides, and debris from utility conduits. The cleaners are constructed with hundreds of resilient, oil-tempered spring steel bristles that can handle any cleaning job without damaging the conduit's surface.

The Conduit Cleaners are offered in size ranges from 2 to 6 inches in diameter and 4 to 5.25 inches in length, making them useful in a variety of utility conduit cleaning applications. Their durable construction provides a work load capacity of up to 1,250 lbs. They come with pulling eyes conveniently located on either end for pulling line attachment. This makes



cleaning fast and easy in either direction. The cleaners are designed to stand up to years of rugged use. They are uniquely engineered with looped bristles through the central mounting plate, rather than just affixed as with ordinary brush cleaners. They can be used in almost any type of utility conduit, including lead, iron, and other metals. For fiberglass or plastic utility conduit applications, GMP offers less-abrasive Stiff Spine Conduit Brushes.

### CNH Unveils Parts Distribution Center

**C**NH Parts & Service, the product support business of global agricultural and construction equipment maker CNH Global N.V., held a grand opening on February 24 for its new 246,000-square-foot parts distribution center in Portland, Ore. Tours, remarks, and a ribbon-cutting ceremony formally marked the occasion.

The facility, which began operations in January, serves more than 140 New Holland, Case IH, and Case Construction equipment dealerships in the Pacific Northwest. When fully staffed, it will create 35 to 40 new jobs to the Portland area and carry approximately \$17 million in inventory, according to Anu Goel, Vice

### PCCA Industry Calendar

WINDPOWER 2010	May 23 - 26, 2010
Dallas Convention Center	Dallas, Texas
PCCA Mid-Year Meeting	July 7 - 10, 2010
The Lodge at Torrey Pines	La Jolla, California
DCA Mid-Year Meeting	July 14 - 17, 2010
La Costa Resort & Spa	Carlsbad, California
Utility Construction EXPO '11	January 18 - 21, 2011
El Conquistador Resort	Los Croabas, Puerto Rico
UCT 2011	January 25 - 27, 2011
George R. Brown Convention Center	Houston, Texas
DCA Annual Convention	March 1 - 6, 2011
El Conquistador Resort	Los Croabas, Puerto Rico
PCCA 66 <sup>th</sup> Annual Convention	March 11 - 16, 2011
Ocean Reef Club	Key Largo, Florida
CONEXPO - CON/AGG 2011	March 22 - 26, 2011
Las Vegas Convention Center	Las Vegas, Nevada
WINDPOWER 2011	May 22 - 25, 2011
Anaheim Convention Center	Anaheim, California

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President, North American Parts Operations for CNH Parts & Service. CNH committed \$15 million to build out, equip, and make infrastructure additions required for future expansion at the site.

"We're excited. We want our dealers and the end users of New Holland, Case IH, and Case Construction equipment to have the best order-to-delivery service in our industry," Goel said. "The addition of our new Portland facility enhances both our daily stock order service and next day emergency order service capabilities."

The center is equipped with the newest, most efficient handling, tracking, and shipping technology.



From left, Anu Goel, Vice President North American Parts Operations, CNH Parts & Service; Harold Boyanovsky, CEO, CNH Global; and Eric Bippus, Vice President Sales and Marketing, CNH Parts & Service

## Reed Website In Espanol

In March, Reed released new Spanish-language pages on its website to increase the company's world reach. To view the new pages, visit [www.reedmfgco.com](http://www.reedmfgco.com), go to the world map in the upper right corner, and choose ESPANOL. The translated pages go hand-in-hand with the addition of new Mexico sales representatives and an international regional manager to South America in late 2009.

Reed believes the information on these pages will help customers in all of the Americas and Spain. Additional pages are added regularly, and other languages will be posted later this year.



[www.reedmfgco.com](http://www.reedmfgco.com)

## Where Should Contractors Start on Emissions Compliance?

*NOTE: John Deere Construction & Forestry provided this information to help contractors best manage their fleets.*

Emissions regulations are a complex and dynamic subject. Between federal and state regulations, contractors can feel like they're chasing a moving target. To help gain a little perspective, let's quickly review how emission tiers for new diesel engines and equipment all started and then look at where you can start on the road to compliance.

Member News continued on page 42

## NESCO Sales & Rentals

NESCO Sales & Rentals features a broad range of utility vehicles and products. NESCO is an authorized Terex Utilities rental partner and an authorized distributor for many strong manufacturers: Elliott Equipment, Manitex, Tadano Mantis, National Crane, Bayshore Systems, Skylift, OK Champion, Hogg & Davis, Condux, SDP Manufacturing, Fairmont, Arnco, Super Products, IHI, STI, and Samson Rope.

### Service Network

- Nationwide service and repair network.
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### Equipment and Parts

- Immediate equipment availability.
- High selection of late-model units.
- Customized equipment to specifications and applications.
- OEM parts for all makes and models of utility equipment.

### Safety First

- Fully inspected and tested for safety and reliability.
- All of insulated units pass a dielectric test before they leave.

### Equipment Financing

NESCO Sales & Rentals offers flexible rent to purchase options on a variety of equipment to meet your particular circumstances and needs.





## Member News

Continued from page 41

Today's regulations have their roots in the Clean Air Act of 1970, one of the most significant environmental laws in U.S. history, which created sweeping laws to reduce and control air pollution. Among other air pollutants, the Clean Air Act addresses particulate matter (PM, known as "soot") and nitrogen oxides (NOx). Nitrogen oxides react with sunlight and other substances in the atmosphere to create ground-level ozone, otherwise known as "smog." Particulate matter and NOx come from many sources, including diesel engines.

In an effort to reduce and control PM and NOx emissions, the Clean Air Act required the EPA to, among other things, establish and enforce progressively more stringent emissions requirements for all new off-road diesel engines starting in 1996, known as the "Tier" emissions standards.

We're now in the Tier 3 and Interim Tier 4 (IT4) period, which requires a significant reduction in PM and NOx emissions. Interim Tier 4 standards are based on timetables determined by the horsepower rating of the engine. Final Tier 4 standards begin phasing-in during 2013.

So what should you do first? See your local dealer for an assessment, which will help you determine local and/or state emission requirements for your existing equipment or fleet and what strategies, such as repower, retrofit, or repurchasing (buying newer iron), might be right for your particular location, equipment, and applications.

"Make sure your dealer has a designated IT4 focus person responsible for spreading IT4 expertise across the dealership organization," said Joe Mastanduno, product marketing manager for engines at John Deere. "That's a sign they're committed to emissions solutions."

"Also, ask the dealer if they are part of a manufacturer's ongoing emissions compliance training program that covers more than just IT4 technology—you'll want the benefits from a broad range of training, like knowledge of changing regulations and government funding resources."



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### Overhead



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McLaughlin vacuums are available at your local Vermeer dealer.



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# NEW

# Underground Utility Protection Policy

## PART 1 – SCOPE

---

- A.** This section pertains to the protection of all existing underground utilities that exist within and adjacent to work areas. “Paint Marks” or “Flags” as provided by Local One Call (811) or other utility locate services shall NOT be accepted as exact or definitive.
- B.** It shall be the responsibility of the Contractor to physically locate any and all existing utilities within and adjacent to the work zone prior to initializing work.

## PART 2 – GENERAL

---

- A.** All utilities within 10 feet of a work zone MUST be found and seen prior to the start of any excavation operations.
- B.** Potholing shall be performed to verify the location and depth of the existing utilities.
- C.** Backhoes, trenchers or other types of mechanical equipment shall not be used to find underground utilities within 10 feet of a work zone.
- D.** At no time shall picks, round, pointed shovels, or any other type of sharp tool be used for locating utilities.
- E.** Only square, blunt, non-sharp tools may be used for hand digging.
- F.** Vacuum Excavation shall be allowed with the use of high-pressure water (up to 4,000 psi) with an approved non-cutting nozzle. Zero degree nozzles are not allowed.
- G.** Vacuum Excavation may also be allowed utilizing high-pressure air (with dust containment system) or dry vacuum.
- H.** For more information regarding the use of Vacuum Excavation go to: [www.vacuumexcavation.com](http://www.vacuumexcavation.com)

## PART 3 – EXECUTION

---

- A.** Contractor shall contact One Call (811) utility locate service (in writing) at least 48 hours in advance to order locates within and adjacent to the work zone.
- B.** Contractor shall notify all other known utility companies (those not affiliated with One Call) at least 48 hours in advance to order locates within and adjacent to the work zone.
- C.** All utility crossings are to be exposed (using methods described in Part 2 above) prior to any excavation.
- D.** All existing utilities running parallel and within 10 feet of either side of the intended work shall be physically located.

**E.** Contractor shall not assume that utilities found will continue on the same line and grade.

**F.** Underground utility pothole spacing and frequency shall be as follows:

- 1.** Gas & Electric lines within 25 feet of the work zone shall be potholed and marked every 25 feet to verify the line has not changed directions.
- 2.** Gas & Electric lines greater than 25 feet from the work zone shall be potholed at least once on each end of the limits of excavation.
- 3.** Fiber Optic lines shall be potholed every 25 feet within the work zone.
- 4.** Telephone & Cable Television lines shall be potholed every 50 feet within the work zone.
- 5.** Water, Sewer & Reuse Utilities (less than 8” in diameter) shall be potholed every 25 feet within the work zone.
- 6.** Water, Sewer & Reuse Utilities (8” through 24” in diameter) shall be potholed every 50 feet within the work zone.
- 7.** Water, Sewer & Reuse Utilities (greater than 24” in diameter) shall be potholed every 100 feet within the work zone.
- 8.** At least two (2) potholes shall be obtained for each utility within the work zone regardless of the size of the work zone.

**G.** Material returned to the inspection hole shall be the original soil compacted back in place.

**H.** All inspection holes shall be returned to original surface condition.

## PART 4 – PERMITTING & SAFETY

---

- A.** It shall be the responsibility of the Contractor to ensure that all applicable permits for underground work have been obtained prior to commencement of work.
- B.** All work shall be performed by licensed underground contractors.
- C.** Contractor shall prepare and follow a written safety plan. This safety plan shall be provided to the permitting agency and shall be made available onsite.
- D.** Safety plan shall include a site map and show all known existing utilities and shut-off valves.
- E.** Shut-off valve handles (for all existing water, sewer, reuse, gas & electric utilities) are to be in place through the duration of the work for immediate operation if needed.

**Go to [www.undergroundutilityprotectionpolicy.com](http://www.undergroundutilityprotectionpolicy.com) to download and print the entire section.**