Merrimack Valley 2019

DCA/AGA Utility Contractor Workshop
Chicago, IL
Mark Bridgers - Continuum Capital
April 23, 2019
Meet the Panel

- Frank Bracht – Miller Pipeline Corporation (MVerge)
- Butch McAreavy – InfraSource
- Michael Mullins – InfraSource
Massachusetts

- Customers: 300,000 customers in 65 cities and towns
- Original Plan: Replacement of 1,100 miles of pipe from over 5,000 miles of system pipe, over the next 20+ years
- Response:
  - Mobilized crews and completed onboarding of new crews within 10 days
  - 5x larger workforce of approximately 200 crews (pulled workforce from every other jurisdiction) on site by October 1, 2019
  - Initially housed crews in hotels, by October 5 had all crews on cruise ship docked in Boston Harbor – hotels for displaced families
  - Shut down system to facilitate work
  - Streamlined resource planning, permitting, change approval process and delegated authority to field inspectors to accelerate pace of decision making and construction
  - Work performed at market rates plus per diem and overtime, no spot market purchases – none available anyway
  - 60 days replaced 50 miles of pipe (nearly a mile a day) – Work largely completed by November 20, 2019
  - In-house piping and relight required by plumbers, not utility crews
Panel Discussion

- Title: Merrimack Valley – Lessons Learned
- Focus: Successful Collaboration Between Operators & Contractors
  - Onboarding
  - Planning
  - Logistics
  - Streamlined or Tiered Decision Making
  - Lessons Learned Applied to Routine Work
Thank the Panel

- Frank Bracht – Miller Pipeline Corporation (MVerge)
- Butch McAreavy – InfraSource
- Michael Mullins - InfraSource
Thank You

MARK BRIDGERS

shipping: mailing:
405 Forsyth Street PO Box 31026
Raleigh, NC 27609 Raleigh, NC 27622

www.ContinuumCapital.net

919.345.0403
MBridgers@ContinuumCapital.net
Twitter: @MarkBridgers
Skype: mark.bridgers.continuum
LinkedIn: www.linkedin.com/pub/mark-bridgers/12/9b4/81
Mark founded and leads a Utility Vertical Market team team at Continuum Capital. He works with gas/electric utilities, power generators, pipeline companies, and energy companies. As a recognized expert in capital construction and operational challenges, Mark was recently honored with membership in the Society of Gas Operators (SOGO) and the Gild of Ancient Suppliers.

Mark helps firms prepare for and successfully navigate “strategic transitions.” His passion is helping organizations achieve breakthrough innovations through collaborative or integrated relationships. He is the architect of an approach for integrated service provider management referred to as the “Extended Enterprise” among construction industry participants.

Mark is an avid educator, trainer, and writer with more than 20 years of industry expertise including financial performance analysis; development and implementation of tools to reduce construction cost, life-cycle cost, and operational friction; restructuring of processes and procedures - often times using LEAN Construction techniques; and leader development. He is a recognized expert in capital construction and operational challenges. Mark is also author of over 150 articles and research papers published internationally in industry journals, including ENR, PE – The Magazine for Professional Engineers, Pipeline & Gas Journal, Utility Contractor (NUCA), Underground Contractor, Electric Energy (RMEL) and Electric Perspectives (EEI).

Mark holds a master’s degree in business administration from the University of Virginia’s Darden school of Business and a bachelor’s degree in financial management from Clemson University. In addition, he earned the designation of Chartered Property and Casualty Underwriter (CPCU) and Associate in Reinsurance (ARe).
### About Continuum

Continuum Capital is a boutique management consulting, training, investment banking, and capital services firm providing services to the worldwide construction industry. We provide services in the areas of strategic market information, acquisition integration, ownership transition, private equity financing, project delivery improvement, management and field-level training, strategic planning, strategic sourcing, and productivity improvement.

<table>
<thead>
<tr>
<th>Mission Statement</th>
<th>Transform capital asset construction worldwide.</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Founded</strong></td>
<td>2011</td>
</tr>
<tr>
<td><strong>Office Locations</strong></td>
<td>Raleigh, NC; Birmingham, AL; Denver, CO; Dallas, TX; Chicago, IL; Baltimore, MD</td>
</tr>
<tr>
<td><strong>Number of Employees</strong></td>
<td>9</td>
</tr>
<tr>
<td><strong>Geographic Market</strong></td>
<td>United States, Canada, Latin America, Europe, and Pacific Rim</td>
</tr>
<tr>
<td><strong>Continuum Capital’s Clients</strong></td>
<td>Contractors; engineers; architects; government agencies; utility companies; manufacturers and distributors of construction materials and construction equipment</td>
</tr>
<tr>
<td><strong>Consulting Clients</strong></td>
<td>15 per year (90% of whom are repeat customers)</td>
</tr>
<tr>
<td><strong>International Speaking Locations</strong></td>
<td>Brazil, Canada, France, Mexico, South Korea, United Arab Emirates</td>
</tr>
<tr>
<td><strong>Professional Lecture &amp; Speaking</strong></td>
<td>20 per year</td>
</tr>
</tbody>
</table>
| **Knowledge & Database Access** | Proprietary database tools for benefit of clients:  
a) Utility construction index from 2009 to present;  
b) Utility construction field productivity improvement techniques from 1700 surveys;  
c) Utility contractor financial performance comparison of 50+ publicly traded and privately held firms;  
d) National and regional utility construction spending history and forecast  
e) Gas utility “Best Practice” database and knowledge defining superior performance from 2000 to present  
d) 35,000 contact database to support acquisition, research, and industry knowledge |
| **Corporate Web Site**    | www.ContinuumCapital.net                         |
| **Energy & Utility Team Leader** | Mark Bridgers – President & Founder Continuum Capital; Director Utility Vertical Market |
About Continuum

Founded in 2011, Continuum Capital provides boutique management consulting, capital services, and training, to the energy, utility, pipeline, and industrial markets supporting the successful and efficient planning, design, construction, and operations of capital asset.

Continuum utilizes a proprietary “SMART Advisory” methodology to deliver innovative and customized solutions to energy, utility, or pipeline owners/operators who want to transform their capital asset construction processes. Service providers to these firms, including underground and overhead contractors and engineers, are integrated into the transformation process, frequently forming what Continuum refers to as an “Extended Enterprise.”

Continuum’s experienced consultants can assist your business with Capital Construction/O&M Unit Effectiveness, Program Management Office Transformation, Risk Management/Mitigation for Capital Asset Construction, Project Management/Controls Installation, Process Analysis & Improvement, Management of RFI / RFQ / RFP / Procurement, Extended Enterprise/Alliance Formation, and Field Productivity Assessment & Improvement.

Additional and specialized services include, M&A or Due Diligence Support, Market Strategy, Market Research, Cost Analysis & Savings, Cost to Complete Analysis, Cost to Convert to Best Purpose, and Cost to Restore Asset.

Let Continuum transform your business!