Mutual Aid

DCA/AGA Utility Contractor Workshop
Chicago, IL
Mark Bridgers - Continuum Capital
April 24, 2019
Meet the Panel

- Jeff Green – InfraSource
- Michael J. Hickey - Hallen Construction
- Tyson Vermeulen – Consumers Energy
Panel Discussion

Title: Mutual Aid

Focus: Building a more mature and effective mutual aid system

- Gas Utility & Contractor Experience with Mutual Aid
- Planning vs. Reaction – Electric vs. Gas
- Logistic Challenges
- Effective Execution
- Utility & Contractor Collaboration
Thank the Panel

- Jeff Green – InfraSource
- Michael J. Hickey - Hallen Construction
- Tyson Vermeulen – Consumers Energy
Thank You

MARK BRIDGERS

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Mark Bridgers

Mark founded and leads a Utility Vertical Market 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 Supplers.

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>
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<tbody>
<tr>
<td>Founded</td>
<td>2011</td>
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<tr>
<td>Office Locations</td>
<td>Raleigh, NC; Birmingham, AL; Denver, CO; Dallas, TX; Chicago, IL; Baltimore, MD</td>
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<tr>
<td>Number of Employees</td>
<td>9</td>
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<td>Geographic Market</td>
<td>United States, Canada, Latin America, Europe, and Pacific Rim</td>
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<td>Continuum Capital’s Clients</td>
<td>Contractors; engineers; architects; government agencies; utility companies; manufacturers and distributors of construction materials and construction equipment</td>
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<td>Consulting Clients</td>
<td>15 per year (90% of whom are repeat customers)</td>
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<tr>
<td>International Speaking Locations</td>
<td>Brazil, Canada, France, Mexico, South Korea, United Arab Emirates</td>
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<tr>
<td>Professional Lecture &amp; Speaking</td>
<td>20 per year</td>
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| 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!