



Beyond the Surface

## PIPELINE CONSTRUCTION & REHABILITATION

0300

feet of pipe being installed right now

### Quality – beyond the surface.

Miller Pipeline exists because we bring a unique set of skills to assist our customers in achieving their goals – supplying the world with energy. Our commitment to quality and to service means that we make sure it's done the right way the first time.

### Employee Spotlight

Mike Seifert

We proudly highlight each month some of our brightest and most committed employees who are the



## MILLER PIPELINE NEW WEBSITE GOING 'BEYOND THE SURFACE'

If you have visited Miller Pipeline online recently, you may have noticed we launched a brand new website at the end of June! The updated design features our newly embraced tagline of 'go beyond the surface,' serving as a challenge to our potential customers and the general public to look past what they can see in front of them. The foundation of the new design centers on the most important aspect of our business: our people. Our people are the essential piece to the success we experience as a company, so it was only right for us to put our best asset out on the front lines for everyone to see! The Communications Department worked in tandem with an Indianapolis-based marketing agency for over six months to come up with the perfect layout and design. Photo shoots were held in Louisville, Kentucky as well as Harrisburg, Pennsylvania to highlight some of the most common jobs we perform.

"This new website was launched to reflect the updated changes we made to our ad campaign last year," said Kim Lyon, Communications and Marketing Director. "As we continue to grow as a company, and

as technology continues to change on a daily basis all around us, we need to make sure we are staying on top of our game by refreshing the messages we send to the public, as well as our overall look." One main change you will see is that the website utilizes the latest technology in website building called a 'responsive design.' This means the website automatically resizes itself depending on what type of device you are viewing it from whether it be a computer, a tablet or phone.



Expect to see more changes to our web interface over the next few months. The Communications Department will be revamping the Performance Excellence Program, the online Company Store, and the Miller Hub. We will also be working with Human Resources to bring you a brand new career portal, so stay tuned!

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**LEAN IN:  
OUR ROAD TO  
IMPROVEMENT  
UPDATE**

July 2014

Continuous Improvement efforts continue throughout the organization. Over the past month, we have been busy in a number of areas:

1. Requesting and performing equipment maintenance and repair: reduced four processes to one standard process.
2. We continue to evaluate how the tool vans are used, with a goal to reduce maintenance costs, increase efficiency and reduce accidents and injuries as more of them come up for replacement.
3. An effort is underway to streamline the way data is entered and pulled from WINS; with a team in Ohio working to improve the billing process for a large customer, and reduce the number of errors in reconciliation of customer payments.
4. We also have a 5S event planned in Kalkaska, Michigan during the month of July. Stay tuned for pictures and a full update on this exciting improvement effort.

Megan Miller recently joined the Continuous Improvement team as a Process Improvement Analyst. She brings experience refining back office processes, a general working knowledge of the business and a desire to improve the way we operate. She was instrumental in developing a sustainable process for invoicing some of our east coast customers. We are excited to have her on the team!

Don't forget to keep an eye on the Miller Hub for monthly updates, pictures and stories of improvement efforts which have been submitted by you, the most important asset of our company!

Continuous Improvement - Work smarter.

**MN LIMITED CELEBRATES NATIONAL SAFETY AWARENESS MONTH**

In recognition of June being National Safety Awareness Month, Minnesota Limited promoted their value of Safety First and Foremost to all office & field staff. This event was hosted by the Minnesota Limited Safety Committee and ran each of the four weeks in June. Each week covered a different topic which included: Driver Safety, Heat Stress, CPR & First Aid and Fire Safety. Linda Strater, Safety Specialist; Ryan Szarzynski, Financial Analyst and Shawn Zavadil, Workers Compensation Specialist worked to create an eye catching front lobby display and purchased Minnesota Limited mugs for all employees. The Safety Awareness display included informational brochures and flyers for each topic, which employees were encouraged to pick up and browse.

Employees actively participated in raising awareness by attending training sessions on CPR/First Aid and Fire Extinguisher safety. The CPR/First aid course was led by one of our very own training staff, Xavier Escobedo. We also worked with Paul Nemes from the Big Lake Fire Department to bring in trained firefighters to teach us about fire extinguisher safety and usage.

As a "sweet" incentive for raising awareness and helping staff cool down during the hot summer, the Safety Committee



hosted an ice cream social for staff.

"Safety Awareness Month provides an opportunity to bring key safety issues to our employees' attention. A successful awareness campaign will define itself if and when an emergency arises and our employees can take action because they know what to do," says Strater, "The message we would like employees to walk away with is that being safety aware is constant; it is having 24/7 awareness while at home, in the workplace, when driving, etc."

The Safety Committee would like to remind everyone that the safety of all Minnesota Limited employees is the number one priority of the company. It is important that everyone embodies a safety attitude not only for their personal benefit, but that of their co-workers, as well.

**FACES FROM THE FIELD**



**DAN "BUBBA" CARLIN**  
Superintendent  
Big Lake, MN



## STEPPING UP TO THE CHALLENGE

Minnesota Limited employees are stepping up to the challenge... the Healthy Trails Pedometer Challenge that is!

As part of the ongoing Wellness Program at Minnesota Limited, employees had the opportunity to participate in the Healthy Trails Pedometer Challenge, lasting May 5th through June 27th. Participants used a FitBit™ or a Polar Loop™ as a tracker to count their steps daily and then recorded those steps using the Healthy Trails program. As an interactive incentive, each individual could pick a trail to complete from different places in the world. The program gave updates along the way that

offered information on what one would be experiencing at each point, making it a fun and informative way to track steps.

This challenge brought employees from

challenge and while some employees chose to participate individually, quite a few employees chose to complete the mission as a team.



“The Pedometer Challenge has brought about an overall awareness of activity level to each participating employee. This challenge has made people recognize how active they are, or are not, and encouraged a higher level of activity. I’ve had multiple people share that they won’t go to bed until they see “10,000 steps” on their pedometer/polar loop. It’s

corporate and field offices together, with camaraderie and fun, to work towards “stepping” to the top! Around 48 employees from Minnesota Limited accepted this

been very beneficial, rewarding, and fun to see people so excited to move,” says Budish.

Check back in the August edition to see who “stepped up” and won this challenge!

## TELL ME SOMETHIN’ GOOD

“I want to let you know about a great crew! With all the inconveniences, equipment, digging, etc., my experience, along with neighbors, has not been awful! It is because of the great crew doing the job. EVERYONE I have needed to talk to has been friendly, patient with my questions/concerns, hard-working, and most of all, conscientious about the inconveniences and mess from digging, very accommodating and willing to help me and all the other residents on the street. I can go on with many good things to say, and can't say enough. I will only say this group of workers has been the best construction-type crew I have ever had experience with. When I had to park on the street 5 houses down, I joked with the traffic control person that I was lucky I didn't go grocery shopping. Her reply was, “we would have helped you with your groceries.” It was the icing on the cake to hear this--it made my day because one seldom hears this type of comment which shows concern for those people affected by construction etc. It made my day!

Another incident was when dirt collapsed in a hole near the sidewalk. I drove up the street to find the workers to tell them because I felt it was a safety hazard. I believe I talked to a foreman, who thanked me and assured me he would take care of it. When I returned from my errands, the hole was filled!

I hope each worker in this group is commended--they deserve to know how much we appreciate them. Great Job, Great Crew, Great Company!” - Homeowner from Parma, OH whose street was having a new gas line installed for Columbia Gas of Ohio.



tell me SOMETHIN' GOOD...

**How long have you worked with Minnesota Limited? What is your role?**

I have worked with Minnesota limited for 17 years. I started as a laborer, then foreman and now a superintendent.

**I understand you have a nickname, care to elaborate how you came to be known as**

**“Bubba”?**

Sure—when I first started laboring, a Minnesota Limited track hoe operator (Bruce Walker) did not know my name, and started calling me “Bubba”. I didn’t care or think much about it, but pretty soon everyone was calling me Bubba. Guess the rest is history.

**Any fun memories that stick out to you during your time here with Minnesota Limited?**

Honestly, too many to even single one out.

**If you weren’t working in the pipeline industry, what would you be doing instead?**

That’s hard to say, I grew up in the funeral business, maybe I

would be involved in that in some way.

**If I gave you \$1,000,000 right now what is the first thing you would buy?**

I guess I would buy a cabin on a lake, a new boat and take my family fishing.



# TRANSMISSION MARKET UPDATE

by Christopher Leines: President, Minnesota Limited

The second quarter at Minnesota Limited has brought our focus onto training. We have held successful training sessions throughout Minnesota Limited's footprint from North Dakota to Kentucky to the East Coast. We had a slower construction period, as the snow melted and frost receded, which allowed us to participate in necessary annual training.

The highlight of the training program this quarter was our annual Leadership Development Conference, which was held the last week of April near Elk River, MN. Over 130 Minnesota Limited leaders participated in the three day conference. Attendees had the opportunity to learn more about Leadership Development from some great speakers, network with their peers, tour the corporate headquarters, and meet many of the staff members. We also had the privilege of hearing our customer's perspective on safety culture and leadership, as representatives from

Enbridge and Koch were in attendance.

With the amount of growth our company has undertaken in the last several years, it is important to help arm our supervisors with the concepts and principles that are necessary to be successful at managing and leading their people. The Leadership attendees learned about the importance of effective communication, setting clear goals and expectations, coaching their teammates, becoming better listeners, being constructive and asking lots of questions. The feedback we received from the conference was overwhelmingly positive. Many participants said this was our best conference yet. Thanks to all of the ML Team members who made this conference a huge success!!

From an operations standpoint, we had a steady diet of work throughout the spring of 2014. Work continued on the Louisville Gas and Electric Project, CenterPoint Gas in Minneapolis, Koch

Integrity and Hydro-testing, Enbridge Integrity and Hess in North Dakota to name a few. As we enter into the peak summer construction season, Minnesota Limited will be in full production once again.

Our work outlook for the rest of the season looks promising with the many bid opportunities we are pursuing. Minnesota Limited has picked up several Pump Station Projects for Enbridge that are starting to commence, as well as several pipeline and maintenance projects for Vectren.

As always, I ask that all of Minnesota Limited's employees live our core values every day- SAFETY, QUALITY, VALUE, REPUTATION, COMMITMENT, look out for your fellow co-workers, provide premier customer service to our clients, but most importantly- be a LEADER in safe work practices. Have a great summer!



## FACES FROM THE FIELD



**MIKE SEIFERT**  
Foreman  
Columbus, OH





## DISTRIBUTION MARKET UPDATE

by Kevin Miller: President, Miller Pipeline

With good weather finally here to stay, most of our crews are working long hours and many Saturdays just to make up for the construction days we lost due to the extreme weather in the first quarter. All operating areas have grown in employee and crew counts, as we expand to meet the growing needs of our customers.

In Kentucky, we've added two more riser replacement crews, as we expect to replace 26,000 risers for LG&E this year. For Vectren, we've added over twenty new crews since last fall and we currently have 230,000 feet of main and 5000 services scheduled for replacement. In northern Indiana, we now have more than twenty crews working for Nipsco, with a back-log of more than 40 miles of main to install. For Columbia of Ohio and Vedo, we added several new crews to do pavement restoration. We now have fourteen crews doing this type of work in the state of Ohio. In Michigan, we are almost up to our peak number of crews for the season, with a high concentration of them working on multiple replacement projects in Grand Rapids as well as a couple of large "turnkey" new business projects in the area. The turnkey projects are unique in that MichCon requires us to obtain all permits, buy the pipe and fittings, stake the right of way, contact

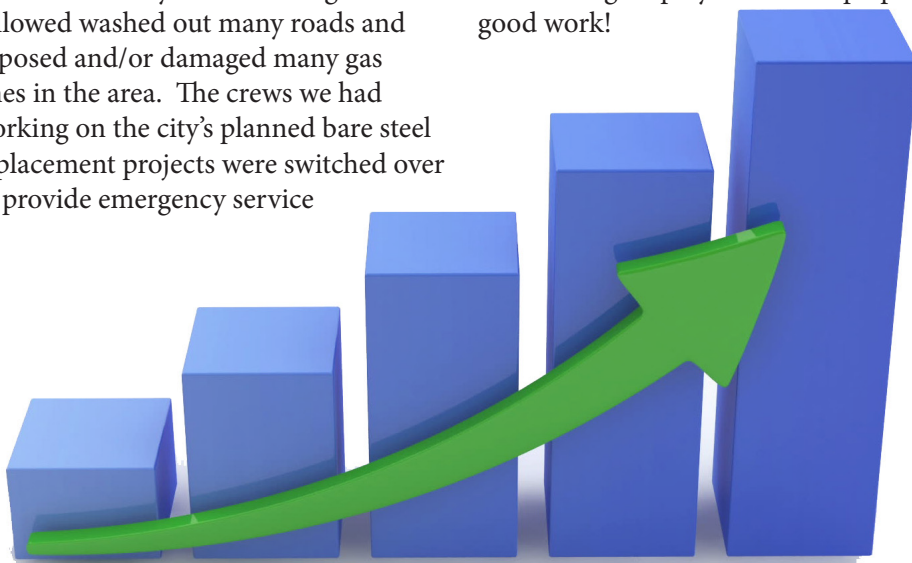
all homeowners, process the new service applications and do the as built drawings.

In the South region our total employee count has reached 225, with nearly 100 people working in the state of Mississippi for Atmos and CenterPoint. These two companies have just awarded us nearly 30,000 feet of replacement main in the towns of Laurel and Kosciusko. We've also just been awarded 60,000 feet of replacement work for Alagasco, in Birmingham. In Arkansas, we've grown to five crews working for CenterPoint in the Little Rock area and Piedmont Gas continues to give us more work in North and South Carolina. In late April, Pensacola, Florida was hit with 15 inches of rain in less than a day. The flooding that followed washed out many roads and exposed and/or damaged many gas lines in the area. The crews we had working on the city's planned bare steel replacement projects were switched over to provide emergency service

and leak repair alongside the utility's own construction crews for several weeks.

Our East region continued to operate at full capacity and were just awarded 5.5 miles of 6-inch steel by Columbia of Virginia. The pipeline runs cross country for most of the route and feeds a new wood processing plant. We are also bidding on several large replacement projects for PSE&G close to our facility in South River, New Jersey.

Our safety performance for the first half of the year has been outstanding and I believe the Target Zero observation cards you send in each month have been a key factor in helping us avoid unsafe behaviors that lead to injuries. Thank you to all our outstanding employees and keep up the good work!



### How long have you worked here?

I have worked here going on 10 years now.

### What does an average day consist of?

I start off the morning with a daily huddle, then the rest of the day consists of spotting utilities, welding pipe, boring, or open cut installation of main tie-ins. The day ends with backfilling, clean up and planning the next day so my crew can pick up right where we left off the following day.

### What is your favorite part about what you do?

My favorite part is operating all the different equipment we work with and helping my crew with all the different tasks we perform on a daily basis.

### When you aren't working, what do you enjoy?

I like hanging out with friends and family,

golfing, hunting, truck pulls, and just having fun!

### Do you have any plans for the summer?

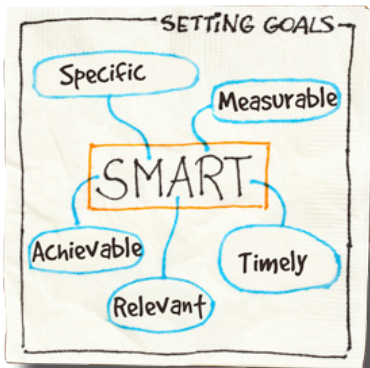
My plans this summer are pretty exciting... we are expecting our first child which makes this summer the best one yet. Our baby is due August 13th and we won't know what we are having until that day!



# WATER/WASTEWATER MARKET UPDATE

by Chris Schuler: General Manager, Municipal Services Division, Miller Pipeline

The second quarter for the Municipal Services Group has been busy and appears to be a good indicator of the rest of 2014 with respect to volume of work. The success we had late last year and early this year in bidding, coupled with the unfriendly winter has left us with a significant backlog and multiple opportunities.



The South region has received several opportunities with our cured in place pipe (CIPP) which will allow us to add at least one more crew performing this type

of work for the rest of 2014. Significant projects in Winter Haven and Orange County (Orlando) have consumed most of our time in the second quarter. Upcoming work in Largo, Ft. Lauderdale, and City of Tampa will keep us very busy through the end of the year. Our EX crews have been very busy in Hillsborough County (Tampa) and Sarasota County with upcoming work in various municipalities. We are looking at the possibility of adding more crews to complete this work as well. We have assembled a very professional and capable collection of new employees mixed with our existing experienced and quality group leaving us very excited for the future.

Our WEKO group has been busy with a large project in Tampa, Florida, while working with several nuclear and industrial facilities to coordinate our work with their planned outages. This is very challenging, to say the least. Additionally, exposure of our WEKO seals has led to a robust material sales period that we

plan on continuing. Overall, this group continues to perform quite well and the future is very bright.

The Midwest has been extremely busy trying to catch up from missing much of the first quarter. Substantial projects in Louisville, KY (2), Bloomington, IN and Fort Wayne, IN has not only kept existing crews busy, but led to starting an additional crew with the possibility of yet another within the near future. Water work here in Indiana has picked up as we continue to provide different methods to provide solutions to our customers. We recently completed one project utilizing pipe bursting to replace a water main and services. The project went well and the customer was very happy. This also marked the first time we had used a product called fusible PVC. We look for more opportunities like these to be more prevalent in the near future.

Overall, we continue to very safely find ways to increase our productivity. (continued on page 8)

## MINNESOTA LIMITED GOOD CATCH WINNERS

Congratulations to the Good Catch Winners from April to June!

- |                  |                  |                            |
|------------------|------------------|----------------------------|
| Eduardo Avalos   | Ryan Julin       | David Schultz              |
| Brandon Beckman  | Brett Kipley     | Aaron Schuster             |
| Alex Bouchard    | Cody Knutson     | Travis Silvas              |
| Jesse Colliver   | Doug LaFontaine  | Terry Sisson               |
| Doug Eisenschenk | Kevin Mickow     | Kenny Stanly               |
| Lance Gaudet     | Chuck Olson      | Nathan Tahja               |
| Caleb Halverson  | Ryan Piescher    | Dan Wedin                  |
| Wayne Hollenkamp | Kevin Ryczek     | Ryan Westfield             |
| Curt Jannings    | Jasper Schneider | <i>Safety Recog. Award</i> |
| Robert Johnsen   | Isaac Schober    | Booker Rubenzer            |



## HR Matters

If you have been noticing a lot of new faces on the crews in the field, you are not alone. That's because within the last three months, Miller Pipeline has orientated 391 new employees!

Of the almost 400 new employees, many of them are new to the pipeline industry. As seasoned veterans, you may have learned that becoming a part of the "Miller family" involves so much more than what can be absorbed in the eight hour orientation program. With that said, when you see new faces on your crew, we encourage you to take a moment and introduce yourself, make sure they feel welcome and help teach them through your own actions how important safety and teamwork is to our culture. Not only is this imperative for your own safety and productivity, but for his/hers as well. To all our new employees, welcome to the team! We are happy you found us.



# ANNIVERSARY MILESTONES

Thank you for your dedication and commitment to our continued success



## 30 years

James Brown, Shop Foreman, IN  
James Coakley, Operator, KY  
Chris Schuler, General Manager MSD, IN  
Anthony Staab, Welder, IN

## 25 years

Clarence Davis, Foreman, OH  
Mark Humphrey, Foreman, KS

## 20 years

Josh Balay, Superintendent, IN  
Jerry Jessee, General Foreman, OH  
David Lovins, Foreman, IN  
Gregory Moore, Superintendent, AL  
Jesse Murrell, Superintendent, LA  
Gregory Poston, Foreman, OH  
Noel Salazar, Foreman, IN  
John White, Foreman, OH

## 15 years

Robert Ackers, Operator, OH  
James Schaaf, Foreman, MN  
Jared Schaaf, Foreman, MN  
Jeremy Whistler, Operator, OH

## 10 years

Dustin Adams, Foreman, MN  
Michael Buric, Foreman, MN  
Joshua Davis, Operator, MN  
Ronald Frankenfield, Laborer, PA  
Marcel Gardner, Foreman, MD  
Nancy Hadley, Accounts Payable Mgr, IN

## 10 years (con't)

Larry Juday, Laborer, MN  
Gary Lambert, Supervisor, PA  
Gary Norris, Foreman, MN  
Justin Norris, Reg. Safety Supervisor, MN  
Jajuan Rodgers, Operator, AL  
Chris Skeel, Foreman, OH  
Richard Spencer, Equipment Mechanic, OH  
Jerry Stanley Jr., Superintendent, MD  
Jesse Stevens, Foreman, OH  
Johnny Tyler, Foreman, MN  
Earl Utterback, Laborer, OH

## 5 years

Wesley Abbott, Operator, MN  
Darrell Anderson, Welder, MN  
Randall Anderson, Operator, MN  
Roger Applebee, Welder Helper, MN  
Michael Benke, Foreman, MN  
Marty Boyd, Operator, MD  
Russell Briner, Laborer, KY  
William Carlock, Superintendent, NY  
Chad Carruthers, Laborer, PA  
Eliezer Castillo, Operator, VA  
Joshua Frank Davee, Operator, MN  
Michael Demars, Operator, MN  
Richard Driscoll, Foreman, VA  
Timothy Evans, Foreman, MD  
Chad Flunker, Operator, MN  
James Harley, General Foreman, MI  
Joseph Jaynes, Laborer, KY  
Lucas Johnson, Laborer, MN  
Paul Johnson, Foreman, MN  
Brandon Jones, Foreman, MI  
William Knightly, Operator, AL  
Jesse Lang, Foreman, LA

## 5 years (con't)

Kasey Lene, Welder Helper, MN  
Gregory Lindholm, Eastern Reg. Mgr, VA  
Jeffrey Mankel, General Foreman, MS  
Justin Matheny, Laborer, OH  
Michael McDougal, Foreman, FL  
Russell Miller, Borecrew Foreman, OH  
David Morriss, Laborer, MN  
Donald Patch Jr., Foreman, MN  
Mark Pauley Jr., Laborer, PA  
Jeff Pawling, Foreman, PA  
Wayne Petz, Welder, MN  
Jame Pluff, Laborer, MN  
Christopher Powell, Foreman, IN  
Richard Pritchett, Foreman, VA  
Troy Schaeffer, Laborer, PA  
Dan Schaubhut, Foreman, MN  
Jason Scheid, Operator, OH  
Joshua Schnell, Laborer, MN  
Karl Schultz, Foreman, MI  
Kenneth Shepherd, Mechanic, AL  
Michael Smith, Laborer, KS  
Brad Straw, Laborer, MN  
Jerry Tomak Jr., Laborer, OH  
Teddy Vance Jr., Foreman, MD  
Westlee White, Welder, MN  
Andrew Wright Jr., Borecrew Foreman, MI  
Sara Youngs, Accounts Payable Mgr, MN

## MAKING IMPROVEMENTS TO 'THE GREATEST SPECTACLE IN RACING'

If you are a diehard fan of the Indy 500, driving to the speedway next year will look a tad different. At the intersection where 16th St, Georgetown, and Crawfordville Rd all connect, a new round-a-bout is in the works instead of the existing street lights.

Grant Nicholson's crew started working on a horizontal directional drilling project last month in front of the Indianapolis Motor Speedway. The project is relocating 2,000 feet

of 8-inch plastic. Nicholson's crew will be working a week up until the Brickyard 400 which starts July 24th, but to complete this job the crew could be working nights. Working during the night might be necessary due to the busy traffic at the intersection and limited room to bore the 8-inch pipe across 16th St.

Nicholson's crew is working hard to hit the finish line and restore the streets for the Brickyard festivities.



**WATER/WASTEWATER MARKET UPDATE**

(FROM PAGE 6)

Our foreman, superintendents and all employees should be commended for their efforts. We have had phenomenal safety results for the first half of the year as Target Zero has clearly impacted this group positively, as well as the whole company. These results create opportunities for Miller Pipeline, but more importantly, the individual opportunities created with the combination of safety, quality, and productivity are an exciting aspect for all. We look forward to the rest of 2014 and beyond as we all continue to have a positive impact on the world we live in.

**'RAISE YOUR SLEEVE' BLOOD DRIVE**

Every two seconds, someone in the U.S. needs blood and each person who donates a pint can help up to three people. At the Indianapolis office last month, Miller Pipeline held its annual blood drive which is part of Miller Pipeline's initiative to give back to the community. Eighteen employees took time out of their work day to donate blood which in the end helped 54 people. Thank you to the participants in making the blood drive another huge success!



(Pictured above: Angela Zellers, Accounting, and Tanner Andrews, IT Support)

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In the Trenches is published in-house on a monthly basis featuring company-wide news from the Miller Pipeline and Minnesota Limited combined entity. To submit a story idea, visit us on the web at <http://www.inthetrenchesdigital.com/submit-story-idea> or contact one of our editors below.

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EAGLE-EYE EMPLOYEE SUBMITTED  
**SNAPSHOTS**



"A crane is hoisting up the second flagpole constructed by our MN Limited welders this year!"

**SUBMITTED BY:  
ABBY KEMP**

**SAFETY SCORECARDS**

REPORTING THROUGH MONTH: MAY 2014



**MINNESOTA LIMITED**

Company Stats	Recordable Incident Rate	Lost Day Incident Rate	Lost Day Severity Rate	Preventable Accident Rate
2014 Goals	2.00	1.45	17.86	3.00
2014 Rates	4.38	0.00	0.00	1.80
GOAL TRACKING	Behind by 2.38	Ahead by 1.45	Ahead by 17.86	Ahead by 1.20

**MILLER PIPELINE**

Company Stats	Recordable Incident Rate	Lost Day Incident Rate	Lost Day Severity Rate	Preventable Accident Rate
2014 Goals	2.25	0.70	36.00	2.65
2014 Rates	1.13	0	0	1.81
GOAL TRACKING	Ahead by 1.12	Ahead by 0.70	Ahead by 36.00	Ahead by 0.84