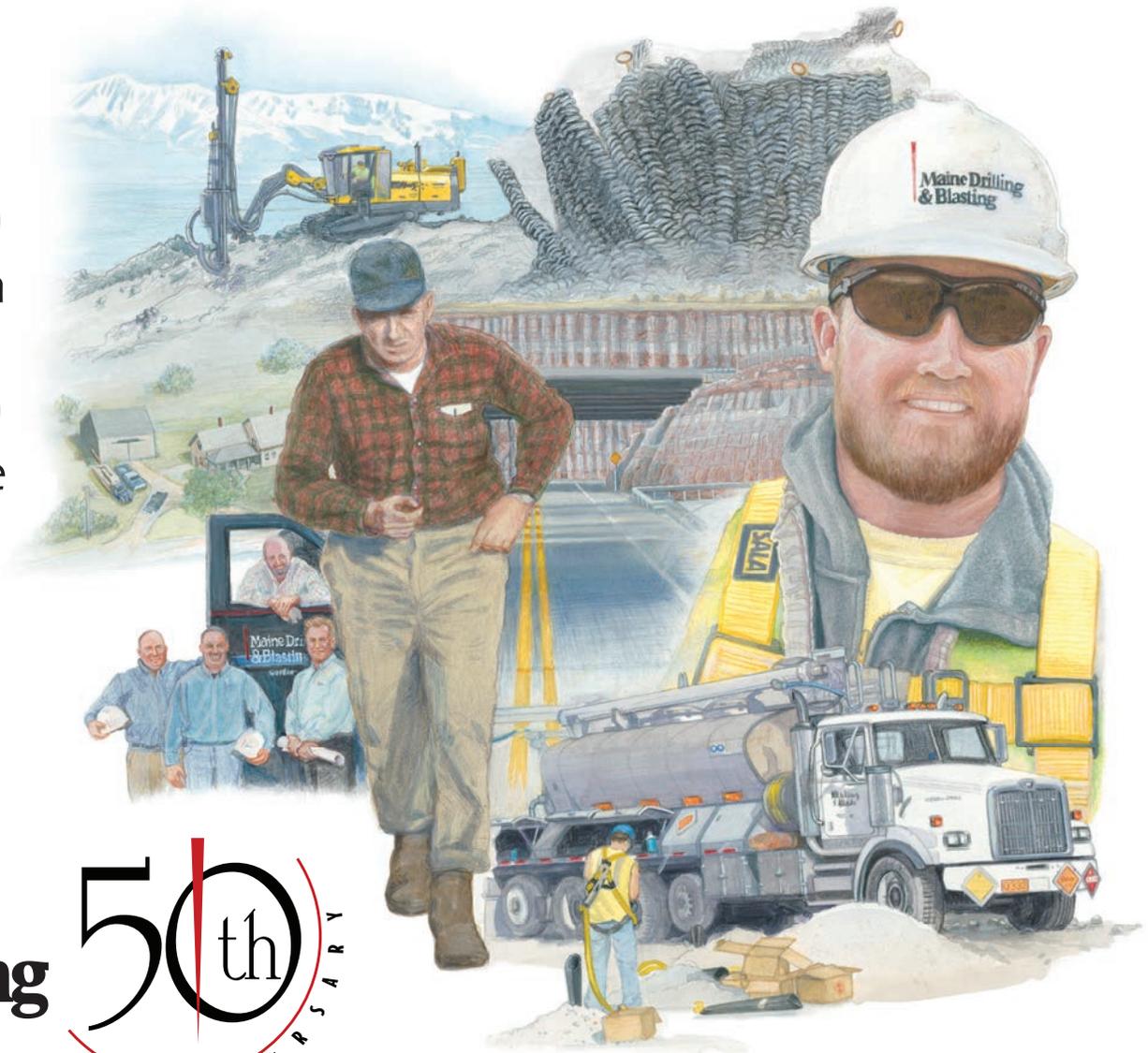


1966
strong foundation
2016
bright future



**Maine Drilling
& Blasting**

50th
ANNIVERSARY

making it happen. **still.**

strong foundation • bright future



**Maine Drilling
& Blasting**

DEDICATION

BETWEEN THE LINES

*This book is dedicated to those who have the courage to lead, whether
down life's foreseeable path, or into the unknown.*

It is very hard work, and it takes a lot of integrity, principles and courage.

~

*First, to our father and mother who set out into the darkness to take a chance in business
and family, both forever entwined. You led us by remaining true to yourselves and your word.*

~

Second, to our life partners and families who make our daily efforts possible.

What you give us, and continue to give to this Company behind the scenes, is immense.

~

*To the many past and present notables who forged the way and continue to lead the Maine Drilling & Blasting
family forward. Though all your names may not appear on the pages of this work,
what you gave and continue to give to this Company is indelibly etched between the lines.*

~

And the last to be acknowledged here shall be first.

*The very backbone of our success has always been our people ... those who toil day in and day out ...
committed, hardworking, caring people operating with a degree of urgency and pride,
willing to make some tough decisions and stand tall through it all. We have learned volumes from you,
much do we owe you, and long will you remain an integral part of our history.*

From employees to employee owners, the legacy that is Maine Drilling & Blasting rightfully belongs to you.

You are all truly inspiring.



Bill Purington



Ted Purington, Jr.

(opposite) The old farmhouse, where it all started.



In The Beginning

MAINE DRILLING & BLASTING 1966-2016

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Produced by



Christine and Charles Chamberlain

20 Lincoln Street, Brunswick, Maine 04011-1912 USA

Phone 207-729-0911 | www.camdenwriters.com | email: camdenwriters@gmail.com

Specializing in Oral Histories & Memoirs for Individuals, Families and Family Businesses

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(opposite) Ted Sr., always operating with a degree of urgency.



Legacy

In the Beginning

When Ted Purington, Sr. left high school in Gardiner, Maine, in the middle of his junior year, he had no way of knowing where life would lead. He means it when he says that he would not, in his wildest dreams, have been able to envision Maine Drilling & Blasting, the company he founded, as it exists today.



Ted Purington, Sr.

Ted's beginnings were hardscrabble. He learned about hard work and long hours on the chicken farm where he was raised in South Gardiner. Days started at 4:00 a.m. when he fed the 25,000 broilers, which involved carrying 100-pound bags of grain up three flights of stairs. At the end of the day, he went through the routine again. His wife, Judy, understands how these early years contributed to his later success.

Judy: Ted knew how to make money and he knew how to save it. He may not have a lot of formal education, but he has a lot of common sense. He was also a gambler. Ted was willing to take a chance.

Ted's son, Bill, only met his paternal grandfather, Leo Purington, a few times, but those meetings made a lasting impression. Leo's determination to toughen up his boys was challenging, but Ted learned a lot of lessons and built strong character. Bill doesn't recall ever seeing fear in his father's eyes.

Both Ted Sr.'s father and his grandfather were involved in the construction and blasting industry in Maine. Seventeen-year-old Ted followed suit when he took his first job with Bridge Construction, where his father worked as a blaster. Ted was one to observe, and he learned quickly.

Meeting Judy

In many ways Ted Purington, Sr. was a lucky man. Much can be attributed to hard work, courage, and a deep understanding of the men who worked with and for him, but in meeting Judy Hutchings, he was truly fortunate. Loyal, hardworking, and courageous in her own right, Judy provided Ted with a family of his own and a partner in life and in business.

Like Ted, Judy was born in Gardiner. They met at one of the basketball games he played for the church league, and once they met, that was pretty much it. Their courtship was interrupted when Ted, who was in the National Guard, was drafted and served from 1953 to 1955 as a message center clerk at Fort Eustis, Virginia. His job involved recording information, which he did by pecking away at his typewriter with two fingers. Judy was left to decipher his love letters, typed in capital letters, the words run together with no punctuation.

Judy graduated from nursing school in 1956 and married Ted in 1957. Before they married, they put a down payment on the asking price of \$7,000 for an old farmhouse on Marston Road in Gardiner, financed with a VA loan at 4% interest.

Ted's first job out of the military was with St. Johnsbury Trucking. In 1962, Ted returned to Bridge Construction, and it was there that he had his first real break. There is one occasion, Ted says, he won't forget as long as he lives.



Ted Sr. sent a picture from the Army inscribed, "From your loving son, Ted."



Ted and Judy, a courting couple.

Ted Sr.: Around five o'clock one night the superintendent at Bridge Construction jumped up on the bulldozer and said to me, "Tomorrow, I want you to start blasting." That was a big step for me.

I turned around and asked if he had ever seen "The Price is Right." In other words, I wanted more pay for the increased responsibility. The superintendent jumped off the bulldozer and drove away, spinning his tires and throwing dirt a half mile up the road.

'I guess I lost that job as fast as I got it,' I said to myself as I watched him go. When I went in that night to pick up my car, the superintendent was standing in the office. I figured I was all done.

"Take the truck tomorrow," my boss said, "and start blasting."

That was the beginning of a good relationship. However, looking back, Ted wonders how he had the guts to ask for a raise before he'd even started. Ted and Judy didn't have two nickels to rub together and their family was growing. He needed that job.



Ted Purington, Sr.



Ted and Judy on their wedding day in 1957.

Into the Fire

After a few years with Bridge Construction, Ted moved over to join his father and his brothers in the family blasting business, Leo Purington & Sons, based in Gardiner. From the beginning, things didn't go well. By nature, Ted was a very hard worker with a strong sense of responsibility toward the customer — it was a way of life for him — but looking around he realized that he was shouldering most of the responsibility for very little pay, if he was paid at all.

The breaking point came when Ted's father went to Florida, leaving Ted on his own to handle four incomplete projects. When Ted went to buy dynamite he was told that none would be issued unless the outstanding bills were paid. Turning to the company secretary to cut a check, Ted was told that his access to the bank account had been cancelled. That did it.

In 1966, at age 31, with five young children, Ted found the situation untenable and parted ways with the family company. Two years later, his father's business closed its doors. Resentment over Ted's decision led to complete estrangement, which, with very few exceptions, has lasted over the years.

Ted Sr.: When I left the family business, all my energy was focused on succeeding. I figured that if I was working long hours and making no money I might as well be working for myself. Sitting here now, I would say that life ended up better than I ever thought it would.

Bill Purington appreciates the difficult road his father traveled to reach resolution.

Bill: God bless my dad for living with the sadness of his family situation. He struggled with it his whole life. Being in business with family can be a real challenge, but it doesn't need to end that way. Because of his experience, my dad was determined that nothing like that would ever happen to us. His experience affected us all as we entered the process of working together as a family in business. My father and my mother were very anxious when there was friction.



(above) Mars Hill, Maine, taken when Ted Sr. was working for Leo Purington & Sons.

(top right) Two-year-old Jim and four-year-old Bill in the backhoe, with Ted's friend, Myron, at Mars Hill.



Judy worked as a nurse at Togus to help support the family in the early years.

A Fresh Start

Throughout their life, Ted and Judy did everything as a team. In 1966, when Ted decided to start MD&B, he and Judy went to National Bank, where they applied for a 90-day, \$2,000 loan as seed money for his new business. Judy was one of three co-signatories, along with two dynamite salesmen. To give some idea of the relative magnitude of this loan, at the time Judy was earning \$3,000 a year working as a nurse. Two thousand dollars was a lot of money then. With that loan, Ted paid for dynamite and drilling supplies, and rented a small compressor and a few jackhammers. Sumner Lipman, Ted's lawyer, came up with the name Maine Drilling & Blasting for Ted's new company.

At the time, Ted and Judy were living off Judy's wages. Finances were very tight. On the other hand, Ted had a lot going for him, including twelve years of working with or around dynamite for other contractors and a deep knowledge of the art of moving rock. There was also the matter of trust. While working for his dad, Ted had been the one who followed through on commitments to the customers, and the customers trusted him. That trust moved with him when he opened his own business.

Hungry and ambitious, Ted had the capacity and willingness to work as many hours as it took to finish the job. The driving force was his determination to succeed.

Ted Jr. has always admired his dad's work ethic.

Ted Jr.: When it came to running a project, Dad was all about every little detail, making sure everything was covered. He was always pushing for that extra drill footage; for the pattern expansion that better utilized the powder, increasing efficiencies without cutting anyone short. That separated us from our competitors. We all learned from Dad.

Ted Sr.'s first project involved blasting a cellar hole for Mr. McAllister in Randolph, Maine, in 1966. It was McAllister's first house and MD&B's first commission. Ted and Mr. McAllister still see one another, and every time they meet they talk about that experience, when Ted and his crew drilled down 14 feet with a jackhammer.

"Today," Ted says, "if you asked a guy to drill down two feet with a jackhammer he'd think you were crazy. It took us three weeks and cost me about \$400. McAllister paid me \$1,000."



(l to r) Sons Ted Jr., Bill, Jim, and Tom at the farm on Marston Road.

Ted was awarded most of the work in his area, in part because of his reputation and in part because he had no competition to speak of. In the late sixties, many of the contractors were doing their own blasting, so with the exception of a few ma and pa operations, the blasting industry hadn't yet taken off. Ted had only two competitors in northern New England for contract work, a drilling and blasting operation in Massachusetts and one in New Hampshire. The fact that there was no competition in Maine provided an opportunity for Maine Drilling & Blasting to become established and make its name as a dependable provider of services.

Ted was good at establishing and maintaining relationships, both with customers and with his crew. He spoke their language, maintained a relationship of trust, and provided quality service on time. Many of those early customers are still friends and their companies continue, fifty years later, to do business with Maine Drilling & Blasting.

Ted Sr.: Tell people what you're going to do, and do it. Keep your word. I'd go down to Valle's Steakhouse to have lunch and a few drinks with a customer and come up with a bid written on a napkin. Nine times out of ten, the customer would call me up when I got home because he'd lost the napkin and needed to ask me what we'd agreed on.

Ted Sr. was rightly very proud that, as a person who had left high school early, he could run figures in his head, almost to the penny. When Bill Purington ran numbers on his calculator they usually came to within a few percentage points of his father's calculations, which pleased Ted Sr. to no end. By the mid/late 1980s, the Company was employing computerized methods for calculating job estimates rather than an eyeball approach. Jobs were increasingly complex, but for more than a decade, the gut and the eyeball worked well for Ted.

With a jackhammer for a drill, a 90-day bank loan for \$2,000, and a commission to put in a cellar, I started Maine Drilling & Blasting in 1966, working out of the garage at my home in Gardiner. I had one employee — me. I have to admit now, it made me a little nervous.

Ted Sr.

A New Home For MD&B

Finding a home for Maine Drilling & Blasting wasn't easy; in fact, nothing in those early days was easy.

Ted and Judy started their company in the old farmhouse on Marston Road, with the office just off the kitchen. The children played in a gated area in the house, under Judy's watchful eye. In the late 1960s, Ted and Judy decided to move the business to a \$5,000 property on Brunswick Road in Gardiner, where they found themselves facing strong opposition to rezoning.

At one particularly difficult Planning Board meeting, people complained on the grounds that Maine Drilling & Blasting would be storing explosives out back. Ted explained, not for the first time, that explosives would be stored off-site in an area inspected by the Bureau of Alcohol, Tobacco and Firearms. In spite of these reassurances, the Planning Board failed to approve the purchase, and Ted and Judy moved the Company to a building on Riverside Drive in Augusta. Judy remembers many a ride between home and the new office, picking things up and dropping them off, with little Theresa, their youngest child, in the back seat. While they were working out of their Marston Road home, Judy answered the phone for Ted and relayed information via two-way radios — when they could afford them.

Five years later MD&B moved to the property they had first tried to purchase on Brunswick Road, which now carried a price tag of \$25,000. In 1976, the Purington family moved from the house on Marston Road to Karen Drive.



Judy (left) and Marilyn in the office.

In 1969, Ted Sr. called Marilyn Verhille, a friend from high school who often double-dated with Ted and Judy when they were courting. Marilyn, who was married to Ted's best friend, Bill Verhille, had three children, ran a day care center, and had a financial background. Ted asked if she would accept a job in the MD&B office. She thought about it overnight then called Ted back to say that she would like to give it a try. She stayed with the Company 22 years and is a close friend to Ted and Judy to this day.

In Augusta, Marilyn worked with Phil Rogers, an experienced financial person who served as office manager. Phil stayed with the Company for more than 20 years. From the beginning, Ted hired good people in all facets of the business, and he treated them well.

The Company paid its bills, but just. Every month, Ted and Marilyn sat down to figure out what they could manage to pay against outstanding invoices, then called up their creditors and explained the situation.

"You tell someone you haven't forgotten them," Ted explains, "and reassure them that you are going to pay, but you can't right now, and that's almost as good a paying them." Ted knew that people appreciated the call. Everyone was paid something and, in the end, all the bills were settled. The relationships built by the Company during this time reinforced the important and long-standing sense of confidence customers and vendors had in Ted. He also continued to build relationships with contractors, many of whom were friends, and with whom Judy and he shared trips and social events. Contractors came into the office to sit and talk; they felt comfortable with Ted because they knew him.

During the seventies, Judy gave up her nursing career and took courses in accounting so that she could work with Marilyn in the office. Over the years, Judy served as both corporate treasurer and corporate secretary. It was, she said, a real family event.

"There were some sleepless nights," she admits now, "but we made it."

The First Big Job

In the late 1960s, Farrin Brothers & Smith called Ted to ask if he was interested in doing a road job for them in Dover-Foxcroft, 85 miles from

Gardiner. He gave them a price and they said "Let's go!" Ted stayed in Dover-Foxcroft for a couple of months with Darryl Hanson, who was working for him at the time, and a driller named Morris Waite. Both of them had worked for Ted's father Leo, and eventually moved with Ted to MD&B. Morris worked for Maine Drilling for almost 35 years and, in Ted's words, "he was a real good man."

That job in Dover-Foxcroft earned MD&B about \$8,000, which allowed Ted to pay off his start-up loan. The two dynamite salesmen who had co-signed the loan hadn't told their wives and they were nervous, calling Ted almost daily to see whether he had paid off the bank yet. There was a lot of pressure right from the beginning.

There was always a "do it right now" message coming from Ted Sr. My dad always ran, he never walked, and my brothers and I are the same way. You're on site, you need a tool, so you run to get it and you run back. We all have a sense of urgency in everything we do.

Bill Purington

Sometimes Ted's order to "Get the job done at any cost" backfired. Al Perozzi, who was with the Company for 25 years and a good friend of the Purington family, tells the story.

Al Perozzi: I was in my office when the phone rang. It was Ted Jr. 'My father's here,' he said. 'You might want to come over.'

I went up and Ted Sr. was there, smoking his cigar and looking out the window. 'I was coming down here today,' he said, 'when I saw the lowbed heading north. I picked up the radio and tried to call the guy, but he didn't answer me.'

'Ted,' I said, 'he doesn't have a radio. We're out of radios and you can't buy them anymore.' In classic Ted Sr. fashion he put his cigar down, looked at me, pointed in my direction, and said, "I don't give a s--- what you do, but by the end of the day there had better be a radio in that tractor.'

'You want a radio,' I assured him, 'you're gonna get a radio in that tractor,' and I walked out. I went downstairs to the garage, took hold of a mechanic, went out to Ted's Cadillac, and pulled the radio out. As



1960s flyrock, with Ted Sr. on the right and Peter Benner on the left.

Ted Sr. tells his side of the story now, he says 'Son of a b----, I looked out the window and all I saw were two legs hanging out of my car.'

That night Ted picked up Wayne Flagg, one of the first employees to join MD&B, to go to the Associated General Contractors meeting in Portland. Wayne got into the car, looked over, saw the wires hanging down. 'Ted, you got trouble with your radio?' he asked.

As Wayne tells it, Ted looked at him and said, 'You want to be some careful when you tell Al that you want something done right now.'

A 1973 article in *New England Construction* reported that Maine Drilling & Blasting had grown well beyond its original size in six years, and was moving almost 100,000 yards of rock annually using a quarter million pounds of powder. Company crews were moving over 50,000 yards of rock down through the woods for the I-95 extension between Gardiner and Brunswick, one of Ted's earliest challenges, but he had very good men. They were on that job four or five months, and it went well. The contractor was happy and Ted was happy. It was shortly after that job that Ted was able to buy his second drill.

One of the most important early jobs came Ted's way through H.E. Sargent, one of Maine's largest contractors, at the time, established in 1926. The project involved building a big paper mill for Sappi Ltd., a major producer of coated papers. In 1976, Maine Drilling & Blasting was contracted to blast the foundation hole and the trenches for water and sewer lines for the new mill, from scratch in a heavily wooded area.

Ted Sr.: Jim Sargent called one night and asked me to meet him in Hinckley. They had just cleared the land and started to work. 'If you can have that big hole ready for us in ten days,' he said to me, 'you can have the rest of the work.'

I put everything I had into that job and finished it up in about six days. In the end, Sargent had to step away because the job was unionized. Darryl Hanson and I stayed on Maine Drilling's payroll but the others went onto the contractor's payroll because they had to be union. Darryl and I were the only two who weren't in the union.

That was probably the best job I've ever had. My first invoice was

\$200,000, with just the two of us on the payroll, and that was a lot of money to me.

That wasn't the end of the story. When the IRS noticed this significant amount of money on the Company's tax return, they came in to audit the books. Judy remembers the IRS coming in every year after that, so regularly that she suggested they set up a card table beside the door and that's what they did. Ted understandably asked them where they'd been during the lean years.

Ted recalls the first trip he and Judy made in the early '70s in the company of Jim Sargent and his wife.

Ted Sr.: When we started working with Jim we became very good friends. The Sargents were going to Las Vegas for three or four days and wanted us to go with them. Judy and I had just started the business and we had five young kids. I was honest and told him we couldn't afford it.

Jim called up Judy and said 'You're going to Vegas!' And we went. Marilyn Verhille and her husband babysat for us, with help from Judy's mother, Marie. We stayed at Caesar's Palace, where everything was gold. Thinking that a room like ours would run at least \$300 a night, I remember saying to Judy 'We'll never be able to pay this bill.' Later I saw a notice on the back of the door that said \$75, and I remember breathing a sigh of relief.

That was just the first of a lot of trips we took with Jim Sargent. Later, I learned to play golf and we went to wonderful places like St. Maarten, St. Thomas, and Hawaii with many of the other contractors. It was good for business and we had a lot of fun.

On the Edge

Ted turned most of the profit back into the Company.

Ted Sr.: When I started out, I rented equipment. Eventually, we

brought in enough money to buy my first drill and a compressor. At one point Judy told me that if I bought one more drill she would divorce me. Now the Company owns close to a hundred. It was important for me to invest in the newest equipment whenever we could. That was a priority.

She also said that if I bought one more pickup we were done. The debt worried her, but I was just crazy enough to do it.

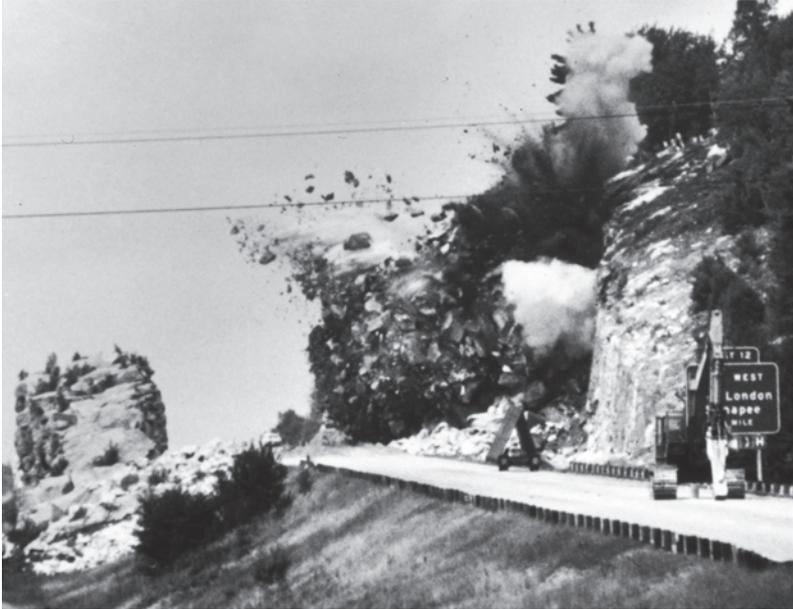
Judy's memory is that they had a mortgage on everything they owned most of the time.

Judy: There were many occasions when we had to go to the bank and ask for more money, and there were many occasions when we put up our house as collateral. Everything we owned went up every time. I don't mind telling you that it could be scary. Of course, we often had to make it through a long winter when there wasn't any work. We had to plan for that.

Long hours added to the stress. Judy and Ted were up at 4:30 or 5:00 in the morning and they usually ate supper at 8 or 9. Often they worked six days a week, and there was still the young family of five to look after.

The good relationships Ted built up in the early years made it easier to get insurance and credit. In particular, he maintained a strong relationship with Gordon Pow at Key Bank (then Depositors Trust). As with many businesses that have found fertile ground in Maine, the local banks played an important role in the early years of MD&B. Bankers who worked in that world in the 1960s and '70s required collateral, but they also considered the character of the applicants. These "character loans" were much more prevalent with small community banks, where knowing your customer was very important in evaluating their long-term creditworthiness.

Gordon Pow started his career in 1972 in the Waterville office of Depositors Trust Company, later to become Key Bank. Shortly thereafter, Gordon became the regional commercial loan officer in Augusta. It was there that he first met Ted Sr. in 1974, when Ted and Judy came in to borrow \$100,000 — a major amount of money — to buy a piece of equipment.



Blasting on Route I-89 in 1989 in New Hampshire.

Gordon remembers Ted as "rough and gruff." He describes Judy, who was with Ted, as a "lovely lady who had a good handle on business." Gordon found Ted and Judy to be two of the most sincere people he had met.

Gordon: Ted is old-school. He and Judy are two hardworking and dedicated people. Today you can get a lot of consulting help, but Ted and Judy had to figure it out, fix it, and do it on their own, which is a little different than it is in today's world.

Al Perozzi: Ted Sr. is very straight and outspoken, and he is very fair. If you did something wrong, he let you know, but he also let you know if you had done something right. I think it was hard for him to say the positive things to his sons, which is no surprise given the family in which Ted grew up, where there was never any praise or a thank you.

By the 1980s, in order to get work on federally-funded projects, a contractor's workforce had to include 10 percent minorities. At the time, the population of Maine wasn't very diverse, and finding construction workers regardless of diversity was difficult. Ted hired a small plane and flew to Boston with his attorney, Sumner Lipman. When Sumner put his hand on Ted's shoulder and remarked, 'Boy, this is the way to go,' Ted reflected that it was on his nickel. After the meeting, Sumner bought Ted an ice cream cone. Ted refers to that as his \$1,000 ice cream.

'What do they want us to do? Ted asked. 'Bus them in?' As far as the authorities in Boston were concerned, it was Ted's problem. When the sole Indian worker Ted had on his crew didn't show up, the people in Boston asked where he had gone. Ted told them truthfully that he had no idea.

Extended Family

Judy attributes a lot of Ted's success to his relationships with his workers.

Judy: Ted Sr. always had an open-door policy. The people who worked for us could come and talk to him anytime, and he related to them on their level. He worked side by side with them. People who worked for Ted, including our own sons, didn't want to disappoint him. Ted is quick to jump and quick to forgive. He doesn't hold grudges.

Ted learned a good lesson when he was working for his father; he wasn't going to treat his men the way he had been treated.

Ted Sr.: I always believed, that if I was man enough to give a guy hell when he did something wrong, I ought to be man enough to give him credit when he did something right. My dad never gave me credit, and I saw how that worked out.

Ted certainly could give you hell when something went wrong. People could hear him all over the office when he was angry. "Uh, oh," they'd say, "Ted's not happy." Theresa Purington Freeman admits that she had it easier than the boys, but she can remember how daunting her father could be.

Construction, in one way or another, has been a way of life for me. Before Judy and I started Maine Drilling & Blasting in 1966, I had worked in different phases of the construction industry, and therefore had an opportunity to view the business from an employee's point of view. I understood how the men felt and what they needed.

Ted Sr.

Ted didn't spare his sons when he had something to say.

Ted Sr.: Judy would hear me downstairs and just pray that it wasn't one of our boys in my office. And it was hard, when it was one of them. It hurt me more than it did them when I came down on one of them. They say now that what I did was good for them, but it was painful while they were learning. In the end, things worked out, but I was thinking all along that I was not going to turn into a family like the one I was raised in. That was always in front of me.

Ted was very good to his employees, no matter what. If he could help them, he did. Marilyn Verhille insisted that Ted set up a pension plan for his family and helped create a similar plan for the staff. In the 1980s, Bill had the plan converted to a 401K. Ted remembers one employee who went into the voluntary 401K plan after some persuading. He retired on a Friday and died the next Tuesday. The 401K allowed Ted to deliver a check for \$65,000 to his wife, who thought she didn't have a nickel to her name.

"Ted Sr.," Bill remarked later, "was our best salesman for retirement planning."

Ted Sr.: I couldn't get through their heads what a great idea it was. I'd remind them that for every dollar they put in, they got almost an additional 90¢, between what the Company contributed before taxes and the interest the money drew. I told them that for every \$50 they contributed they only lost \$25 out of the actual take-home pay. They'd still tell me they couldn't afford it and I'd point out how much they spent on toys and beer. They'd hold out. I can't tell you how many said to me when they reached 55 or 60, 'Why didn't you make me do it?'



Eastern Division, Tim Frazee and Carl Wallace.

Carl Wallace

Carl Wallace, who has been with MD&B for 37 years, was one of those "young fellas" who resisted planning for the future.

Carl: I joined the 401K, but seven years late. As a young fella, I was just like everyone else. No one was going to tell me what to do with my money! Of course, I was smarter than Ted Sr. ever thought of being, or so I believed then. But I have to tell you, that every day I saw that man, he preached to me about putting my money into a 401K. Finally I gave in, and I'm very glad. I'm just disappointed that I didn't do it earlier.

The concept was new to everyone. My parents never thought about retiring. My father worked as a lobsterman till he died, and the same way with my mother. My mother, who ran a freezer plant before going to Bath Iron Works as a secretary, had a chance to be happy, but she didn't have the money. My father died at 65, when I was 15. Why would I worry about retirement? Thank God for Ted.

I am accused sometimes of being real passionate about what we do

here. I can get myself worked up pretty good. I don't have a fake side. I don't like to blow my own horn. I'm a people person and I like to talk. Don't sign onto Maine Drilling if you're not willing to travel. If we have work, we do it wherever it is. I'll give you notice and give you as much help as I can, but there's work to be done.

I know that if I don't prepare the next guy to take my job, I'm only shooting myself in the foot. It'll cost me money when I get ready to retire because if the Company's not doing well because I didn't take the time to teach somebody, it's all for nothing. It's like the 401K. The more you contribute, the more you're going to get out of it. It's that simple.

The youngest of Ted's boys, Tommy, is like my brother, and it's the same way with his brother Jimmy. It's been a good friendship with the Puringtons. This has been a good life for me and it's been good for my family.

Wayne Flagg

Ted Sr., who established strong relationships from the beginning with both crew and customers, has always believed that people are the Company's most valuable asset. When Wayne graduated from high school in 1972, he went to work for the Sargent Corporation, where he gained some background in construction. In 1975, he joined Ted Sr. at Maine Drilling, intending to stay only the summer. Among the Company's earliest employees, joining people such as Brad Touchette, Dick Morang, and Morris Waite, Wayne started out operating a jackhammer for Ted.

Wayne: I initially planned to leave MD&B when I had made enough to get my family through the season. In the end I stayed with the Company for 39 years. When I started, Ted's office was in the kitchen at what we called 'The Old Ponderosa.' 'I'll meet you at The Ponderosa in the morning,' was what we said at the end of the day. We stored the explosives out behind Ted and Judy's home.

Ted was a straight-up guy who told you the way it was going to be.

He made his expectations very clear. He was fair, honest, and very proud of his little business.

In many ways, Wayne came out of the same mold as Ted Sr. His father Carroll, a jack-of-all-trades, was the superintendent at two different shoe shops in Gardiner/Augusta. When the shoe shops closed down, Carroll Flagg, who was a skilled handyman, took on maintenance projects for MD&B.

When Wayne graduated from high school, he went to work for Sargent Corporation, an earthmoving business that later became one of Maine Drilling's customers. When Wayne's wife became pregnant, he looked for a "real" job and turned to someone he knew, Ted Sr.

Wayne and Ted Sr. understood one another and formed a long-standing working relationship. Wayne claims to have been hired and fired more times than anyone in the Company, and he's right. Ted came in one morning to hear that Wayne was quitting.

Ted Sr.: I ran down to the garage, and had a real father-to-son talk with Wayne, during which I asked him what he was planning to do with his life. Wayne worked his way up to become Manager of Maine for the Company. Wayne was a good blaster, and he even taught some of my kids.

Wayne appreciates the opportunity he was given.

Wayne: I'm sitting here in this rocking chair at age 62 because I made it with only a high school education. I was given a shot at life and I took it. We were a tough bunch in the industry then. These weren't people who came out of the finance office and decided to work in construction. This was a tough group of hard core, hardworking hombres. Between the customers and my fellow workers, I made a lot of lifelong friends.

Ted was known as 'The Rooster,' because he started so early in the morning, and boy could he crow! We were usually at the shop by 5:00 a.m. to load the trucks and get ready to go to work. When I say that, I mean boots tied and hat on properly. Ted was all business. Some days you were done by two o'clock; some days you didn't finish until nine.

Working in this industry, you become a man in a hurry. If you weren't strong to begin with, you got strong quickly. I started as a laborer carrying explosives and stone, lugging drill steel, working with the drill operators, doing the grunt jobs. Whatever the foreman needed done, that's what I did. It was not a job for the weak and weary, that's for sure. The explosive packaging was usually 50 pounds to a box or a bag, and back in those days, you carried three bags at a time. If we were on a highway job, they'd cut the right of way, pick a few stumps off it, and the next thing you knew you were in there drilling holes and blasting rock to make way for a highway or a building or whatever it might be.

We were a ragtag crew at best. I earned a laborer's rate then, maybe \$3 an hour. If you made any money, you usually made it on overtime. When we got a raise, it was usually 10 or 15 cents an hour.

Wayne didn't mention the fact that nitroglycerin, as an active ingredient in the manufacture of explosives, can cause severe headaches. These can be severe enough to incapacitate some people, and many of the crew in the early days suffered from the side effects of handling the explosives.

The culture my dad created is what's made this Company successful. We took that culture and brought it to life. We still talk about the culture he created: his beliefs, his hard work, honesty, and quality service. That's what we live by today.

Bill Purington

Wayne recognized how important reputation was.

Wayne: Ted Sr. had a great reputation, even in those early days. If he said he was going to get a job done, it was done, and if you worked for Ted, you carried that aura with you. You had to understand what Mr. Purington had promised the customer, and you had to make sure you fulfilled that promise.

In the late '80s, I became a Division Manager. That was quite a climb for me, and there was nothing free about it. I was guided by Ted's words of wisdom: "Keep your nose clean, your ear to the ground, and

learn, and I'll make something of you," and that's exactly what he did. He made it very clear that if I took care of him he would take care of me, and I bought into that promise. It started from there.

During the winter, Ted Sr. kept Wayne busy in the shop. In the spring of 1979, after three or four years, Wayne told Ted he was ready to run his own crew. The next thing Wayne knew, Ted told him to take the truck and go to work. That was the beginning. That's when Wayne took off.

Wayne: Back then, we were all flying by the seat of our pants. There was some kind of vision, but no organizational charts or graphs or maps or sites. It was a learning curve for all of us, for the Purington family as well as for the people who were working from paycheck to paycheck. But we made it and we did good work.

Tough Times In Berlin

There were some good jobs and some very bad jobs. The infrastructure project in Berlin, New Hampshire, which came to MD&B in 1976, was one of the latter. The Federal Government made grants available as part of that era's Clean Water Act, at which time communities were able to tap state and federal funding for 90 cents of every dollar they spent for these projects. This was a big utility job that extended from Berlin, where there were two sewer treatment plants, down to Gorham. Ted had made quite a bit of money on the Sappi paper mill and it seemed that he and Judy were set for awhile, but the profit vanished as the job in Berlin progressed.

There was somewhere south of \$25 million worth of work in Berlin for sewer lines, treatment plants, and the relocation of water lines, all massive utility jobs awarded to as many as 10 different contractors. Ted was doing the drilling and blasting work for just about everybody up there. Work came from companies not previously among MD&B's customers, including Zoppo Construction in Massachusetts. Everybody was being tested.

The buildings in Berlin were predominantly old five and six-story



Bill Purington and Wayne Flagg.

apartment houses, many of which were in disrepair even before the blasting. That was no secret, nor was it a surprise. Manhole covers blew up out of the street as old wires generated sparks and methane gas in the pipes exploded.

What made the outcome so ironic was that Ted was attracted to the Berlin job for all the right reasons, including as a way to keep his men busy over the winter. It wasn't so much about profit as it was about helping his guys. Berlin, he thought, meant work around the clock and a strong cash flow from ongoing business. In the construction industry, the tough winter months can send contractors crawling to the bank in a hurry. Ted had a big vision; everyone did, and his men understood what he was trying to do.

Ted quoted the work, then the auction started. "We'll give you this, but you're going to have to cut your price." This negotiation went on and on and on until the game was over. It was a good day when you ended up with two nickels to rub together because there was no opportunity to nail down the amount of work you needed in order to make the money to pay the

bills. And while it was initially very attractive to know that Berlin would provide months of work, the three years it took to complete the project was a disaster that never seemed to end. It didn't help that there was no worse weather in New England than in Berlin, New Hampshire, and that winter was among the worst.

Very quickly the nest egg from Sappi disappeared, and before long Maine Drilling was upside down. Everybody found themselves up against it and desperation set in. Most of the contractors were in trouble, but some of them were contracted to the Federal Government and there was a lot of federal money involved in the Berlin project. As a subcontractor, Maine Drilling & Blasting was third or fourth down the payment ladder. There was always a fight going: did you shoot 25 yards or did you shoot 55 yards? Work records had to be substantiated, not something about which the Company had been meticulous. Ted had Marilyn, Judy, and Phil Rogers in the office. They were efficient and did a lot with a little, but were overwhelmed

Ted was under a lot of pressure, but again, when he committed to something, his crew was committed along with him. They understood that if Ted failed, they failed.

Wayne Flagg understood how low Ted had been brought down by Berlin.

Wayne: I think Ted thought this was the end of things. When you're in a situation like that and have a big bad job going, the bunch of good little jobs look as though they're making money but all they're really doing is taking care of the bad one. There's no blue sky. We had to do a lot of good work elsewhere to take care of Berlin. There were sleepless nights, and in those days I will say we all took a drink at night. That was the customary way for all the contractors. At night we went to the local bars or the Legion, which were packed with construction workers. We took over the whole town. I stayed in hotels at first; later, two or three of us rented an apartment in Berlin for more than a year and a half. All we needed was a dry, warm place with clean water to take a shower. I went home on the weekends. That's the way it was.

Ted and Judy and their dedicated crew finished the job. Everyone stayed right to the end and got it done, then walked away proud and broke.

The "Family" in Family Business

Everyone has a different perspective on history, and this is particularly true in the family business environment. Maine Drilling & Blasting was no exception. In some ways it is difficult to restrict the word "family" to Ted and Judy and their children. Maine Drilling & Blasting is really one big family. As Theresa Purington Freeman says, many of the long-timers seemed more like uncles than employees.



Ted Sr. and Judy in the Gardiner office.



Ted Sr. with Bill, Jim and Ted Jr.

All four of the Purington boys — Ted, Bill, Jim and Tom — worked summers in the Company, where they experienced their father in full force. Ted Sr. made no exceptions for his boys, in fact quite the opposite. He drove them hard, sparing no criticism and exposing them to all aspects of the business. Jim and Tom learned the ropes from veterans like Wayne Flagg and Gerald Morang, who shared their skills and wisdom freely. Jim Purington is acknowledged by many as "the best in the field of blasting, a natural who was hard driving and committed to his deadlines." Tom was also remarkably skilled and instinctive. Of the four brothers, Bill was the only one who broke away, indicating that he was not interested in joining the family company.

Ted Jr.: From 1966 through the early 1970s, about the most we did as young boys was take inventory of the explosives magazines. Once we

reached high school, we began working summers for Maine Drilling, including stemming holes and long dusty hot days. I don't know that I either loved it or despised it, one or the other. It was what it was, and I accepted it.

I remember getting up really early with my dad and driving from Vassalboro to Gardiner before the sun came up, doing that day after day during the summer months. It was hard work. I just assumed that was what I was going to do for the rest of my life. I never really thought about it.

Theresa

Ted Jr. says that they all grew up with the business in the back yard. It was certainly a presence for Theresa, the youngest.

Theresa: When we were growing up, the office was in the house, with a half wall separating it from the rest of the kitchen. The dynamite magazines were in the back yard, heavy metal pods secured with a big lock. We had a large farm, 40 acres or so, and sometimes we had a horse that Bill used for barrel racing. A dirt road went up to the back, where the magazines were, and we rode our sleds down that hill. We played among the dynamite and the diesel tanks on the driveway, and hung around the garage where the guys serviced trucks. They were all friendly, like uncles to me, always respectful.

Wayne Flagg and Carl Wallace are like brothers. I knew Carl, who is a big bear of a man, from a young age because he was in Tommy's grade at school. My parents and his parents were friends. Carl and Wayne see the good in each of my brothers; they know all the different sides. They have always been a close part of our family.



Like brothers: Bill (left) and Wayne Flagg in Hawaii.

I counted sticks of dynamite, stopping only when the nitroglycerine gave me a headache. I still remember the smell. On some of the early jobs, I took inventory and answered phones. At a young age, I cleaned offices, including the mechanics' bathroom and the sink where they washed their hands. I ran auto parts to job sites. For two summers, I lived with two of my brothers in New Hampshire while we worked for the Company. We'd get up at three or four in the morning and go to work at different job sites, where Jim had me carrying 50 pound bags of dynamite and filling holes. The guys in the quarries got a kick out of the fact that I was doing a man's work.

Once I became part of Northeastern University's work/study program I knew that the family business would not be my life. On my last day, I stopped to fill the car up, and when the attendant admired my boots, I gave them to him, along with my hard hat.

Ted Jr.

Ted, Jim, and Tom joined the family business from a young age. Bill came into the Company nearly a decade later. In January 1977, Ted Jr., the eldest Purington son, went to work at Maine Drilling & Blasting, rising on the ladder from laborer and driller to blaster. At age 22, he found himself in charge of the 40-mile Route 93 connector from Littleton to St. Johnsbury, one of MD&B's largest jobs to date. Jim and Tom worked with Ted from 1977 to 1983 to complete the project. "Jim," Ted comments, "may well have been the best construction drilling and blasting superintendent I've ever seen, better even than my father. He was something special."



1960s roadside blast.

The Interstate 93 project between Littleton and St. Johnsbury, 1977 to 1983, was Carl Wallace's first big project, and it was significant in that it took him out of Maine. When Carl first arrived at Maine Drilling & Blasting, he made \$3.30 an hour; going to New Hampshire raised his hourly rate to \$5.00.

In 1981, when the Route 93 job was finished, Jim Purington moved to Auburn, New Hampshire, and Ted Jr. moved to Derry. The Company rented part of Jim's house and garage, with a facility nearby for explosives and magazines. That was the beginning of Maine Drilling's operation in New Hampshire. In 1988, they opened the office in Auburn.

Ted Jr.: We learned how to run lean on the major highway projects in New Hampshire and Vermont. We shot every last hole we could, every single day. Bill refers to that as the 'secret sauce,' and he's right. I believe that the ability to pare down separates us from our competitors. We know how to do the work, how to drill and blast, more efficiently than all our competitors, and that was true back on the Route 93 project in New Hampshire.

Carl Wallace: Ted Sr. asked a lot of questions. Ted Jr., who ran the Route 93 job, was the same. He learned from his father. He was only a young fellow then, but he was still expected to know the answers, or find them.

Ted Sr. watched everyone like a hawk. If he saw you around the shop, that's when your time stopped. When people came in after a day's work, he'd check the time cards, but he never cheated you as long as you worked hard. If you worked hard, he took care of you. I have no complaints.

I used to clean Ted Sr.'s car when I was younger, and like most young guys, I cranked his radio up full volume. When he got into the car and turned on the radio, it would near blast him out. My parents spent a lot of time with Ted and Judy out at the camp on Webber Pond and I had a lot of good times out there with the boys.

When my father went away, Ted Sr. painted Dad's car bright red and put company stickers all over it. Ted Sr. could be a joker.



The family in the early 1980s, (l to r) Ted, Bill, Jim, Tom, Ted Sr., Judy and Theresa.

Bill Purington tells the story of the time he was nearly blown up. No one was going to treat Ted Sr.'s son with kid gloves.

Bill: Dad's brother, my Uncle Dick, was working for my father then and he was, by all measures, a cowboy. I was running the drill for my

dad when Dick had me go back in to ream out some holes that were plugged. He told me there was nothing in them, failing to mention the dynamite.

I wasn't afraid. I was young and did what people told me to do. I was drilling when I saw the dynamite wrapper coming out of the hole, and I knew immediately what it was. When I turned to run, it detonated, blowing a rock about the size of my desk out of the ground. The explosion threw a heavy piece of equipment upside down and I went into the air. I landed, rolled, got up and ran, at least that's what they tell me. I remember people standing around me and talking while I covered my ears with my hands. All I could hear was the ringing from the explosion. I had a concussion, but not a scratch on me. We kept moving, but I think it probably shook up my dad.



Ted Sr. (foreground) in the 1960s.

The Heart of Operations

My brother Ted is at the heart and soul of this Company's operations. He was the first son in the business, and he led the Company's charge in the interstate systems work. Ted is an historical leader at Maine Drilling, and we want to make sure we recognize those, like Ted, who truly led us most significantly on our path.

Bill Purington

Ted Jr.: Maine Drilling's early projects in highway construction honed our performance ethic. There was a special mentality that went along with highway construction, where the operations were very precise, streamlined, and highly efficient.

This flowed naturally from the principles on which my father started the Company: hard work, honesty, quality of service, and a



I-93, Waterford, Vermont, working for Audley Construction.

sense of urgency, a set of operating standards that have been upheld and expanded over the years. We do what we tell the customer we're going to do, and meet their schedules no matter the degree of difficulty. This is what sets us apart from other drilling and blasting companies.

When we first opened in New Hampshire in 1983, we were working out of Jimmy's house and garage. In 1988, we opened the office in Auburn. We had limited resources then and we needed to make sure that every move counted and that we were getting every last drill foot and shooting every last hole we could, every single day. We had to be creative in finding ways to get that done.

Hydraulic drills brought higher production and a more cost-effective way of drilling holes. Explosives changed as well. In the highway work, we went to the emulsion type in stick form. Between the drilling and the blasting, we were always looking for new and more cost-effective ways to drill and blast.

As we moved into more projects in New Hampshire, we sometimes struggled to find personnel who could uphold our Maine Drilling culture. Coming originally from Maine, we had a lot of homegrown organic drillers and blasters who knew our expectations, people like Carl Wallace, Wayne Flagg, Nate Ayers, Tim Frazee, Tom and Tim Hanley, and Todd Beaulieu. They started at the bottom and had been raised in the Maine Drilling culture. Everybody who worked in Maine began with Maine Drilling as a laborer, then moved up to become a driller, a blaster trainee, and a blaster. When we went to New Hampshire, we relied heavily on those men from Maine.

Jimmy and Tommy were also very important in maintaining the Maine Drilling culture. Our key superintendents today spent a lot of time with Jim, who was a hard teacher, but a good teacher.

Bill Purington later turned the Company around, and in so doing emerged as the Company's strategic leader. Ted Jr. is acknowledged as the operational leader. Ted is the key reason that Maine Drilling continues to do such high-quality work, with strict attention to detail and an enduring sense of meeting obligations in a timely manner.

Ted was out in the field and working the jobs when Bill was still in school. It fell to Ted to make sure that, operationally, things were done right and done well. Ted has always been in charge of making sure the Company's resources are being utilized effectively and efficiently.

One of Ted's mantras is one drill/one driller.

Ted Jr.: In the early years, when we got a new drill it went to somebody who was deserving of that piece of equipment; they took care of it and produced. They were with that drill from cradle to grave. If they went to a job in another state, the drill went with them. They owned the availability and production associated with that drill, along with the upkeep, the maintenance, and the care of that piece of equipment. They took pride in it.

We fell away from that practice as demands increased in the mid to late eighties, when it was more difficult to maintain the one person/one drill tradition. It was easier to bounce the drills around, but there were consequences: our costs were greater and there was less pride and care shown for the equipment. Costs and the frequency of repairs increased. Although it has been and can be a struggle with the logistics, in 2012, we went back to the one drill/one driller initiative, and are recognizing the benefits.



Tom Hanley, Project Superintendent Central Division, and Ted Jr.



Drilling a house foundation on Lake Winnepesaukee. The large projects in New Hampshire, like highways, were our bread and butter, but the small work was important to maintaining our presence in the local markets and we did quite a lot of that work in the mid to late 1980s. There was a lot of foundation work in the late 1990s and early 2000s.

Ted Purington, Jr.

My brother, Bill, and I have developed a synergy where we have relied upon one another's strengths. Bill has been responsible for the Company's leadership, vision, and direction, setting up systems and processes, and leading us in acquisitions. He keeps us from wandering astray of our direction and business standards.

My priorities revolve around getting the projects done in line with our customers' requirements, as safely and efficiently as we possibly can, and in such a way that all our customers invite us back. Making sure that we are operating to the highest standard on all our projects has always been my focus. Today, we rely on our regional executives, division managers, and regional superintendents to maintain the same high level of operation.

(right) 1986: Bill and Ted Sr. in Ted's office, standing in front of a painting of a pier in Gardiner that Maine Drilling had blown years before.



Transition: The 1980s

The Next Steps

Following Bill's graduation from Keene State, he went on to earn a Business Administration and Mechanical Engineering degree from the University of New Hampshire. He had been offered a job and was planning to move to California when he had a call from his father and Ted Jr.

Working with the family had not even been on Bill's radar, but when they asked for some advice with the business, he agreed. They settled on a time frame and Bill was able to obtain an extension on his job on the West Coast.

An unforeseen consequence of delaying his departure for the West Coast was meeting his future wife. Kathy Michaud and Bill met the week before she graduated from Gardiner High School in 1982. She was walking home when Bill drove by, beeped his horn, and waved. Kathy, who went to school with Bill's sister, Theresa, and his youngest brother, Tom, knew who Bill was and waved back. They started to date and were together from that time on. They married in June 1985.

"If I had not come back to work for MD&B," Bill said later, "if I had gone to California, I wouldn't have met Kathy."

Kathy: Maine Drilling & Blasting became a project, and Bill likes projects. The challenge kept him there. He had a vision and he was going to see it through, and suddenly his five-year plan extended into thirty. That's who Bill is.



Bill and Kathy on their wedding day, June 8, 1985.

A New Way of Thinking

When Ted Sr. and Ted Jr. called Bill in the early 1980s, Bill never intended to stay permanently at Maine Drilling. Bill was the first to remind them that he didn't have much practical business experience. By the time Bill went to work for Maine Drilling & Blasting, Ted Sr. had been in business for more than 15 years and Ted Jr. had been working in the Company full-time for five years. Ted Jr. was in with both feet in the way you are when you've worked your way up from the bottom and cut your teeth on some big projects under challenging circumstances. In addition, Jim and Tom were fully engaged in the drilling and blasting.

Thanks to Ted Sr.'s connections and his good reputation, the Company had plenty of work, but cash flow and organization needed attention.

Ted Jr.: Often, we didn't have enough men or equipment to meet job requirements. My brothers, Jim and Tom, and I were left to find the



Ted Sr. at his desk in Gardiner, Maine.

most efficient way to get the work done without sufficient resources. Taking care of the contractors and making sure we met their schedules was, in many ways, just trial and error. There were no instruction manuals, just what you learned on the job from veteran crews and the wisdom that Dad could pass along when he had the time.

Bill admits that he didn't have the passion for the business that his father or his brothers had, but believes in retrospect that the longer, less impassioned view might have been a plus in a practical sense.

Unforeseen Circumstances

In Bill's first week at MD&B in 1982, Depositors Trust called its loan and Maine Drilling found itself unable to meet payroll. The Company, which had enjoyed some substantial successes followed by some equally substantial setbacks, like the job in Berlin, was insolvent. Responding to the crisis, Bill put together the Company's first business plan and, using paper and colored pencils, drew up graphs illustrating the current and forecasted growth, cash flow, and revenue projections. He also recommended significant reorganization.



The boys and Ted Sr.

Gordon Pow from Depositors Trust, sitting across the conference table, challenged Bill with hard questions. The projections Bill had put together were good as far as they went, but it wasn't enough. "Gordon took me out to the woodshed," was Bill's description of that difficult meeting, his first with the bank's chief loan officer. It was definitely more

than Bill had counted on. Gordon describes Bill in retrospect as "A cocky kid who became a very capable CEO."

Gordon then turned to Ted Sr. "The board is not in favor of giving the Company any more leeway," Gordon warned him. "I can get this done, but what we're betting on is you." For more than 15 years, Gordon had put his faith in Ted Sr., and he was ready to do so one more time.

Bill: "My dad's favorite saying was 'We have to get back in the mud,' and that's exactly what we did. We got back in the dirt, rolled up our shirtsleeves, worked hard, and brought in the money.

Housekeeping

Bill had no idea until he walked into the office to start work what he had signed up for. There were no financial statements, meaning that the check register was the only clue to money in and money out. The line of credit had been exhausted. Maine Drilling & Blasting had about 15 employees and revenue of about a million dollars a year, and not enough in the bank to meet its obligations. That was the bad news.

On the other hand, Maine Drilling & Blasting was strong at its core, a reflection of Ted Sr.'s stewardship. There were assets that didn't appear on balance sheets but which were crucial to long-term success. Among those was a stellar reputation: Maine Drilling had established itself among customers for "getting the job done" and meeting its commitments. The good people Ted Sr. had brought up through the ranks and the loyalty with which they served the Company were significant factors. Perhaps most importantly, foundational values were in place: hard work, honesty, and quality of service, with a genuine concern for the customer's well-being. The ship was sure of its direction, but it needed to be righted before it could steam on.

The changes that needed to be made in order to remain healthy in the face of growing business opportunity and an expanding industry were more on the order of logistics: better record keeping, the codifying of a long-range vision, growth projections, and the upgrading of systems and

equipment. In the mid 1980s, Maine Drilling replaced paper and pencil with computer technology that developed estimating spreadsheets, which have been revised and improved many times over the years.

The dilemma was classic in small businesses experiencing rapid growth: a small staff who had all they could do to keep up, long days of hard work, and systems and routines that needed refinement. It was more important to get the work done than to stop and chart a course.

In 1982, there were no field reports or time cards. People called Ted Sr. and told him what they had put in for hours, and Ted would either agree or disagree. With no paperwork coming in from the field, there was no information on file as to what had been accomplished other than Ted Sr.'s daily conversations with the foremen. He had his finger on the pulse and made instinctive calculations, but much of the information was stored in his head. In 1982, a Field Accounting System was developed that eliminated guesswork.

One of the early issues was the billing system. Ted would tell Phil or Marilyn to bill this person \$10,000 and that person \$20,000. His estimates were usually in the ballpark, but sometimes small margins made a big difference, particularly as the business grew. Tighter controls on collections were also needed.

Pioneering individuals like Ted Sr. characteristically have little patience with bureaucracy. It is no surprise that Ted, who built his Company in the rough and tumble "Wild West" environment that was the blasting industry in the 1960s and '70s, had little use for systems. He had better things to do, and he pushed back against the new way of doing things. Unfortunately, Ted Sr. was caught in the middle, between the old ways and the new, with Gordon pressing him to "make this all happen."

"If the business fails, you fail," was Gordon's message to his longtime friend. He also pointed out that it wasn't all about the money. If they didn't change the way they were doing business, no amount of money could save them.



Bill Purington in the 1980s.

A New Tack

After the first meeting with Gordon, Maine Drilling & Blasting was able to borrow \$200,000, which was a lot of money then. The scare grabbed the Puringtons' attention, and from 1982 onwards, they took a closer look at what a project cost the Company and what activities were required in order to generate a positive cash flow. Field accounting reports, time cards, and blast reports were put in place, and closer attention was paid to compliance with regulations around the handling of explosives and other safety issues. Overall, there was an evolution in the business process

and the organization plan, and systems were standardized across the Company as it grew and expanded. The economic climate was good, and business took off.

Bill and his team looked at all aspects of business practice, including supplier relations, insurance policies, and legal agreements, and put processes firmly in place. Maine Drilling & Blasting's customers were evolving, as was the business climate, characterized by increasingly sophisticated expectations.

The changes weren't easy and put strains on the family. Ted and Judy, Tommy, Jimmy, and Ted Jr. were all used to doing things their way, and they were skeptical about the new directions.

Always in front of the Purington family as tensions increased was the specter of Ted Sr.'s early years and the painful divisions in his family. It

mattered hugely to Ted and Judy that their family remain together. After years of having everything she and Ted owned, including their house, being put up as collateral, Judy in particular was anxious about some of the financial commitments the Company was making as they expanded.

Ted Jr.: I think the biggest challenge Bill faced was separating the family from the business, concentrating more on what was good for the Company than what was perceived to be best for the family. Some of us didn't make it easy for him, but it was an important step. You do what you have to do. You do what is best and what is right.

Bill hates it when I change direction on him. He'll say 'Pick a direction and go with it, but along the way I see opportunities to tweak things in an effort to improve outcomes. Bill believes in a more definitive world. Once a direction has been set, everybody around Bill had better move to execute. We are all expected to tow the Maine Drilling line and carry out that which needs to be done. It's always been 'What's best for Maine Drilling?' Always.

Ted Jr. can't remember exactly when it was that he and Bill started being able to work well together, but there were a number of disagreements along the way.

Ted Jr.: I have always come down on what is best operationally and the way we can get the job done most efficiently. I operate more in the here and now than I do a year or five years from now. Bill is a strategic thinker.

Bill: Between family dynamics, economic cycles and growth, the business was a wild animal during the 1980s. There were many times when it would have been easier for any of us to leave than it was to stay. My dad very seldom challenged me. When I said 'This is what we need to do,' he didn't necessarily embrace the idea, but he allowed me to create an environment where we tried to make everyone a part of it.

The one thing he and I probably did battle on more than anything else was family. I know he was critical of some of the people I hired and

the direction I chose, but he very seldom voiced those issues directly to me. And I made mistakes. I was new at this, experienced in theory but not necessarily in fact. I hadn't lived the years in the field as my father and my brothers had, but I understood how hard they worked and the importance of a sound operating structure.

What I did have was a strong instinct for what I believed was required not only to save Maine Drilling & Blasting, but what we needed to do to grow and make it a great company. While others were pushing back against change, I was pursuing it. Sometimes we clashed.



2006: (l to r) Purington sons, Jim, Tom, Bill, and Ted Jr.

Larger Than Life

Todd Barrett joined Maine Drilling & Blasting in the mid-1990s and worked under Jimmy and Tommy Purington. He credits them with being excellent leaders and teachers.

Todd: As project superintendents, Jimmy and Tommy ran the big, high-risk projects. Working with Jimmy and Tommy, Ted and Ted, Sr., everything was big. The shots were big. The holes were big. The drills were big. What we did was larger than life, and it was hard work every day. But you were always aware of the expectations, and you gave everything you had for those guys.

I had the good fortune to work with Jimmy on several jobs in Massachusetts and New Hampshire, and even some in Connecticut. When I started running large jobs, Jimmy would come out and spend time with me, see how it was going. He was a very strong mentor and he set the bar high. He taught me to get the most out of every job and every drill. That's what those guys do.

Tom Purington: When I was young, I knew all along that working in the business was what I wanted to do. It was very interesting blowing stuff up, and I think I had an instinct for it. When I started in my teens, Wayne Flagg, who was in his twenties, taught me a lot. As soon as I got out of high school, I pretty much lived out of a suitcase for 16 years on the road in New Hampshire, Vermont, and Massachusetts.

Working with Wayne in Candia, New Hampshire, we'd leave the trucks at the explosives magazines overnight. One morning we came in and someone had stolen the passenger side door off our pickup. That was a cold spring day and it was pouring rain so we didn't work. Wayne told me to put on my rain gear and get into the truck so as we could go back to Maine ... without a door. We stopped at the New Hampshire liquor store and to buy some White Russian mix, and Wayne had me making us drinks all the way back.

When we got back to Gardiner, I went in and told my father what had happened to the truck. He was so scary mad that I went outside



Jim Purington.

and told Wayne to run. Dad was firing us. When my father got mad it was not a pretty sight. When he told you to come into his office and shut the door, you knew you were in trouble. Those words, “shut that door behind you,” were famous. My mother, who is a very strong person, stood up to him and told him he was not going to fire us. He was lucky to have her.

I started out, like everyone else, as a laborer, lugging pea stone. I progressed to work as a driller for five years. From there, I became a blaster, which again was a step up. You always started out as a laborer, went on to being a driller, then a blaster, and from blaster to a foreman’s position.

Some of the old timers taught me to drill, people like Dickie Scott. Before I graduated from high school, he brought me along on an Ingersoll drill with a big Sullair compressor, which powered the whole machine. Some of those drills were so old they didn’t have brakes on them, so we’d wedge a piece of steel into the tracks so they wouldn’t roll away from us. Sometimes, that was what we needed to do to make things work.

I was the first to train on one of the early hydraulic drills in the mid-eighties. That drill relied upon a small compressor, with a one-inch air hose to blow the dust out of the hole. The dust collector sucked it up and spit it out in a pile beside you. Because the dust contained silica, it was important to control where it went. All the machines had water systems with a control valve on the front so that when you were drilling you could turn the water on, collar the hole, and keep the dust down.

More hydraulic drills came on the scene when we started working for the ski areas in Vermont on the snow-making pipelines and trails. Okemo was one of the first, and that’s where I learned a lot about controlled blasting, shooting without using mats, because there was no way to get the mats up there. We used a smaller diameter hole and

Tom Purington.



smaller product to keep the rocks from flying all over the place, because there were chairlifts right above us. The terrain was very rough and we used a Sno-Cat to transport the explosives up and down the mountain. The drills stayed up there.

The biggest job I ever worked on lasted two years, 1986 and 1987, at a big interchange with on and off ramps at Route 1 and Route 128 in Peabody, Massachusetts. Our office trailer was fenced in right behind the Golden Banana strip joint. The State Police stopped traffic when we shot, and this required some pretty precise blasting. Fortunately, we didn't hit any cars.

After the Route 128 project, I went back to Maine, where I worked 1988 to 1990 blasting, sites from Kittery to Aroostook, where I did some larger roadwork projects and quarry blasting.



Tom Purington.

In 1992, I worked on the Augusta Mall with Wayne and Carl, some for Sargent and some for Grondin. That was some of the hardest granite in Maine, and it was very difficult to control. In 1993, I was shipped to Manchester, Connecticut, to do a large road project, 40,000 yards, for ABE Construction.

Probably the most challenging job — and I love challenges — the one I remember most, was Saranac Lake in New York, where we were widening a highway from 1994 to 1996.

After several jobs in New York, I managed to pick up some quarries and I moved there to do the blasting for four and a half years. By then I was burned

out from all the traveling and was about to give my notice when I was offered the Maine quarries in 1997. I built a house right up behind our Maine Drilling garage, right across from the office, and stayed there

until 2008, the year I left the Company. I was tired of living out of a suitcase, tired of traveling, and even though I didn't really know what I wanted to do, I knew I wanted to do something else.

I love what I'm doing now. From 2000, I've had a construction company going on the side, working weekends and nights. As soon as I finished with Maine Drilling in 2008, I incorporated my company, TP Construction Inc., in the Moosehead region, with three excavators, a couple of dump trucks, a loader, a skid, and my own quarry. I hire Maine Drilling to come up here and blast when I need it. In 2010, I moved all my construction equipment north and added other businesses — Mr. P's Car Wash, across the street from the Gardiner office and the Rockwood Bar & Grill/Convenience Store in Rockwood. All in all, I think I ended up in the right place. Life goes on.



Jim Purington.

Things Mechanical

Born and raised in Merrimack, New Hampshire, Al Perozzi came to Maine Drilling & Blasting in February of 1989. From his 10 years at Raytheon, Al brought extensive experience in inventory control, purchasing, and materials management. He is also a master electrician and is very mechanical.

Al's father, a farmer and an Italian immigrant, came over from Italy in 1912 and found work at the Naval shipyard in Portsmouth. Later he worked in the shoe shops in Manchester, New Hampshire. Unable to read or write, Al's father espoused traditional values, which he passed on to Al and his siblings.

The first thing Al Perozzi did when he arrived at Maine Drilling was to talk to people like Terry Bower, who had similar skill sets and was interested

in many of the same things. If Terry had a mechanical issue out in the garage, he'd get hold of Al. Sometimes, Terry would come up and help Al. They enjoyed joking around, but at the end of the day they made great strides as a team.

Al: It was up to me to figure how to get things done. As we grew, there was more demand for structure, but even during our biggest growth spurts, the word was "Go see Al" if you want to get something done. "Tell me what you want, and if I struggle with it, I'll be back in touch." At Maine Drilling, they let you grow.



Terry Bower.



Al Perozzi.

I can be rebellious and stubborn, and Bill and I had a tough beginning with each other. We never seemed to be going in the same direction, but once we figured out how each gear meshed, we became more than an employee and a boss. We started to gain respect for and understand each other. If Bill has something to say or has an issue, he has no problem facing it.

Bill also does something rare. If you make a mistake, even a big one, the first question is always, 'Did you learn something from this?' Learn and move on.

When Time Really is Money

When Terry Bower arrived at Maine Drilling in 1986, the Company was just starting its New Hampshire operation on Bunker Hill Road in Auburn. They needed a mechanic and with Terry's degrees in hydraulics and electrical, it seemed to be the perfect opportunity. Ted Jr. hired him as a mechanic. Just three short years later, Bill Purington, who admired Terry's mechanical aptitude and high standards, handed him the reins for the equipment side of Maine Drilling as Equipment Manager. With Terry's focus, the Company redesigned the way MD&B does things.



Terry Bower.

operators and mechanics. At the time, I was young and curious and the Company was not afraid of technology. "Here's something new, let's see what it can do." I embraced the concept of hydraulics, studied it, and understood it. That's when we really started moving toward more advanced equipment that was better, healthier, and safer for the operator.

There are about four miles of hydraulic hoses on a machine if you lay

them end-to-end. In the early days, some operators dragged the hoses along the ground on job sites with exposed stumps, and that could be a problem. Then there were operators like Jeff Mullen, whom Terry met for the first time bending over an old air track, cleaning the rims on the compressor tires. Jeff Mullen has an extraordinary level of pride in his equipment.

Jeff Mullen: If the drill isn't running, you're not making money. You have to stay focused on keeping that drill going, making sure you have all the tools and supplies you need so you don't have to run off site for this or that. You try to plan ahead, have everything available. You take pride in doing as much as you can to keep your footage up and make a profit.

Ted Jr.: Today, Terry Bower, Dan Werner, and I are responsible for purchasing equipment. At the end of every year, Terry and I identify what we think the fleet should look like coming up. A lot of innovative prototype drills come to Maine Drilling from Atlas Copco. We run them for a period of time, then get back to Atlas with suggestions. Terry has done a great job for Maine Drilling working with Atlas Copco on making changes to drills.

"A machine's operation and appearance are a direct reflection of the drill operator. Personal accountability and solid technical equipment trouble shooting skills in the field are critical for on-schedule production and on-bid profit. These guys aren't just a bunch of pretty faces."

*~ Terry Bower
Equipment Services Group Manager*

Ted Michaud
Profession: Lead Drill Operator
Experience: 6 years with MD&B

Ted tows the line, and is well-respected among his peers. His excellent work ethic sets a good example for everyone on the project.

An Operator & A Drill



Atlas Copco D7 drills.

Atlas Copco

Atlas was founded in Stockholm, Sweden in 1873 to offer all types of equipment used in the building and subsequent running of the railway network. It was the company's own need for, and use of, pneumatic tools and machines that fueled Atlas' interest and expertise in these products.

During the Second World War, Atlas Copco, as it was then known, developed a new technological concept – The Swedish Method – marketing lightweight rock drills and drill bits with carbide tips. It is now one of the world's top innovators and manufacturers of rock drilling equipment.

Mike Wentworth is MD&B's sales representative from Atlas Copco.

Mike: Part of Atlas Copco's strategic alliance with Maine Drilling & Blasting introduces them to our new technology before it is on the general market. MD&B embraces change more than many customers, not only those in New England, but nationally and internationally. Maine Drilling helps us vet out the good and the bad in innovative technology, and have been involved not only in testing new equipment but in offering suggestions on ways to improve. It's a great partnership.

When we introduce a new piece of equipment, there may be a few things to work out, but the people at Maine Drilling don't overreact. They are very patient as we work together to solve issues that go along with the introduction of new equipment. They give us the leeway to make sure it is the way it should be and that is to both of our advantages because MD&B gets exactly what they want.



A jackhammer with the Sullair compressor and long hose. Much of the drilling was done this way in the early days.



Dam work in New England.



Jeff Mullen drilling underwater.

Mike Wentworth (cont.): I travel the country for Atlas visiting contractors big and small. When it comes to training and leadership, there are very few companies that have anything in place like the programs MD&B offers. Maine Drilling dedicates a lot of time and effort to keeping their employees happy and prepared. You can spend a lot of money on a drill, but if you don't have someone who can run it, at the end of the day it's not going to work.

A lot of the contractors here in New England and across the country want to know what Maine Drilling & Blasting is running for equipment. They ask me. Maine Drilling has that reputation.

I think it started with Maine Drilling from Day One, the make-it-happen, can-do attitude that you still see today. Other companies are constantly changing staff. Someone comes in with a new philosophy, new this and new that. The consistency starts from the top at Maine Drilling, including the values they started with.

Something New

Mike: What gave Maine Drilling its biggest advantage back in the '80s and '90s was making the switch from air-operated drilling rigs to self-contained, all-on-board, hydraulic drilling rigs. Maine Drilling made that leap of faith with Atlas Copco and Ingersoll Rand and started buying this equipment when nobody else around the world was doing so. That leap separated them from everyone else.

Going from an air track system, where you're dragging hoses and air compressors around, to one rig that can do it all was the biggest change. Customers were resistant to hydraulic initially because it was just not the way they had been doing the drilling.

"I can see where the new technology is going to be more productive," they would say, "and I'll get more holes drilled, but it's kind of scary that nobody else is doing it. Do I want to be the guy who jumps first?" It's a very expensive mistake if you buy the wrong equipment. But when Maine Drilling made the decision to purchase hydraulic drills, it changed everything they did.

To go from air track to hydraulic was big. The next step is from a drill rig where the operator has to control everything, to a rig with a lot of automatic functions. Atlas Copco is now developing "smart technology," where the drill rigs will actually drill the holes without the operator interface during the drilling cycle. We're making that transition now.

Initially I worked with Bill Purington and Al Perozzi, and now I work with Ted and Terry Bower in Equipment Services. Recently, I have worked closely with Dan Werner. I was in the military for many years, as was Dan, and I can appreciate the way he does things in a structured way. I also enjoy the camaraderie and the teamwork that they preach in the military.

I hear the same thing from Dan. He's a great choice to carry forth Ted and Bill's message, a message that involves helping everyone at MD&B to succeed. Dan promotes teamwork, does business the right way, and treats suppliers the way people at MD&B would want to be treated. I really appreciate that.

No Two Days Are the Same



Dick Morang and Tom Purington blasting in the quarries.

In 1985, as the Company increasingly extended its reach beyond Maine, Maine Drilling & Blasting developed the divisional structure. This way of organizing staff and projects enabled Maine Drilling to focus as a smaller, local company and build local relationships.

Joe Taber, Divisional Quarry Manager for Maine, New Hampshire, and Vermont in 2016, joined the Company in November 1985. He had

no industry experience when he came to Maine Drilling and, like many others, had no thought of staying long-term, but somehow it clicked. The art of blasting came easily to him, mixed, as he will say, with "a lot of common sense."

Joe: When I first arrived, you didn't ask Ted Sr. a lot of questions. You just listened and did what he asked you to do. Ted Sr. was a man of few words unless something went wrong.

I was part of a particularly challenging blast next to Boston's Southeast Expressway. A lot of traffic came into town on that road and a photographer from the Boston Sunday Globe was down there.



A State trooper looks at rocks on Route 128.

We weren't expecting so much rock and we shut down traffic for awhile. That made headlines. I knew enough to park my truck on the north side of the blast so that I could drive right home when the blasting was done. I didn't have to wait while they cleared up. Ted was very appreciative when he saw the picture and good press in the paper.

The spillway project outside Woodsville, New Hampshire, along the Connecticut River at the mouth of the Ammonoosuc, for the Army Corps of Engineers, was completely different. There we were in the middle of nowhere, 26 miles from St. Johnsbury, Vermont, without phones in December. We could only make calls when we got back to the motel at night. To return the 145 miles to Woodsville after a weekend in Maine, I had to come across the Kancamagus Highway in the dark. Sometimes you would see as many as 10 or 15 moose tucked just off the road.

We had to be very precise with the drilling and blasting in

Woodsville because if you blasted out too much, they had to replace it with concrete. When that happened, they would send Maine Drilling a bill for the concrete, and it doesn't take long for that to add up.

A Learning Experience

Joe Taber: One of our more memorable jobs was the Chestnut Hill Mall in Newton, Massachusetts, where we were sinking a big hole for a parking garage with a mall above. That job was terrific experience for someone who was learning how to blast because it had everything in it as far as blasting goes, including a big fly rock accident. The actual mall is elevated, but there are seven stories below ground for a parking garage, storage, and maintenance. At ground level there was 15' or 20' of dirt, then it was all rock that had to come out. As we took the rock out in levels, they made walls all along and put in tiebacks to anchor the walls to the earth. It was a very congested site, with a lot of equipment in a small space, and very fast-paced.



Bill Purington: A frightening incident - the Chestnut Hill Mall, which consisted of seven stories below ground, was a project being built in Newton, Massachusetts, by Cianbro Construction for Beaver

Builders in 1986. On a warm day in July, MD&B had a terrible blasting accident that created significant damage and produced some minor injuries, but could have been substantially worse. Understand that 30 years ago, technology and practices were not what they are today.

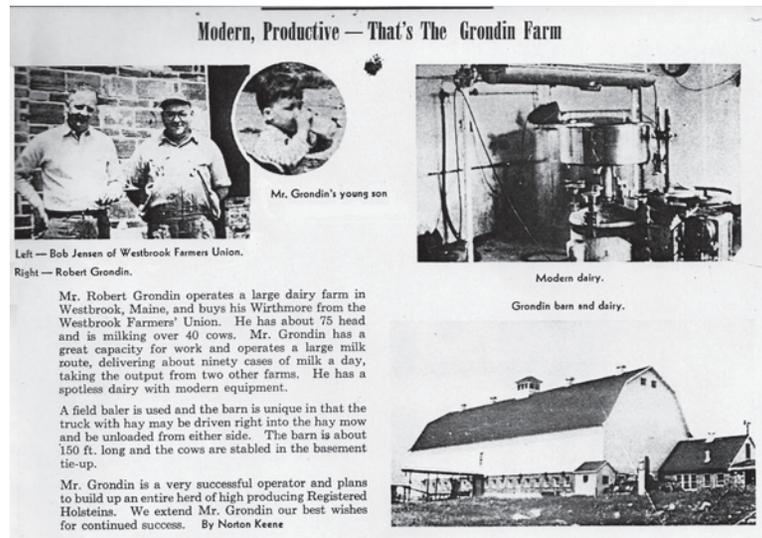
On this project, MD&B was hired to blast rock some 80 plus feet below the ground surface, which included perimeter line control and multiple lifts of production rock in what they call a pudding stone. Unbeknownst to the blasters that day, there was a void in the rock under the surface that ended up in the middle of loaded blast holes, creating the "perfect storm."

Joe Taber: The fly rock incident there was pretty frightening. Rock flew outside the job site and just missed an apartment building. Some rocks did hit apartment buildings about a half-mile away. I'm not exaggerating when I say you would have thought the world was coming to an end, but the job continued and we finished it. I learned a lot.

Cianbro immediately demanded that MD&B's president, Bill Purington, be on site and lead the evaluation of the incident. What was the cause; how would Maine Drilling resolve the damages; and if and when would they get the project back on line? Bill, working with the insurance company, mobilized 20 some-odd adjusters, a geotech, and blasting experts from DuPont, all under the watchful eye of the State of Massachusetts Fire Marshal, the Mayor, and the Owner and Contractor. After ten days, including seven contentious days living on site, MD&B had the project back on line and finished it on schedule without further incident.

The Mayor of Newton demanded a guarantee from MD&B! The determined cause of the blast ejection was that explosive energy conjugated from the holes surrounding a void in the middle of the blast pattern and then vented out the opening face, throwing rock more than 1,500 feet. The days after the incident were focused on understanding what had happened, immediately settling significant damages, and working to guarantee the Mayor of Newton and the State that it would not happen again. Thankfully, no one was seriously hurt!

Customers and Friends



R.J. Grondin, Construction, Gorham, Maine Partners For 50 Years

R.J. Grondin & Sons, a third-generation, family-owned construction firm in Maine, has been doing business with Maine Drilling & Blasting since the mid-sixties, a partnership that is still very active.

Bob III and Phil Jr. describe their grandfather, Robert, as a hard-working, salt-of-the-earth individual who owned a dairy farm in Gorham. Like Ted Sr., Robert began to think that if he was going to work hard, he might as well make the best money he could, and began doing small jobs off the farm. When his sons, Phil and Bob (R.J.) told him they thought they could make a better go of things doing construction work, Robert gave them his blessing. The milk room was turned into an office, the barn was converted into a garage, they traded cows in for bulldozers, and away they went.

The Grondin Construction Company officially opened for business

in 1959, seven years before Ted Sr. started Maine Drilling & Blasting in Gardiner. In a 1971 interview in *New England Construction Magazine*, R.J. is famously quoted as saying, "We're about the size we want to be. We don't want the big headaches you have with a larger company." They had 12 employees at the time; today they have more than 150.

The Grondins currently running the company are all third generation: Phil Jr. is Treasurer; Bob III is President; Larry is in charge of aggregates; and Chris is in the shop.

R.J. Grondin & Sons has been working with MD&B for 50 years. Grondin did some work with Ted Sr. on the Cumberland County Civic Center in the early seventies. Other projects included the library in Portland and a lot of road and sewer work. In the mid to late nineties, MD&B did all the blasting for Grondin on the Augusta Marketplace, specifically around the new Home Depot and Walmart. The Marketplace opened in 1998.

Phil Jr.: The Augusta Marketplace project was a wonderful job for us. In our business, you often can't work in the winter because the frost



Grondin and MD&B work on the Lewiston Interchange on the Maine Turnpike.

goes into the ground. That job was all ledge. Maine Drilling started in September, stayed right on task, and kept their promises on production. We were actually making money through the winter, which in our industry is unheard of. That was tremendous. We were sitting at the weekly meetings looking over the financials and smiling.

Bob III: We had deadlines for preparing different areas of the site, which meant a real fast track job. Maine Drilling was blowing massive quantities of rock every week, and in turn we had to move the rock and get ready for the next blast. Between MD&B drilling and loading the shots and us moving the rock, we really made things happen there. That was the winter of 1998, and sometimes we had to start a fire out under the crusher to keep the belts warm.

Our two companies grew together. It has always been a good fit. When you do a job, you want to work with people who share your same basic principles, who want to get in and get things done. The team at Maine Drilling stands by their word, just as much today as they did back with Ted Sr.

Phil Jr.: I know that when the guys here are getting ready to bid, and there's some tricky blasting work involved, MD&B is the first name that comes to mind. Sometimes the first and the last. They've earned a great reputation and they have done very well.

Not only did Grondin and Maine Drilling & Blasting work together, they played together. Bob and Phil remember the days when contracts were scratched out on napkins and matchbook covers and they also remember the softball games.

Bob III: Our company had a softball team in the league down here in Westbrook, and every year we challenged the Maine Drilling team to a game. Later in the year we'd have a game back up around Gardiner. The Maine Drilling & Blasting guys would show up on a bus and by the time they got here they were ready for anything. If you took a bunch of guys like Wayne Flagg and made up a team, that's what we faced. A few beers and some good camaraderie, a cookout afterwards.

When asked who usually won, the Grondins say, "Well, let's put it this way, we always had fun."



The pre-split wall behind Home Depot in the Augusta Marketplace is MD&B's artwork.

Robie Construction

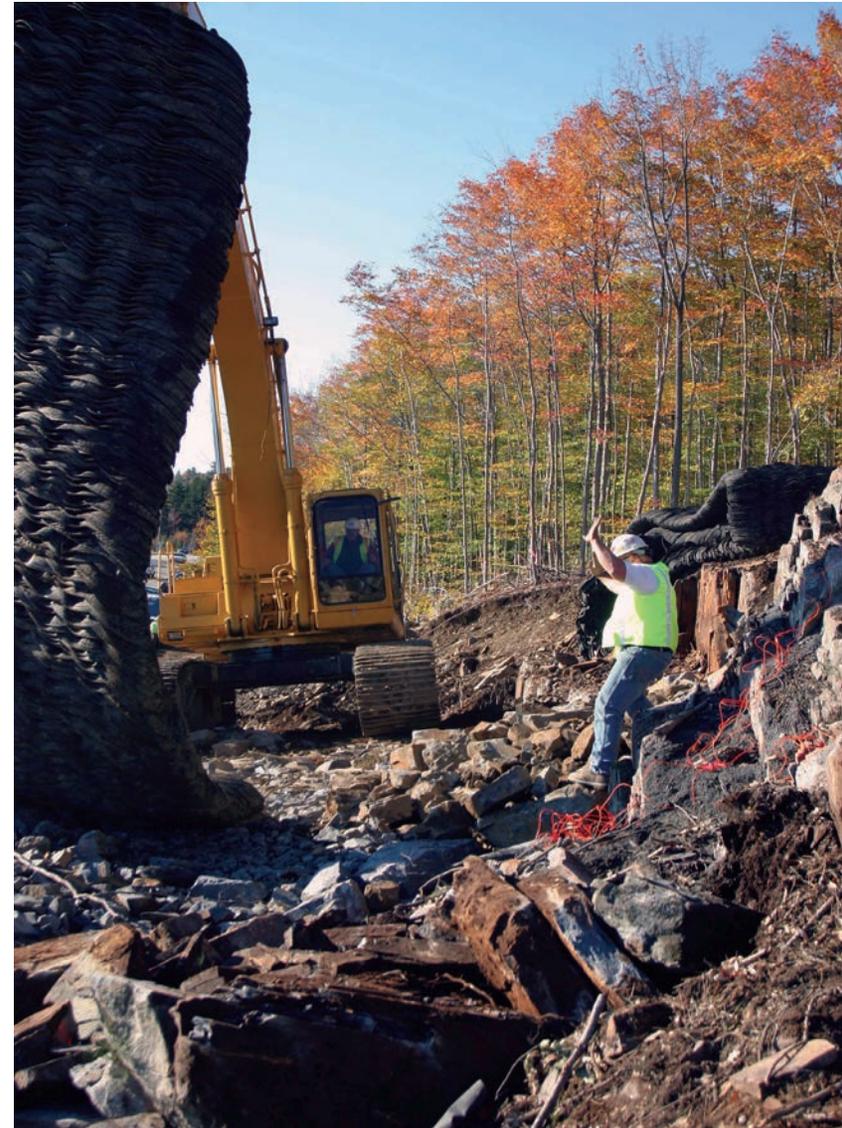
JGE Enterprises

Bedford, New Hampshire

Bill Eaton of Robie Construction: We're in the earthwork and road construction business, and we've used quite a few blasters over the years. My grandfather started the business in 1883, followed by my dad, my brother, and me. Maine Drilling has always done a fantastic job. Whatever they told us the price would be, that's what it was. We started with Maine Drilling when we had a sewer job. Following that, we did the excavation for Rte. 293. The ledge was falling in the road, so we bid to lay it back and Maine Drilling did the blasting for us.

Joe Eaton of JGE: I started working for my dad at Robie Construction when I was 16. In the early 1970s, my mother and I formed a minority company, renting equipment and doing the construction ourselves. For a number of years, we were doing all Robie's minority work. Once we started working with Maine Drilling, we didn't go anywhere else. Ted Jr. is a gentleman and he is fair. We always settled if there was any kind of dispute. Maine Drilling has a lot of resources, and if they said they could do something, they did it. In the 1990s, our relationship developed into a friendship between our families and we are now godparents for one of Ted's children. That was a special honor.

Bill Eaton: When it comes to how you rate a company, it's all in the way they deal with you. Can I, for example, negotiate with them down the road? There are a lot of variables on a job, but the State would set the quantities and that's what they'd pay us. They paid only for what they calculated you had moved for rock. We had to say to Maine Drilling, 'Whatever we're paid, that's what you'll be paid. On most of the big jobs they did lump sum, and they never spared on resources.



Jim Purington setting mats in the early 2000s.

American Excavating Derry, New Hampshire

Tom Lannan: American Excavating, which I started with my two brothers, specializes in sites, roads, and utilities for private, municipal, state, and federal clients, with target projects between a half million and six million dollars. Our father had a similar company, and through him I worked with Maine Drilling 35 or 40 years ago with Ted Sr., so our relationship goes quite a ways back.

We currently have Maine Drilling on a road job in Auburn, New Hampshire. Maine still does the better part of our bigger projects, probably more than 50 percent of my work. They are big enough to bring in the fire power to get the job going and keep it going at a significant pace. That allows me to go at the pace I require in order to keep my customer and my job on schedule. Maine Drilling has a lot of equipment and a lot of good people. When they tell you they're going to come in and get something done, they get it done.

For example, we did the Bedford High School project with Maine Drilling in 2005. Bedford was a brand new school around 35 or 40



(l to r) The three brothers/owners of American Excavating, Steve, Dave, and Tom Lannan.

acres with approximately 150,000 yards of rock with ledge everywhere on the site. There was a lot of drilling and blasting over about 25 acres and Maine Drilling was there for many months. I think we had high bottom on only one trench in that whole job, meaning that the blast did not fracture the rock low enough to put the pipe in. When you're talking about putting in miles of pipe and having had only one issue of high bottom, that's a very good thing.

In 2013, we did another project with Maine Drilling, the New Hampshire Job Corps, about 130,000 yards of rock over an eight-acre site, so there was some significant depth to blast. They coordinated with us well, and they did it the way we discussed doing it. It was a very good project for them and for us, and it was also a very challenging site, but we got it done on time. The terrain was difficult for everybody. We were working with Eckman Construction as a general contractor, and they got the job done on time and under budget. Everybody was extremely pleased.

The Bedford School and the New Hampshire Job Corps are the two biggest projects I've done, and Maine Drilling worked with us on both of them and both projects went very well. We put professional people out there and they do the same, and when everybody knows what they're doing and they come together, it's a lot easier to get the job done. We give them a good layout and they send good people to do it right. Maine Drilling is also competitive in its pricing, which is always important for everybody.

When I bought the property where my office is, there was a big knoll that was well over the top of the shop. Maine Drilling blasted all the rock that was here and made it into flat ground. We crushed that rock and moved it all from the site. Approximately three years later, I bought the abutting piece of land behind me. Maine Drilling shot about 80,000 yards of rock, but now there was my office building with a 30' separation between this building and the piece of land I had just bought. As you went out behind the building it came close to a 50' cut, so they were shooting rock within 30' of my building. The fact is that my building is still standing, and it doesn't have any leaks or dents or cracks. They did a great job getting this done for me.

Shaw Brothers, Gorham, Maine



Shaw Brothers began with two brothers — Jon and Dan — two employees, one backhoe and a handshake, and has grown into one of Southern Maine's largest earthwork contractors. As Dan's story tells, they have a history with Maine Drilling that spans more than 30 years.

Dan Shaw: My brother, Jon, and I started this business out of high school. It was our dream. Our father was an entrepreneur, engaged in a whole bunch of different businesses. We grew up on a dairy farm, milking cows until the farm burned down, at which time our father went into crop farming — potatoes, corn and all. When my brother and I were young teenagers in Gorham, our father decided he wanted to build houses, and we learned how to sink a foundation and do concrete work. We weren't getting along with my father too well, so we decided to start our own business in 1977 and we learned as we went.

We started out with residential work in a unique way in that we offered a package: We would do the earthwork, pour the foundation, do all the drainage and waterproofing, and pour and grade the floors.

A builder could hire us, and when he came in it would be all ready to go. That deal took the hiring of a lot different people off his shoulders. We called it the "Package Deal," and we started picking up customers. We were the only contractors doing this, and it worked out well.

This business has been fun right from the start. My brother and I are going to work here until we die. There are always going to be bad days and bad jobs, and a lot of pressure, but you learn to deal with that. Ted Sr. and Maine Drilling & Blasting understand this full well; he always understood what it took and he would tell it like it is.

Ted put some miles on I can tell you. He would get into that car, his suitcase in the back, and drive from job to job across New England, coming back every three or four days. He was a worker. He had Judy, and she was a big help. Ted was ambitious and he was a fighter. He dared to do anything. That man has no fear. Never a job too big. He had the drive. Judy was the glue. She's quite a lady.

I don't remember the first job we did with Ted Sr., but I remember the first job we didn't do with him. In the late seventies, we started working for the telephone company, putting in underground conduit systems. Ted had bid as the blaster for this job in Gorham. We got the job, and we had added ten percent on what we thought it should have been. So I was up there, starting the job. I had jackhammers out, and this guy pulls in in his Cadillac. He said "Who are you?" and I told him.

"You got the job?"

I said yup.

"What're you going to do with the ledge?"

"There's a guy in Windham who's going to do this. He's a blaster."

"You got insurance?" "How're you going to drill it?"

"I don't know. We've got a 250 compressor." He looked at our compressor and then he looked at our drill. We were going to drill it all by hand, by ourselves.

"Good 'nough."

We were so far over our heads and didn't know it. We got the job done. It was a real education, I can tell you that. The way to drill this was using crawler drills, not by hand with jackhammers and laborers.

From there on out we started getting prices from Maine Drilling. We became friends with Ted and Judy and we did a lot of work together over the years. Ted would usually lump sum the jobs and we would lump sum our work together. We did a lot of jobs with Ted, just on a handshake. "I'll do it for \$280,000." We'd shake hands, and done. Enough said. He was good. We had a special relationship with Ted Sr. and Maine Drilling.

The trickiest job we did together was probably Portland High School in the late 1990s. You couldn't really blast in there; it was tight and tough. Ted told us he had bought this brand new hydraulic hammer and we were, in his words, going to "kill" this job. We were going to lump sum it and we were going to hammer it all. This was a big machine.



The Shaw Brothers.

We got the job and he brought his hammer in. They were pretty new then and not many people knew about them. So, we brought in the hammer and that rock was so hard it just bounced. We couldn't do a thing. We didn't have money enough to drill and blast it, but that's what we ended up doing, and we put a rock through a building in the process. It was not a good situation and, of course, we were right next to a school. This was not a profitable job - neither one of us did well on that one, but we did it.

Maine Drilling, who is drilling in one of Shaw's quarries in 2016, values its relationship with Shaw Brothers. Will Purington, the third generation, handles their projects and perpetuates the nearly 40-year friendship.



Bill and Jon Shaw.

Borggaard Construction Corp., North Grafton, Massachusetts



As one of the principal earth moving companies in New England, Borggaard moves millions of yards of earth and rock every year. The company, one of the largest site development contractors specializing in earthwork and utility installation, was founded in 1963 by Howard Borggaard, the son of a successful farmer. Howard was always interested in tractors and earth moving, and he ran the bulldozer himself with the philosophy of a hard day's work for an honest day's pay. A man of his word, Howard sealed a project with a handshake and a promise to complete the job.

Bob Tefft: Big was always better for Howard. We started working with Ted Sr. in the mid-seventies on the construction of a new paper mill for Scott Paper Company, a couple of thousand acres total on Route 201 in Skowhegan, Maine. There was a railway tie into the site, with a 20' to 30' ledge cut that made it challenging. MD&B was primarily responsible for drilling and blasting all the ledge there and they got it done.

The paper mill went very well. Ted Sr. was well recognized in the area, and this was a very large job for that time. Now we do work with Maine Drilling every year.

On every job we've done with Maine Drilling we've been very happy with their performance. We have worked with them on site jobs and utility work, all good jobs. Maine Drilling's reliability stands out. The bottom line is that they do what they say, when they say. It's been a very good working relationship.

With earthwork, our challenge in life is to see how many yards of material we can move a day. Whenever we have Maine Drilling & Blasting on the job, the competition between us has been to see

whether they can blast more ledge than we can move in a day. They are a tough act to follow for any blasting company in New England. All we have to do is to keep adding more pieces of equipment. Maine Drilling is restricted by the quantity of dynamite, the size of the area and the geology, but they have done very well keeping up and many times almost surpassing us, and it has been fun working with them.

The MD&B guys are very professional, and they understand the work. Most of the businesses in our industry started as a family business, and there is a point where the business outgrows the family. The business changes and that is good — it provides opportunities for new people to come along. MD&B has had the foresight and willpower to move to new venues, and it is a credit to them.



The competition is to see whether MD&B can blast more material in a day than we can move.



Jamie McKinnis, blasting in Rochester, New York.

An Unusual Partnership

When you look at the way so many of Maine Drilling's solid, long-term employees came into the Company — employees who signed on for a season and stayed for 30 years or more — it's about a "feeling," a sense of joining a family as much as joining a company.

The way in which Mitch Green, now MD&B Senior Vice President, came to Maine Drilling illustrates the importance of who you are as a person when you come into the Company. Mitch's path was through the acquisition of the Greens' family business, Green Mountain Explosives. The way in which Bill Purington and Mitch Green became not only colleagues but friends is a story unto itself.

Mitch was and is very proud of his family business, which began with his maternal grandfather, Robert Brewer. When Mitch's father, Raymond Green, returned from the Second World War, he turned his hand to selling ice machines. Struggling as a salesman, Ray, who had an affinity for blasting, joined his father-in-law in the explosives business in the late 1940s as a laborer in the quarries in Connecticut.

In 1961, Raymond Green struck out on his own and set up a crushing plant in Burlington, Vermont. He established Green Mountain Explosives in 1963. Mitch was working with his dad in the business when Green Mountain was acquired by Atlas Powder Company, for whom Green Mountain was the Vermont distributor. Mitch's dad went off to do other things. Mitch stayed with Green Mountain. At the time, Mitch and his father had been involved with Green Mountain for 24 years, but five years later it was clear that Green Mountain wasn't robust financially.

Mitch: Selling our family business was very difficult for me. While I was signing the papers, one of the Atlas guys remarked that my knuckles were white, and asked why I was gripping the pen so tightly.

I'm signing my birthright away,' I answered. Later, After joining Maine Drilling & Blasting, I was in a unique position to work with a family businesses MD&B was acquiring. I could understand their thinking and help to get them through the process.



Bill Purington and Mitch Green.

Maine Drilling and Green Mountain

In the mid-1980s, MD&B began to expand their quarrying business and moved into the New Hampshire market. During this period, the Company competed with powder companies, of which Green Mountain Explosives was one as a distributor of Atlas Powder. Green Mountain had a good reputation in the blasting industry, and Mitch was a fierce competitor.

Mitch: In fall of 1989, I was picking up rumors that Maine Drilling, in the person of Bill Purington, was interested in buying Green Mountain Explosives from Atlas Powder. Tom Schumacher, the vice president of Atlas, came up to Vermont in October and asked if he could come to my office. When he arrived, he confirmed the sale.

Tom wanted to know whether I would agree to go with the sale of Green Mountain. It mattered because when you're a key person in a business, as I was at Green Mountain, a lot of relationships sit with you.

You are a major factor to ongoing success and you are important to the sale. On that day in October, Tom said he needed a yes or a no from me.

The answer was no. I thought I would get back into my own business, although it would probably not be Green Mountain, and I had a backer. Maybe more importantly, I was not impressed by what I had heard about the Puringtons, and I was not interested in being in business with them under any circumstances. I was young, fairly willful, and very confident.

'Tom,' I said, 'I have to be on a shot tomorrow. Be here at 5 a.m. and I'll pick you up. We'll talk about it in the car and I can give you a better idea.'

When we met in the morning, Tom gave me some advice. "I think you and Bill would get along," he said. 'You should meet.'

I said I had met Bill once, when he first came into the business, and I hadn't liked him then. He seemed kind of arrogant. I hate to admit it, but my impression was based in part on the car Bill was driving, something black, which I mistakenly took to be a Porsche.

A friend asked Mitch to meet Bill. 'Do me a favor,' he said, and that's what Mitch did.

Mitch: I met with Bill, Gary Abbott (MD&B's CFO at the time), and the controller, Ben Etheridge. My opinion of Bill changed in that meeting. Together, we laid out a business plan, which involved keeping Green Mountain independent from Maine Drilling, and I agreed to join if I could have equity.

'Mitch,' Bill said, 'we'll come up with an equity plan and let's get going.'

The first two years of partnership with Bill Purington, 1990-1992, were strong, and Green Mountain grew. Mitch was based in New Hampshire, on the second floor of the present building in Auburn, which was empty due to the recession except for Ted and Joe Taber. Then an issue arose and Mitch drove over to Maine to confront Bill.

Mitch: I saw Bill in the lobby and told him we needed to talk. Bill and I are two weeks apart in age and very much alike, particularly in our competitiveness.

When we were in the car, I said 'This is the problem and this is what I see.'

Bill listened and we found a solution. That was a pivotal point for both of us. I realized I needed to be more open to Bill, and ours became a really good partnership. We've had a lot of success and a lot of fun.

By 1996, Bill saw that Green Mountain had become a distraction from his main focus on Maine Drilling and asked if I would like to buy the company out. I told Bill I had been enjoying our partnership. We both thought strategically and together we had made a lot of things happen. We began to think about selling Green Mountain.

In 1998, Bill sold Green Mountain and Mitch Green went with it. Later, driven by the cultural divide with the then owner (UEE), Mitch was ready to leave GME. This was a tough decision for Mitch. When Mitch's wife, Cindy, reminded him that Green Mountain wasn't his company anymore, Mitch accepted the reality that Green Mountain, as he had known it, no longer existed. Mitch, at 44, returned to Maine Drilling & Blasting in 2003 as Business Development Manager.

Bill adds that as Business Development Manager, Mitch was good talent, and although he did not immediately fit right in, sometimes it is more important just to get good people on the bus.



Lessons of Another Kind

In the 1960s and '70s, work was ongoing on America's elaborate Interstate system, first put in place in 1956 by President Dwight Eisenhower. These road projects provided Maine Drilling & Blasting with greater opportunities, often through MD&B customer H.E. Sargent in Stillwater, Maine. The question of MD&B's relationship with organized labor was raised early on with the advent of federally funded roads and other projects.

Bill had been at MD&B for four years when, in 1986, Massachusetts pushed for a collective bargaining agreement and Bill set up a meeting. This was a scenario for which business school hadn't prepared him.

Bill: They gave me an address that landed me at a construction job office trailer on a dead-end street, not far from the landfill in Peabody. The door was locked, and I was feeling uncomfortable. All of a sudden a big black limo pulled up and the driver, who was wearing a suit, got out, just like in the movies, and opened the back door of the car. A short, heavyset guy got out, the driver took his briefcase, and they walked toward the trailer where I was standing. Suddenly, I felt very alone. They didn't speak a word to me.

I followed them into the trailer, where they opened the briefcase, and pulled out some papers. They threw them on the table with an order to 'Sign this paperwork,' only not quite as nicely as that. I told them that wasn't what I was there for; I was there to talk.

'We're not here to talk,' the guy said. 'You're here to sign.'

When I repeated that I wasn't prepared to sign, he put the papers back into his briefcase, slammed it shut, and said, 'This discussion is over and it will cost you.' Then he turned and walked out the door.

Of course, I didn't know what 'this will cost you' meant. I sat alone in the trailer while they got back into their car. It did cross my mind that they might be planning to riddle the trailer with bullets, but they drove off. This was in the 1980s, the era of Boston's most notorious gangster, James "Whitey" Bulger, when this kind of thing went on.

Recognizing that Maine Drilling & Blasting would be doing business with union contractors and customers working on government projects, the Company needed a special structure for collective bargaining work. It's important that there be some separation between union and non-union workers, and with that in mind MD Drilling & Blasting was created in 1986, specializing in the management of the unionized workforce. Eventually, two divisions were established, MD South and MD North, as distinct entities under this umbrella. MD covers Massachusetts, Rhode Island, Connecticut, southern New York, and all the unionized areas down through New Jersey, Pennsylvania, and Maryland.

The collective bargaining culture is somewhat unique, but over the years Maine Drilling & Blasting has been successful at preserving the essential company culture within the union organization. Most of the people who work at MD were originally Maine Drilling & Blasting people for whom MD&B provided an opportunity on the union side, and they have embedded the company values in the new entity.

MD is celebrating 30 years of success concurrently with Maine Drilling & Blasting's Fiftieth Anniversary.



MD Drilling & Blasting, established 1986.

An Award

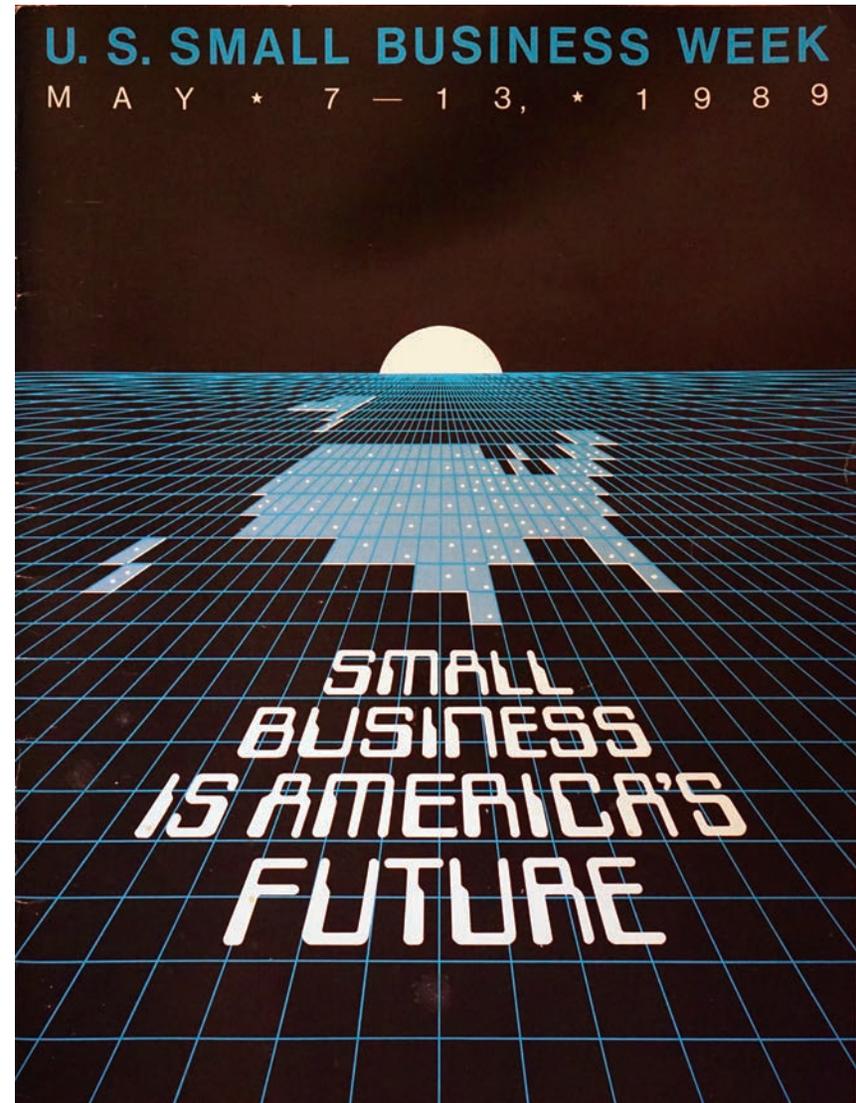
In 1989, Bill Purington was awarded the Small Business Association Business Person of the Year Award. In the write up the magazine remarked that the Company's workforce had grown considerably and sales had increased from \$3 million to \$16 million in 1988.

They noted the diversification in the eighties into a mine and quarry division, which provided 23 percent of the Company's revenue. Reporting also included the fact that Maine Drilling had removed 3,000 cubic yards of granite ledge to make way for a tennis court at the Kennebunkport home of President Bush.

The writer remarked an increased emphasis on safety.



Bill interviews, 1989.





The Quarry Division: Mid-1980s

Quarries Come Into Their Own

Mitch Green: Maine Drilling was more or less vertically integrated between construction and quarry work in the early days, when a lot of construction outfits did their own quarrying. Quarry work increasingly became a singular discipline and that happened around 1983 or '84. The quarry division at Maine Drilling was formalized before I came here. By the time I arrived, it was well established and of a significant size within the Company, bringing in somewhere around 30 percent of the revenues. By 2010, the quarry operation had grown too large to remain as a single division.

Joe Taber, who has worked in the quarries since 1990, describes the quarries as a "different animal." Quarrying requires a different discipline, a different thought process, and a different type of connectivity with the customer. Maine Drilling's Quarry Division was initiated in 1984 as a discipline and a focus, and in 1985 quarries became their own division. Quarry planning as a value-added service dates back to the early 1990s.

The quarry environment is relatively stable and provides continuity in regard to revenues. If you are in a relationship and doing it correctly, that relationship can last many decades. Construction markets come and go, with peaks and valleys throughout the year, whereas the quarry market provides a continuous bell curve that ramps up in the spring and tails off in the winter, with longer seasons the further south you go. The continuity allows MD&B to maintain assets and manpower that run on a steady basis.

Mitch: We spend a lot of time helping people understand the different areas of production in a quarry: 'This is where we can do it on a low cost basis, and these areas of the quarry are more developmental in nature and run at a higher cost.' We can help our customer understand how to drive that all together to create an overall budget for themselves.

MD&B's greatest quarry market at the moment is in New York State; the greatest potential exists in the Mid Atlantic, including Pennsylvania; and the

most mature markets are in the two states of Maine and New Hampshire in New England.

Today, there are four Division Managers in the Company's quarry environment: Dale Boisvert (Western); Peter Bennett (New England Quarry South); Joe Taber (New England Quarry North); and Travis Martzall (the Mid Atlantic quarries). Additionally, the Company has aligned the quarry divisions with the Regional Executives in those areas, allowing for better intimacy with customers and the flow of resources between the divisions.

Mitch: The fact that Maine Drilling can provide a turnkey quarry operation, a full drilling and blasting menu, as well as 100% crushable service, is important. Add our quarry planning and technology capabilities to that, and our Company offers a true partnership.



Quarry blast, Poland, Maine.



One of Pike's earliest projects, Rutland, Vermont, in the 1880s.

Pike Industries, Belmont, New Hampshire

Christian Zimmermann, President: The relationship between Pike and Maine Drilling & Blasting is longstanding, primarily around our quarries, where they do a significant amount of work. The number of quarries increased considerably when Pike bought Tilcon from British Tire & Rubber in 1996 and brought in a big aggregate business, primarily in Maine and New Hampshire. Pike, which was established in 1872, was sold to an Irish multinational, CRH, known in America as Oldcastle, in 1988.

Our work begins with Maine Drilling. They blast the ledge to feed into our crushers for the aggregate used, for example, in paving roads and making concrete. I have always felt that MD&B was as much a partner as a vendor for us. If the drilling and blasting is wrong, it can cost a lot of money. If the rock pieces aren't small enough and don't go

through our crusher easily, that is expensive for us.

Our cost is really the expense of getting it through our crusher, not just the cost of a shot on the ground. You do not want to end up with Volkswagen-sized pieces of rock. Maine is professional and they are good at what they do. They are good at understanding the geology and identifying the patterns they need to drill in order to deliver the right size rock. That blast design is very important to companies like ours.

To put it into perspective, when you put thirty thousand tons of rock on the ground and it's a bad shot, we end up with thirty thousand tons of pain in the neck to go through before we can get out of it what we need. If your partner doesn't care, if they're giving you stuff you can't use, it costs everyone money. One of Maine Drilling's strengths is their flexibility. If it isn't quite right, we talk it over and they tighten up the blast or change the pattern to give us what we need. A driller or blaster can make or break you, depending on how they perform.

The other important piece that Maine Drilling brings to the table is safety. This is a dangerous business all around. Sometimes you are winching your drill rigs down over crazy locations because you're trying to open up a quarry or a new part of the quarry and you're trying to establish benches on ledge for the drills. Mother Nature left ledges undulating and sometimes you have to put drill rigs in really tough positions. Maine Drilling takes safety very seriously, which is very important for us. We don't want any of our subcontractors or our employees hurt.

So Maine Drilling & Blasting is good at what they do, safety conscious, and they are flexible. They roll with the punches. If we have to get more rock on the ground in one quarry and not so much in another, they'll move their outfits around for us to keep up with what we need.

My VP of Sales at Pike is always instilling a can-do attitude in our sales and operations guys. His question to our staff is, "When a customer asks for something, what's your answer going to be?" Everyone looks at him, and he says, "Yes!" Your answer is always "Yes," then you go and figure out how to make it happen.' I think that's how Maine Drilling & Blasting operates.



Pike's quarry in Hooksett, New Hampshire.



Drilling on the quarry face.



Blasting at the entrance to the Brox Quarry in Hooksett, New Hampshire.

Brox Industries, Dracut, Massachusetts

When Stephen Brox's father, George, was ten years old, he found a job as a water boy helping laborers on the road construction job in front of the family farm. Instead of staying in the farming industry, he went off and worked his way up in road construction, then started his own firm in 1947.

Steve Brox, now the president of Brox Industries in Dracut, Massachusetts, started working in the family firm in 1967, when he was 16 years old. His dad and his uncles had a strong working relationship with Ted Purington Sr. in the 1960s and '70s, when Brox Industries was involved in new highway construction in Massachusetts and New Hampshire. It was an era of interstate highway development, a time when there was a lot of heavy highway construction on new roads like I-89, from Manchester and Concord up into Vermont; I-495; and Route I-93.

Stephen Brox: We take those roads for granted now. Ted Sr.'s company did the drilling and blasting as a subcontractor and after nearly 50 years, MD&B still does pretty much all that work for Brox. We have

four quarries, and MD&B works in all those. I was very young at the time my father and Ted Sr. started working together, but I know that there was a long relationship and a high level of trust built up over the years. We had Mr. Purington do our drilling and blasting, back at a time when my father always said to me, "Your handshake is your bond. You don't need a written contract. You live by your word." People like Mr. Purington and my father believed in that.

When I took charge of the company, Bill Purington was in place and we've done business together for decades now. I know that I can pick up the phone anytime, as can he. In fact, they not only help us with the drilling and blasting on our sites, they are very instrumental in helping us do our mine planning and laying out future decades of quarry operation. We have been to their offices in Auburn, New Hampshire, with our quarry superintendents, to review the mine plans for our quarries. For the last ten years we've been actively working together and sharing our ideas in order to be as efficient as possible in both our operations.



The first in a sequence of four photographs showing a blast in a Brox quarry.



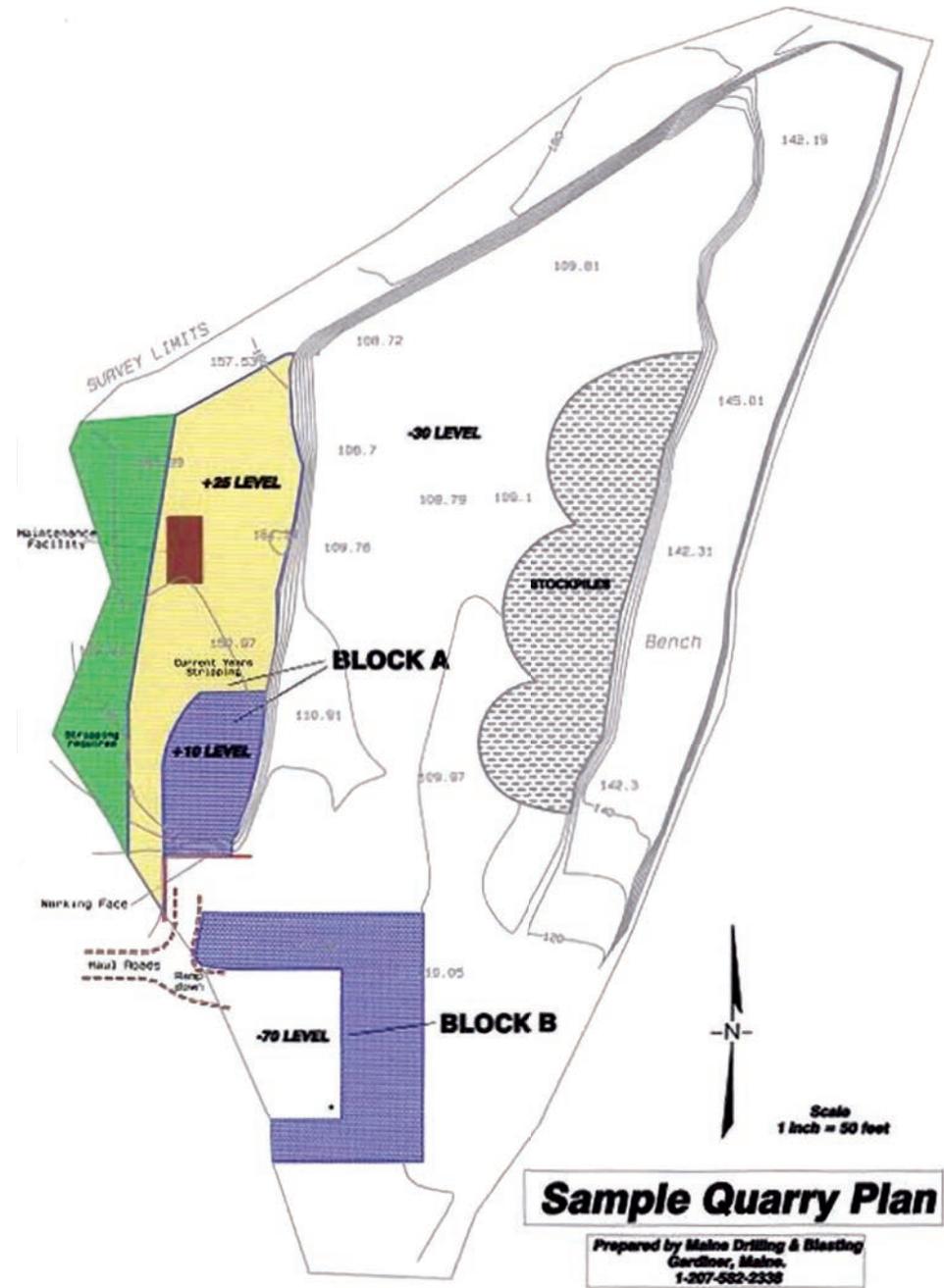
Phase two.



Phase three.



Phase four.



At Work in Labbe's Quarry

Jeff Mullen is in Labbe's quarry. "The Labbes are good folks to work for," Jeff says.

"I've known Everett since he was down at Blue Rock in Westbrook," Jeff continues, "and that is quite a long time."

Jeff has been with Maine Drilling since 1985, when a friend suggested he come over and try for a job. He's been here ever since. He started on an Air Track but when he saw the hydraulic drills, Jeff said "that's for me."

Jeff: When the first hydraulic drill came in, I was working with Dusty Grant. We went over to help out on one of the hydro projects and that's when I saw Tim Cogswell and Pat Alexander running the 722. I worked with Timmy and Pat and paid attention and eventually got to run one myself.

Some of our best work was when Paul Lavallee and I spent all winter on Worumbo on the Androscoggin River line drilling 65' with a 6" tolerance on the wall coming in or out. We drilled all winter, 60' deep and 6" apart. That wall came out perfect. The job was line drilling to cut the ledge off along the powerhouse.

Quite a few years ago we worked on the Million Dollar Bridge in Portland, where a lot of the casing work was pretty tough, trying to drill holes in the bottom of the ocean. Sometimes we had three different size pipes in order to get down to where we had to be so we could get the holes.

Down time is very frustrating. If you shortchange maintenance a few dollars in the shop it ends up costing you more in the field. My theory is if you spend a little bit in the shop, you won't have to do repairs in the field when it's costing you footage.

The people at Maine Drilling & Blasting are professional but they are also friendly. On the weekends I hang out with a lot of the guys I work with, in fact, I see the quarry boss, Randy Gallagher, more in my private life than I do on the job.

I love working here. I wouldn't have been here 30 years if I didn't. It's



(top) Jeff Mullen; (below) Randy Gallagher.

an interesting job, and good people own the Company. They're fair all in all and have been good to me.

I'm a mechanical hands-on guy. I enjoy sitting in this cab running a nice little drill. It keeps me busy all day. You have to have experienced drillers, and at my advanced age now, this is pretty much where I'm going to be until I retire. I'm fine with that. I'm as happy as can be.

So there is Jeff, drilling in the Labbe Quarry, and when asked what he's thinking about, it turns out he's thinking about salmon. It is a beautiful late spring day and they're jumping. Jeff mentions that when he does retire, thanks to his ESOP and his 401K, he'll be out there one day, waiting for them.

Ray Labbe & Sons, Brunswick, Maine

Ray Labbe & Sons, an excavation and paving company, is in its 61st year, run now by Paul and his brother, Peter. The third brother, Ray, passed away. Their father, Raymond, and their mother, Madeline, established Ray's Sunoco on the Bath Road when they arrived in Brunswick, and later purchased and refurbished a second-hand bulldozer and started work as an excavation contractor. Paul, Peter, and Ray eventually bought their parents out. The three Labbe brothers had all worked in the business so they knew what to do.

Madeline Labbe, a petite woman who had eleven children and earned her Class A license for tractor trailers before any of her boys, still lives right up the street and sometimes comes down to work in the office. In the early days, she drove a dump truck. The boys' first office was one room, literally a shed they lugged home from a job.

By 1982, MD&B had established a good relationship with Labbe working on house foundations and small jobs. Since then, Maine Drilling has done a lot of pipe and utility work for them. Labbe Bros. runs a quarry in Bowdoin, Maine, and a sand & gravel operation on River Road in Brunswick. To



Tim Frazee.

date, Maine Drilling & Blasting is the only blast company to have set a charge in the Labbe quarries since they started in business in 1992. Labbe has worked with Randy Gallagher, Tom Purington, Lonny Andrews, and Tim Frazee, among others, and figures that Maine Drilling has shot well over a million yards for them in Bowdoin alone, and they have done it without incident. They also worked with MD&B at L.L Bean's data center on Route 1.

Carl Wallace worked with Labbe on a job for the Bath Water District where Maine Drilling blasted for the pipeline. The project was complicated because a good customer of the Labbes' had an historic home abutting the blasting site. Carl, Paul, and Peter met with the homeowner and talked everything through, including the fact that she had horses and needed to know when they were going to blast. Maine Drilling blasted right beside the house, and there was no issue. Carl dealt with everything.



*(above) Ray Labbe (in backhoe) digging trenches in Brunswick.
(right) The Labbe Brothers: Paul (left), Peter, David, and Ray (far right) at the Brunswick Naval Air Station, 1992.*

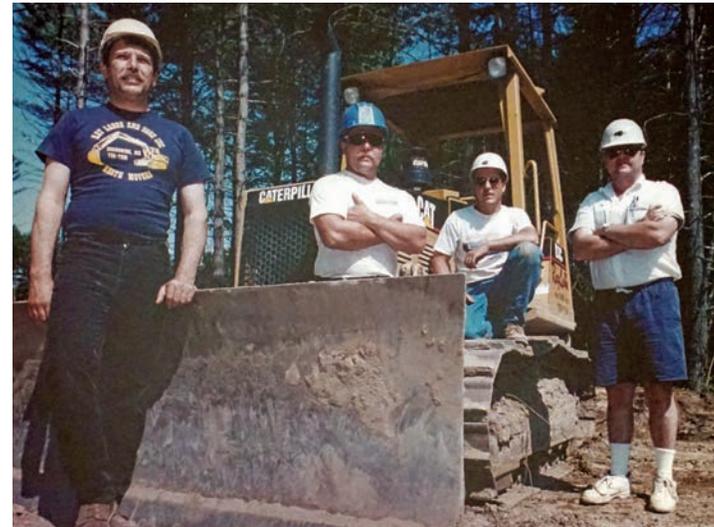
Paul Labbe: Something like that is a big thing and Maine Drilling pulled it off. Many times it isn't just getting the job done, it's how you get it done.

We often rely on Maine Drilling to help us design and fulfill the quarry plan and manage it — the staging of the shots, the size breakage we are looking for. We're utilizing their latest technology, and we depend on their pre-blast surveys. They are responsible for contacting all the neighbors and abutters. They are part of our team and they take a big load off us.

The people at Maine Drilling have also been very good advocates for the industry over the years.

We have a lot of people who have been here a long time, as does Maine Drilling. It's the personal touch you get from Maine Drilling that you don't see in some other businesses. Both of us as owners know every employee and we care about them. In turn, they watch out for us.

When you walk in with a team you feel confident about, as we do with Maine Drilling & Blasting, you can tell the customer or the neighbor that you're using this company because they can get it done without issues. That's a big thing.





Day of Reckoning: The Early 1990s

Dark Days

When Bill brought Gary Abbott into the Company as the first VP of Finance in 1987, the Company was very profitable. The '80s was a strong period for the real estate and construction industry and there was a lot of credit available in the marketplace. From the time Bill arrived in 1982 to the recession that took hold in 1989, MD&B had gone from being a company of 25 employees to about 125 employees. The payroll had grown five-fold.

Then they hit a bump in the road. By early 1989, there were ripples in the economy, and in 1990 the lights went out. Banks were closing businesses down and going out of business themselves. It was a savage environment, and a lot of good and competent people were caught in the maelstrom.

Sitting at his desk in Gardiner, there was no "aha" moment for Gary Abbott, but hints of what was to come were increasingly present. The cash flow was no longer positive, and customers were stretching out payments or not paying at all. Bankruptcy notices began to arrive on his desk. Reading the tea leaves, Gary was convinced that the Company, along with the industry in general, was headed for hard times.



A late 1980s advertising campaign that won national attention.

Gary: At an MD&B executive committee meeting in Vermont around 1990, we delivered a strong message to the effect that the Company had to take the situation seriously. We needed to shift our strategy or we most likely would not be able to tough this out. I was greatly concerned for the Company's survival.

Bill had a day of reckoning when he first arrived at Maine Drilling and found that the Company was essentially insolvent, but once past that,

MD&B had recognized some very positive growth. Now the Company, facing another serious economic situation, didn't at first recognize the severity or reality of this economic change. They thought they could push their way through by working harder. 'We can get through this if we just continue to push and grow,' was the thought, a version of his father's saying, 'Get back into the mud'. Rolling up your shirtsleeves wasn't enough in this moment. You can do the best job in the world, but if your customers aren't paying, or if work is being sold below cost, you lose.

There wasn't one seminal moment when I realized how dangerous this time was, when I could hear the waves crashing, but the shoe dropped when I realized I had tapped out our million and a half dollar line of credit to fund operations and payroll, and hard as we tried, we couldn't pay it back. We had no further capacity; neither was any bank willing to talk to us about more capital at this time. We needed to meet payroll and pay bills; cash was drying up. It wasn't one day or a particular meeting, but that was when the real crunch came into full view. We needed to pull back, liquidate equipment, downsize, and we ultimately did that.

Maine Drilling's lead banker was Gordon Pow from Key Bank. Gordon, who had deep respect for Ted Sr. and Judy, with whom he had worked for many years, laid his cards on the table at a meeting in 1990. There had been a similar meeting in 1982, in Bill's first year at MD&B, but the story in 1990 was different. The situation was much more contentious, more volatile, exposed, and raw; and it was more dangerous.

From Gordon's perspective, the Company was not moving fast enough to downsize, and he laid the problem at Bill's feet.

Gordon Pow emphasizes that he didn't hold back on anything. He said a lot of unfavorable things about Company leadership at that meeting, but ultimately he came away impressed. Bill could have looked on him as the enemy, and he didn't. Bill has, in Gordon's words, come a long way and done a lot. What Gordon feels now is admiration.

The bank agreed to give Maine Drilling a small amount of



Platform rock bolting in the early 1990s.

additional money, but there were conditions. They required an all-inclusive personal guarantee and the signing away of all personal assets, including homes, to guarantee a loan that would get them through.

"Don't come in here and tell me you need \$1 million when you need \$2 million," Gordon said. "Don't cut yourself short because we have only one bite of this apple and you have to finance the amount you need to survive."

In the end, Maine Drilling was given a five-year loan for \$2 million. The Company paid the bank off in two years.

Gary: I have to give Gordon a lot of credit. He stepped up and delivered the right message, the message that Bill needed to hear at the time. 'You have to let people go and pare down overhead.' 'You're not going to survive if you keep going the way you are.' 'You have to right-size the business to the economy.' 'You have to step back and balance your company so that it can support itself, because we've given you all the credit you're going to get.'

In my mind, MD&B could have been out of business that week.

Gordon could have said, 'I've done all I can do' and taken the safer route. And Gordon had a lot of courage because he was accountable. A person with less confidence, a banker who was less sure-footed in his instincts, could easily have said 'No more.'

In 1991, the Federal government created Recoll Management to handle liquidation proceedings when the Bank of New England failed. Maine Drilling had real estate loans with Maine National, which turned their loans over to Recoll when they went out of business. Recoll, in turn, intended to liquidate Maine Drilling. Bill describes the ensuing negotiations as 'an all in game of poker.'

Bill: Working with Gordon Pow, we negotiated a bank position in which the bank would take all our collateral and pledge it against an ongoing business relationship. By doing that, it was the devil you know versus the devil you don't know. When Recoll came in, Maine Drilling & Blasting had nothing to give them; the bank had it all.

It was a brutal dance with Recoll Management and Key Bank. We were put into Key Bank's asset-based lending, and they sent an officer down every week to go through our books and check receivables and payables. It felt as though we were under house arrest.

We offered Recoll pieces of real estate that we could operate without, that they could liquidate in order to collect some of their money. It ultimately was cents on the dollar, but it was all they could get access to, and they accepted this as full payment.

At this point there was more to lose than there had been in 1982. My mom and dad had put everything they had back into the business in 1982, and our success was just starting to build a financial foundation for them personally. By 1990, my father and mother had built a more secure financial position and now they were being asked to put it all back up as collateral again for the organization. There were some sleepless nights.

I had a lingering spinal fracture and, on December 10, 1991, I had a spinal fusion that put me into the hospital for two weeks. I spent eight months in a body cast. A few days after I arrived home from the

hospital, bank representatives came to our home to have Kathy and me sign paperwork (as they did with my brother Ted) that put our house up as collateral. At the time, I could only be out of bed for a few hours each day. Kathy drove me back and forth to work, and we had two little kids. This was truly a tough period and we were all in this together.

Gary: Once Bill recognized that he had to come up with a new battle plan, like everything he does, it was full force. He knew things weren't going in the right direction financially. He'd had a lot of success with his previous business plans, and now the struggle was to alter our direction and make some significant changes. Once the adjustments were in place, the team got after it, working very long hours, deep into the night, and getting up early in the morning to go back into it the next day. There was no guarantee as to what was going to happen, and that uncertainty lasted close to two years.

In early 1991, the economy began to stabilize and the worst of the downsizing was behind Maine Drilling. The Company was lean and had toughened up.

Gary: Bill became a strong leader. There is no better student than Bill. He learned exactly how important it was to manage that debt and the cash flow and make the hard decisions. In hindsight, it was a productive lesson that Bill took with him in managing the survival and growth of the business forward. He learned from it and understood, and took advantage of opportunities in the future because he knew the formula. He could read the signs. And he built Maine Drilling back up to the point where debt was never again a threat.

My own learning was huge. Even if I had taken five years of grad school I wouldn't have walked away with that kind of knowledge or experience. I'm sure Bill feels the same.

Bill: That experience in the early 1990s would be my Masters thesis because that's where I learned the greatest lesson. I learned a lot about



Jim Purington and Joe Taber at a 1990s quarry blast at Hooksett, New Hampshire.

debt, banks and the economic changes, and what we needed to do as a company. We, as a company, were humbled by the experience. It was the hardest lesson I ever learned.

We started at the top of the organization and cut our overhead structure by more than half. We eliminated some people and liquidated many assets, and we did that in the course of a year, 1990/1991. We reorganized the Company, and as we were getting down to size, the economy was healing and moving in a better direction. We had shed a lot of pounds and we were healthier. We all took a cut in pay.

We progressed at an accelerated rate coming out the other side, which enabled us to pay back the bank loan in two years, but it wasn't a magic wand. We did everything we needed to do, and we did it right. We were very motivated, and we benefitted by some economic progress. And thankfully, we did keep our houses.



Joe Taber, Route 128, late 1980s.

Mitch Green: I've always said that Maine Drilling has had two lives. They had their life up to 1990, when there was a real crisis and epiphany in the business. That really set the wheels in motion for what Maine Drilling is today. There was a huge change in direction from the myth. The story softened. Maine Drilling built a new history from 1990 to the present, and I think that was a conscious decision.

Today, a quarter of a century later, Maine Drilling & Blasting has remained profitable. Bill made a promise to himself and to the Company that they would never again put themselves beyond a manageable level of debt. On three occasions since then, the economic climate has changed and the Company has had to alter its course and better its position. They immediately reorganized, cutting overhead and making the tough decisions. It was seen as prudent business practice. The Company has been profitable every year since 1992.

Ted Jr.: I think one strength of ours is understanding what needs to be done and doing it. You do what you have to do. You do what is best and what is right. We nearly lost everything in 1990, and my brother Bill did a great job of negotiating with the banks and the people to whom we owed money. It was a very tough time and money was not easy to manage, but we tightened up and pulled back on the reins. When we pulled back after 1990/91, everybody became hands-on. We hunkered down and eventually worked our way back out of major debt.

In 1992 or 1993, the housing, commercial, and industrial markets gradually picked back up and we built fresh momentum. Projects like EMC in Hopkinton and Sam's Club warehouse distribution center, hundreds of those large retail buildings, were going up across the Northeast, and we were challenged by this opportunity, but took advantage of it. It was daylight to dark, pressing and pushing. We had to be our best.

Bill: There are always sleepless nights, over winning the next job, meeting our obligations and staying ahead of our competition, but more than anything my concern has been serving the employee team long term, having a job for them the next year and the year after that, and protecting their retirement accounts. There have been a lot of years that were a battle, but we survived and made it work.

New Opportunities

Ted Jr.: One of the projects that fell into the Maine Drilling mold was a big-box distribution center in Raymond, New Hampshire, in 1994. That project ran 24/7 for 12 weeks or longer. Because we didn't have enough equipment to handle the job, at the end of every Thursday we went to each of our construction sites and quarries even remotely close and picked up all the drills we could afford to release. We put those 14 drills on the big-box site for the weekend and ran them 24 hours a day, all weekend, daylight to dark. On Sunday we shipped the drills back to wherever we had picked them up on Friday.

We were doing this work for Kokosing, a major construction company out of Ohio. The building foundation was over a million square feet, with two million square feet of parking. Every single day we shot two acres of holes, i.e. a thousand holes.

We never really had doubts that we could do the project. We were always striving to increase production and make sure we were getting every last yard of shot every single day. Jim Purington was in charge.

That big-box project dovetailed with the acquisition of Capital Drilling & Blasting, and brought us in some good staff. It also helped Maine Drilling acquire a strong local presence in central New Hampshire.

Growing Through Acquisition

The strategy to grow the business was implemented in 1996 with the purchase of Capital Drilling & Blasting in New Hampshire. This was Maine Drilling & Blasting's first foray into the acquisition of drilling and blasting companies.

Capital had access to a smaller market with important relationships, and the people at Capital and those relationships were key to the acquisition. The tough part was converting Capital to MD&B operating standards; their management liked to shoot from the hip. Over a few years, MD&B grew to capture a healthy position in the New Hampshire small job market,

a sector to which Maine Drilling had not previously had access in that state. In Maine, MD&B was doing small jobs in a big way, from single-family foundations on up. Those could be done in a few days, so there was a lot of mobility. The Company moved to use the smaller equipment that came over in the deal with Capital and expanded this market.

With the acquisition of Capital, MD&B also benefited from a new brand of Tamrock, the 300 Commandos, to support the Company's construction drills, and the Tamrock 1100 adding to the quarry drills. In a way, the big box project was the beginning of the next economic boom for Maine Drilling.

MD&B got to the point in New Hampshire alone where the Company was running 20 drills. Building relationships around the small-job market was beneficial and enabled growth and consolidation of the residential, commercial, and industrial markets. Capital also brought important staff, including Dennis Lane, Shawn Lane, Bruce Ottman, and Todd Barrett, to name a few.



Bruce Ottman, one of the people who came to Maine Drilling from Capital Drilling & Blasting in 1996.



Liberty New York pre-split.



The Art of Drilling & Blasting

The "New Driller"

Dave Bijolle has an interesting history with Maine Drilling & Blasting that extends from the late 1970s to the present. He has seen Maine Drilling & Blasting from the inside, as an employee, and from the outside, as a representative of Atlas Copco, a worldwide supplier of drilling equipment.

Dave was living in Vermont, working on Interstate highway projects and just beginning his career, when he heard that Maine Drilling was doing a water and sewer project in Berlin, New Hampshire. He drove over from Vermont and Ted Sr. put him to work for three months. During the time he worked on the Berlin job, Dave observed Ted at work. "He was," Dave said, "all business, doing whatever it took to get the job done, and expecting the same from his employees. Ted Sr. had a reputation for being hard driven, but fair. If you gave it your all, he was there to take care of you. There is no sugar coating on it with Ted."

When Dave went to work for Atlas Copco, Maine Drilling & Blasting was one of his customers. When he sold them equipment, Dave came in to do the training and the technical service side for MD&B, rekindling the early relationship. In 1999, he left Atlas Copco to join Maine Drilling full time, where, over the next 14 years, Dave worked with the Company to create drill operator training programs.

MD&B's formal drill operator training programs, which were conceptual as well as practical, were put in place in the mid-1990s, not only to develop greater skill sets but also to coordinate and integrate the drilling and blasting processes in light of advanced drilling equipment. Maine Drilling & Blasting believed that the drilling industry was not moving in a positive direction, and that its operators were becoming less coordinated with the drilling and blasting process. The operators needed increasingly sophisticated skills in order to keep up with technological opportunities, and drill operators needed to understand fully the correlation of their work with the blasting operation. The gap in skills translated into concern about the direction of the drilling side of the business, and the qualitative

support drilling needed to provide to blasting.

The same goal is relevant today: to lead the industry with the best, well-rounded operators capable of efficiently drilling quality holes in the right locations to the correct depths, while fully utilizing the potentials of technology and understanding its production characteristics.

Ted Jr.: Part of the struggle we face as we go into new areas is the fact that Maine Drilling's culture has always been around drill production. It's always been a huge priority and a huge reason that we've been successful. As we go into different regions and hire people from other companies, it's a challenge when the people we hire don't accord the drilling operation as high a priority as Maine Drilling does. The drilling operation is a very important part of who Maine Drilling has been and will continue to be, and the drilling operation has to be a high priority moving forward. We have to be sure we maintain that. The blasting



An Atlas Copco D3. In the early 2000s, the AC tethered remote control D3 replaced the 642 and the D7 and began to replace MD&B's workhorse 748.



The Gardner Denver Air Track Drill in the 1970s.

operation is right at the top of the list, but the drilling operation has to be equally important as far as being a priority on a construction site and in the quarries. Our concern is to minimize our cost per drill foot by maximizing our production and running efficiently. The only way you can increase revenue per drill day is to increase the amount of rock you shoot per day, so the blasting and drilling operations have to run harmoniously, side by side.

Dave Bijolle: Prior to standardization, Maine Drilling sent new hires out with an experienced drill operator for training. The problem was that every driller has a different way of doing things and it is better when everyone has been taught the same way. The Company wanted to develop driller skill sets and standardize the way people ran the drills

and the way maintenance of the drills was handled. They were of the mindset that if we standardized training and maintenance programs, metrics would be a lot easier to track.

When Dave decided it was time to return to Atlas Copco, based in New England, Maine Drilling was once again among his customers.

Dave: I have a lot of respect for the whole Purington family for having developed Maine Drilling & Blasting into what it is today. They've done things in this industry that no one else in the world has come close to doing. I know because I have traveled the world with Atlas Copco and I have worked with a lot of other contractors and blasting companies. Maine Drilling isn't afraid to dive into new technology, embrace and master it, and use it to their advantage.

Ninety percent of similar companies around the world are slow to develop or grab onto new technology. They don't understand it and they don't have the drive to learn it. Maine Drilling is on the cutting edge of doing what it takes to develop into a world-class company. They're innovative with technology and creating programs, whether it's training or cost control.

Terry Bower: On the last Wednesday of each month we gather and open up with safety talks. Then we have special topics like proper placements of our blasting mats or misfire prevention or departments will have a five-minute chat and talk. Then Finance & Administration comes in and goes over the health of the Company as far as which division is profitable and how the Company is profitable. It's the bad and the good. They show the losses as well as the gains. It's not smoke and mirrors. Everybody should understand the information. Transparency is paramount.

Dave Bijolle: Safety is the number one thing we want to impress on everybody. We want our people to operate the equipment safely and in a way that's going to benefit the equipment. In the mid 1990s, the industry culture was changing and safety became an increasingly

important factor. MD&B got on board and developed a program to create a safe working environment. In the early days, people tried to be as safe as they could be, but the focus was more on getting the job done, no matter what. That's the way the industry was back in those days. Now, Maine Drilling leads with some of the best safety programs in the industry, in the belief that productivity doesn't need to be compromised. At Maine Drilling, safety is an ongoing focus that is constantly being hammered into all MD&B employees.

MD&B also has a major investment in equipment, and they don't want it torn up. People tend to think of drilling and blasting as a loud, dirty, nasty job. That's not all true. When you're blasting, there's an art to setting everything up and doing the job in a safe, controlled way. When it comes to operating a piece of equipment, there are drillers out there who make it look easy because they are good at it. They've developed a skill set that projects that ease when it comes to running a drill, for example, worth a half-million-dollars or more. There are other people who just don't have that knack.

Maine Drilling & Blasting has weathered storms economically and internally, but they have been able to put everything together in an industry that typically has never seen this type of vision before. I have great admiration and respect for them.

There is an art to everything and that is definitely true in the drilling and blasting business. Every time you blow up rock, you're changing the shape of the earth forever, and it is important to get it right.
Dave Bijolle

The Tools We Work With

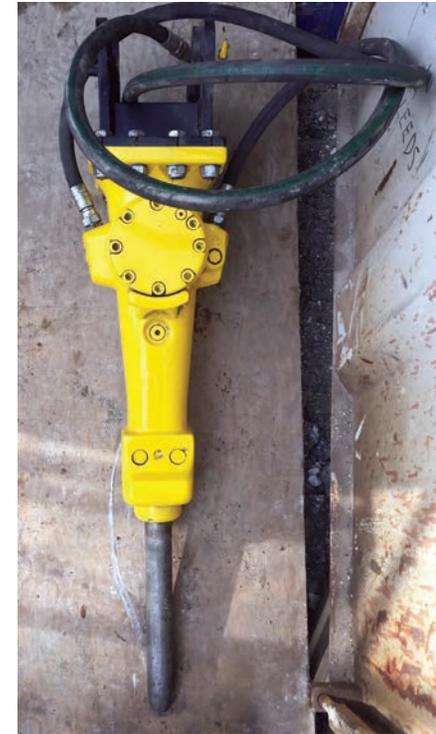
Dave Bijolle: In the drilling and blasting industry, we started with a jackhammer, which is basically a hand drill that weighs 90 to 100 pounds and runs off air pressure with a hose from an air compressor.

The driller stood right over the top of it and was breathing dust all day long. The jackhammer, which vibrated your entire body as you drilled holes into the ledge, was loud and noisy, probably 150 decibels or higher. In the 1960s, MD&B was using the jackhammers with its key drillers, Rene Roy and Morris Waite.

From there, the industry went to the air track drill, basically a bigger version of the jackhammer mounted on a boom that slid up and down. The air track drill ran off a larger air compressor towed behind it. The operator no longer had to have his hand on the hammer because now a machine drilled the holes for you, but he still had to stand there and listen to extremely loud noise and breathe dust for eight to twelve hours a day. Morris Waite, Brad Touchette, and Paul Bergeron were key drillers in the 1970s, as the equipment began to evolve.

With many of today's drills, the operator sits in a climate-controlled cab, and dust collectors suck all the dust coming out of the hole. He can dump that dust out the back of the drill, away from the operator. In the early drills, the operator added a new rod manually; today's drills set themselves up to drill deeper. When he has finished a hole, the operator moves the drill to the next spot, presses a button, and the machine sets itself up.

That is a huge leap from a jackhammer, but the change has been gradual. The automated drills of today seemed light years away.



The jackhammer.



Jackhammering a boulder.

The Way it Was

Will Purington: I came into the business in the era of hydraulic drills. You hear the stories of air tracks, compressors, and jackhammers, and we still use them some today, but I'm thankful that my exposure to jackhammers was very limited and that the hydraulic drills came around because it did minimize the amount of labor and physical effort.

My grandfather and my dad tell stories about the early days. I'm the fifth generation Purington to work in the industry, although the industry is vastly different. When our ancestors worked in the quarries and mines, one guy held the steel

while the other guy hit it with a sledgehammer. Then the guy holding it would spin it and the other guy would hit it again. That's how they drilled holes. I'm sure the guy holding the steel prayed a lot.

To know the history then look at where we are today, you realize the tremendous opportunity there has been, and is, for growth and technology development. It's only going to continue. My father and my grandfather remind me on a regular basis how fortunate I am to grow up with the technology we have today and the safety standards under which we operate.



Will Purington operating a micropumper.

The Nature Of The Blast - Dale Boisvert

One of the people who came to Maine Drilling & Blasting from Green Mountain in 2004 was Dale Boisvert. Dale had been in the blasting industry since 1987, starting at age 27, traveling the country and the world in the high-risk blasting work of building implosions. The first building he took down was in Beirut, Lebanon. Dale came by his profession honestly: at home in Vermont, he remembers how his father, a finish carpenter, would build things and Dale would routinely blow them up.

Dale: The blaster needs to be able to read the geology. As a manager I spend time looking at the rock faces and thinking about what I see. Sometimes you find yourself daydreaming about the rock historically, especially when you find some old fossils or imprints. You are reading history. I like to think that every time we do a blast, we are actually changing the face of the earth. You've changed the landscape, and I think of it as a good thing. You blast the rock, then you turn around and use that rock for something else. There is a 'forever' use.

One of the quarries we work in New York is a garnet mine and you look for the good little red nodes of garnet. I've picked up a few of those. With the Herkimer diamonds near Herkimer, New York, you look for clear crystals in the rock. You're looking inside the earth and you're looking backwards.

Every blast is different. You never shoot the same one twice, even on the same job. The rock always has a preferred direction, where it breaks better, most often north and south, although you find a few geologies that are east and west. That has to do with the way the glacier pushed the rock up and out. Sometimes surface rock is a little softer, what we call "punky," because it was formed under lower pressure. Most often, the deeper you go, the harder the rock, because it was formed under more heat and pressure.

Typically, quarry work is put out for bid every year. If we are going to be bidding for a quarry contract, we watch what the other guys are doing for a week or two, or even a few months, before bidding time.



Quarry blast, Poland, Maine.

Studying the rock gives you an edge in finding your selling points. When we first started building up the New York market, I would visit the site after they blasted. I might talk to the superintendent when the blast was fresh, before they started digging into it, in order to get his feedback. You never speak negatively about your competitors, but I like to ask the site superintendent if the blast could have been better, and how. What would he want a blasting company coming into the quarry to know?

Most of the guys I work with are passionate about what they do. They are doing something unique. I like the challenging, high-risk projects that make you use your brain, your gut skills, and your art. There are days when it's all fun, and days when it's all stress, and it can change in a snap. And when you do it, you need to be right. You can't do it over. Nobody wants to let his team down. You need to have everyone's back. It's not that you don't trust the guy working next to you, but you want

to double check to make sure that you didn't miss something. If it fails, you all fail. Your concerns or thoughts can't be about the individual.

Over the years, Bill and his team have turned their blasters into professionals. Our future drivers, blasters and executives are often the people who are out there today lugging buckets. What a great opportunity for somebody who has drive and motivation and wants to be mentored. What they can accomplish in an industry like this is phenomenal.

Mike Bell

The Blast

Will Purington: The most challenging part of what we do at Maine Drilling & Blasting is the preparation and planning before a single hole is ever drilled or loaded. The blaster in charge of a site is the one who has a lot of skin in the game, but from small projects to big projects, there's a team involved. On most projects, there is good conversation between the division manager, the superintendent, and the blaster as we define the plan of attack. Which approach will give us the greatest opportunity for success with the least amount of risk?

The plan develops organically, based on who has the greatest experience in the area. A lot of time, effort, and thought goes into what's going to happen before a drill ever shows up on site. With Maine Drilling & Blasting turning 50 years old and many people who have been around for decades, there is a lot of history. Institutional memory on how the rock shoots in different areas has been passed down from blaster to blaster inside this organization. They'll tell you that Hallowell and Augusta, Maine, granite is some of the hardest rock you will find anywhere.

Peter Bennett

Peter Bennett didn't have a career in blasting in mind when he graduated with a Bachelor's in English. In fact, he was going to be a teacher. In order to earn some money between his junior and senior years in college, Pete moved from Bangor to New Hampshire to work for Maine Drilling & Blasting as a laborer on a big road job, I-89, which runs from Bow, New Hampshire, to the Canadian-United States border. When they finished that project the crew went up to Lake Winnepesaukee, where they blasted cellar holes for big houses and camps. With the exception of finishing up his college degree in May 2000, Pete basically never left MD&B after that summer.

When Pete headed back to school for his last year, his supervisor, Jim Purington, asked him if this was something he might be interested in for the longer term. Jim had noticed that Peter seemed to like the work and he also noticed that the other guys liked Pete. In retrospect, Pete says he had already made up his mind to return. Four days after he graduated, Pete moved down to join MD&B in New Hampshire, and he has been there ever since. Jim liked Peter and Peter took to Jim right away.

Pete: It's not often that you find someone who's going to be on site at four o'clock in the morning, every single day. That was Jim Purington. He was hard-charging and he could be aggressive, but in a way, that's what it takes to be successful here. The customers really liked Jim because he always did what he said he was going to do. Customers appreciated the fact that we worked a lot of Saturdays to get the job done. Jim was an inspiring guy to work for, not least because of his work ethic.

I started back as a general laborer in May 2000, right where I left off. First thing, I was working on the drilling operation at the Manchester Airport. We loaded a shot during the day and I'd stay there into the late afternoon and early evening doing layout for the drills, keeping the drills running, and making sure they had supplies. If the drill isn't drilling, you're not making money, so keeping things moving was a big responsibility. If Jim had to leave, he would tell me, for example, that the drills needed to create two hundred more holes that day. I would lay them out and make sure it happened.

I learned the basic functions and drilled for Jim on a house project in Windham over the winter months, but I wasn't going to set the world on fire as a driller. The natural progression from there was to join a blast crew and become a trainee. I started hauling explosives with my commercial driver's license and obtained blasting licenses, which led to my being put out on my own on smaller projects, then into the quarry environment where the shots were bigger. It was always challenging, but I had a very good support system.

I thrive in an environment where I'm free to do what I think I can do, but where someone checks to confirm that what I am doing is right and gives me the opportunity to ask questions.

Pete found himself making pretty good money at a fairly young age, doing a lot of different things and building good working relationships. And because crews often worked together for years, a bond of trust formed. Pete found that as he moved up the ladder, the more experienced people were there to provide advice and support. Pete was surprised to find that the guys above him didn't seem to be worried that they might be training their future boss.



Pete Bennett.

Pete: My experience at MD&B, has been that if you're a hard working guy and you can think critically, if you are an asset to the guy above you, if you help him out, they are happy to help you in return. The culture here allows for and encourages that.

The first winter I worked here, I met Steve Blaisdell. He knew I had come from a teaching background and saw me as being computer and presentation savvy. In 2002, Steve and I worked on the first in-house blaster-training program we ever did at MD&B, designed for the guys who had already

been in the field. There's a lot of math and science that goes into what we do, more than people think, and these programs were there to make sure everyone was brushed up technically.

A good blaster is usually a Type A person. You have to take risks but you have to be very calculated in how you take those risks. You need to do the planning and legwork leading up to a blast. The person who can push the envelope but who also does the preparation to make that effort successful is the person who thrives in this business. At Maine Drilling & Blasting, we've had thousands upon thousands of successful blasts because people are very disciplined and almost obsessive-compulsive in how they run jobs. That's a good thing. You can't afford to be sloppy.

In 2016, Pete has risen to become the New England Quarry South Divisional Manager covering Massachusetts, Connecticut, and Rhode Island. On the quarry side, typically the crew is shooting large shots to produce the material a customer is looking for, and often these projects are right in the middle of neighborhoods such as Boston's North Shore. This work is highly regulated.

Those areas are challenging because on the one hand the customers want massive amounts of stone and on the other they want to keep relationships with the neighbors in good standing. As a step forward, MD&B has put in place some advanced electronic technologies to lessen the impact on a neighborhood.

Typically, fire departments in Massachusetts say they don't care if seismograph readings put you well within range, it's about making the residents happy. They don't want to hear the neighbors complaining.

Pete: Everything we do in these quarries is a 100 percent electronic detonation. The process — the caps going into the hole to ignite the booster that starts the explosion in the column — is all controlled by a computer chip which we can time with precision. It's much more accurate, so you're not going to have as much vibration heading out toward a neighborhood.

Maine Drilling & Blasting has been very successful at shooting

aggressive quarry shots right in the middle of highly-populated areas. I often go out into neighborhoods during blast times, talking to people. It's hard to explain blast design but I try to break it down to a level where they might understand it better.

I really believe that at Maine Drilling & Blasting we're the best. We're the most innovative. We've got the best people. We're willing to do what it takes to get a job done. We are adaptable and can think outside the box. In the roundtable discussions of upcoming projects, the managers from all ten divisions plus departmental staff brainstorm about resources and manpower for a project that might be six months out.

Everyone in this company is a resource because everyone's done different types of work within the Company. I might ask someone on the construction side about a trench we will be shooting with a quarry shot and they might be asking me about high walls and profiling. You really do call upon your peers for advice and that goes right up the ladder, to people like Ted Purington, Jr., who has been out there and experienced a lot.

Complex Projects

an excerpt from
EMI Energy & Mining International,
Summer 2013

Maine Drilling & Blasting is no stranger to complex projects. Most recently, the Company completed work on sinking a new foundation in what's referred to as an "urban hole" – a site where the drilling and blasting activities are surrounded on all four sides by existing elements. In the case of the Stamford Gateway Plaza in Stamford, Connecticut, Maine Drilling & Blasting had to contend with railroad tracks to the north, commercial buildings on the east, residences to the south, and a river to the west.

In addition to the Stamford project, the Company was selected to join the largest drilling and blasting project in the State of Maine to

date helping to secure more than 100 miles of power transmission lines through more than 75 communities. Maine Drilling & Blasting is following the route, and applying its expertise and state-of-the-art technology to ensure maximum project efficiency.

"One of the greatest advances we've applied to this project, and others in these remote conditions is our field data capture [FDC] system," explains Ted Purington, COO of Maine Drilling and Blasting. "With this technology, every aspect of a project – from payroll reports, drill reports, blast reports, cost reports, and safety reports – is captured digitally. What was once documented on paper, and took up to two weeks to process, is almost instantaneous."

The result of implementing this technology is more accurate, real time information regarding every angle of a project. "The FDC system gives us precise information on the progress of a project, and it's helping us to better manage production costs, which is better for our customers and our Company," Purington says.

In terms of mobility, Maine Drilling & Blasting also has expanded its Bravo Division – a group of key individuals that is dispatched for larger challenging projects, so as to not disrupt local service demands. As Todd Barrett explains, this specialized team is extremely apt and flexible. The Bravo Team moves to these large projects, offering great personal development opportunities outside of local divisional management.

"This group doesn't take away from our existing divisions or create an integrity issue within current operations," he adds. "It provides excellent project and technical skill development that may not be offered in day-to-day operations. We really love the challenge of these large project opportunities."



The West Point, New York, barracks project, which called for very tight blasting criteria.

West Point

Jereme Caron is the Division Manager of the South Division, which includes Connecticut, Southeast New York, New Jersey, Western Rhode Island and Western Massachusetts, with an office in the Bloomfield, Connecticut area.

Jereme: I started with Maine Drilling & Blasting in January 1999, when I was 22, after spending four years in the Marine Corps. The day I got out of the Marine Corps I went to see my father, who was a fire marshal in Norwich, Connecticut. While I was talking with him in the parking lot, a Maine Drilling & Blasting truck pulled in. It was Steve Patten, who is now my superintendent in the South Division.

"You've dealt with explosives," my father said to me, "and they deal with explosives. Maybe there's a match there." I walked over to the Maine Drilling truck and introduced myself. Steve gave my name to Troy Beaulieu. Troy called me, and I interviewed in New Hampshire. They offered me a position in October 1998. Sheer luck, I was in the right place at the right time.

Their culture was a good fit for me, and I had an opportunity to learn very rapidly. In less than a year, I was running a drill, and then I was assigned to a blaster for training, starting with the Quarry Division. They challenged me as fast as I could learn.

Holy Ground

Jereme: The Company has had a lot of marquee projects over the years, and West Point was one of those jobs in the southern New York region in which we took pride. MD&B sold its reputation and its ability from the project's inception to its completion, working closely with the Army Corps and several building contractors. In the end, we were proud of this very tough project we built with Walsh Construction, a large Chicago contractor.

That job offered just about every challenge and represented a lot of high risk and technical expertise. Those are the types of jobs at which the Company excels. We needed to drill and blast about 140,000 cubic yards of rock for excavation to put in new cadet housing at the heart of the campus. There were 70' to 80' vertical cuts in the rock, 54 feet off the edge of their chapel.

The chapel at the West Point Academy is holy ground, the heart of the military campus. The stained glass windows are a hundred years old and irreplaceable. When we blasted, it took 15 people to secure the site and set up 17 seismographs; there was a lot of activity on this campus. The MD&B crews on this site deserve a lot of credit. They did a great job without incident.

Growing people the way MD&B does, perpetuates the Company's culture, builds teams from entry to executive levels, and has produced a lot of successful, challenging projects.



Jereme Caron, Division Manager of the Southern Division.



The West Point pre-split and retaining wall, with the chapel in the background.



Providing Cover

Blasting mats, used in tight areas when blasting, are purchased by MD&B as a finished product, cut and shaped rubber tires woven together with heavy cables in a variety of sizes. Mats are critical to the Company's operations, providing a heavily weighted blanket/umbrella over a blast, catching and containing the fragmentation of the rock from the blast so that it does not fly and hit anything outside the blast zone.

A lot of money — as much as \$750k/yr. — is spent by MD&B on this safety apparatus, but without it, projects would be very difficult to manage and build. Historically, blasting was blanketed with sand or dirt materials to contain the early blasts. From sand materials it evolved to steel cabled blankets/mats to a variety of rubber mats. Mats have been built many different ways, but they need to be heavy and always have a short life. Blasting destroys the 500+ mats purchased every year in less than an eight to twelve-month cycle.



*(above) Sikorsky Bridge, Stratford, Connecticut.
(below) Blasting at the Gorham, Maine, substation.*



Hooksett Commons, Hooksett, New Hampshire.



Working With Family

No Right or Wrong

Bill: A family business can be very difficult, and in the early 1990s, our family hit a crossroads where it became clear that we needed someone to help us move forward. The business decisions I was making were certainly not fully acceptable to everyone, and my father and mother, quite understandably, were not going to take sides. I was making decisions at Maine Drilling as a business, not as a family, and that was not always comfortable for everyone.

In the early 1990s, we reached a point where we needed help, and contacted Deb Gallant, a family business expert, business facilitator, and executive coach. I had met her before around some business facilitation and she was further recommended by Gordon Pow for her family business expertise. Deb met with Ted Sr. and then myself to profile the dynamics and discuss how she might best be able to help. Deb did a very good job facilitating family meetings and communications, while providing personal coaching for the family and the business. This definitely helped family members work better together.

Several years later, in 1999, I organized the formation of an Advisory Board, to better engage family in business planning and direction. The Board included the four brothers and three outside business leaders with key expertise, Gordon Pow (banking and financial), Deb Gallant (human resource and family business), and David Gould (business and venture capitalist). The Board provided a great format to help the family and the business evaluate, align, and consider broader business decisions.

Our Advisory Board met twice a year to look at our business plans, initiatives, and directives for greater vision and consideration. They evaluated what we were doing and answered the primary question — 'Are these prudent steps in accordance with accepted family business practices and activities?' That Council was in place for approximately ten years.

With the help of Deb and the Advisory Board, we managed to agree on some family covenants and all work together. The meetings were very professional, but it certainly wasn't easy. The easiest thing for the



The family together: (rear l to r) Ted Jr., Bill, Jim, Theresa, Ted Sr.
(front) Tom and Judy, 2015.

family to do would have been to walk away from the business and do something else. Having said that, I think the Company and the family got to a healthy place.

Ted Jr.: One of our strengths is understanding what needs to be done and doing it. You do what is best and what is right. Bill will say we need to decide on a direction and go with it. I am different, in that along the way I will see ways to tweak an idea and improve on it.

Bill doesn't like to live in that world. Once you pick a direction, there is no stopping and everybody around him needs to be in synch. We all are expected to toe the Maine Drilling line and carry out what needs to be done. Understand, it's always been what's best for Maine Drilling. Always.

Then Bill hired a consulting company and a corporate coach named Debbie Gallant. She got involved and it was good. I didn't like it at the



Bill and Ted.

time, but the process was healthy. I don't remember the exact message, but what I do know was that Debbie took each one of us and identified our specific concerns and what we perceived to be solutions. Over time, she was able to eliminate the peripheral stuff that really didn't matter and deal with the specific issues. She helped us find solutions to the core issues, issues that pertained to the Company and not to our egos. It was a big step for my dad to get involved with a coach, but he had had enough of the way things were. I commend him.

I remember clearly my dad saying 'You can empty your desk. Go find yourself another job. I'm not putting up with this anymore.' I think he may have told Bill the same thing. It was then that I knew Bill and I needed to come to terms.

Bill and I were brothers and close friends. We were best man at each

other's weddings, but we were at odds, and it was very painful. I would see him at work, but that was all. We didn't have dinner together and he didn't come over to visit my family. There was none of that.

Eventually Bill and I met. A level of trust had been broken and it wasn't easy to re-establish it, but with Debbie's help and the commitment from both of us, we began to work together. That's when we personally became a lot stronger and the Company became a lot stronger. It felt good.

The way forward hasn't always been smooth. We have our hurdles and issues but we developed the ability to compromise. I can better understand Bill's role at Maine Drilling and I've backed off. Having different perspectives on what's important has created synergies on which we have been able to capitalize.

Dad admits that he had reached a point where he needed help with things and that Deb Gallant did him a lot of good. He also admits that this was a very hard time.

Gordon Pow: By all industry standards Maine Drilling is top of the class. They've made major investments and have gone through a continuous improvement process.

Bill used the Board well, if in a somewhat unconventional way. He put together an agenda, but our time together was more of an open discussion of business and economic issues. He had some good minds on the Board. David Gould and Debbie Gallant were on the board, as were Ted Jr. and Bill. The other boys attended until they left the Company.

The people on the Board understood business principles and had a good grasp of what was happening in the world. It was a non-decision-making board so all we could do was advise, but Bill listened. He has come a long way and done a lot, and I admire him.

Everybody in the Purington family is frank. They're good people, salt of the earth. They have more benefits and better working conditions than most people in the construction industry. And with Bill in there, they were not afraid to use outside experts to advise them.

It Takes a Family



Four generations: Ted Sr., Ted Jr., Theo, and Theo's daughter, Sienna.

Ted and Natalie's son, Theodore (Ted III)

Ted III: I went to job sites from an early age, when my dad took me with him to see blasts or check equipment. The employees of Maine Drilling have been like another family to me, and some of them who

were there when I was growing up — Carl Wallace, Terry Bower, Wayne Flagg, Mark Andrews, and Al Perozzi — most of them are still there today. From these men I learned about a strong work ethic, about never giving up, being loyal, and being on time. My grandfather taught me to be prompt. "If you're early, you're on time," he would say. "If you're on time, you're late. If you're late, you're fired." That's how he lived his life, and it had a big impact on me. Ted Sr. has been an unbelievable grandfather. He and my grandmother have always been a big part of my life.

My parents and my grandparents taught me about hard work from an early age. My dad has always been up first thing in the morning and usually didn't arrive home until dinner time or later. He gets up every day and does his job to the best of his ability. My father taught me that without integrity, you have nothing.

You have to be a special person to deal with explosives every day. You have to have patience, which is definitely not a Purington trait. You have to have an immense amount of trust in your employees and the people who work with you. You have to pay close attention to detail, and you have to have lots of courage. There is absolutely no room for error. A lot of people in the business say you have to be a special kind of crazy to do this work.

When I think of my grandparents, I think of the American Dream. Maine Drilling started at their kitchen table, when they had five kids and could barely make ends meet. They started the Company from nothing. My grandmother, who worked as a nurse, has always been the rock of the family. Without her, Maine Drilling wouldn't be what it is



Ted Sr. and his great granddaughter, Sienna.

today, and it goes back to never giving up. They never gave up on their marriage or their family, and they never gave up on this Company. Both are stronger today because of that. There was no complaining about the commitment.

My mother, Natalie, worked for a while. She was up early, getting us three children ready for school, then she went to work. She has been the rock for my dad and for us. We've always been able to depend on her. She's a strong person, as so many involved with Maine Drilling are.

I thought about working with the Company and have gone back and forth with that. A lot of my family members have minds that are math and science-oriented. I'm a little different. I worked at Maine Drilling during the summers from the age of 15 to age 21. Part of me did want to be part of this legacy, but I felt there was a better fit out there for me. As children, we weren't pressured to continue on with the Company. We had the freedom to choose our path. Everybody has his or her own style of learning and his or her own passions. It was nice to have options.

A lot of family members contributed to making the Company what it is today, and two of those are my grandmother Judy's parents, Marie and Claude Hutchings. Thanks to their support, my grandparents were able to focus on the business. Because Marie often watched the children, my dad spent a lot of time with his grandparents. From them, he learned about being humble and giving. My dad has the fondest things to say about my great-grandparents.

My grandparents are like second parents to me, and I have nice memories of spending time with them in Maine. Ted Sr. taught me a lot. One thing that makes me laugh, something I practice today, is my grandfather's saying, "Keep your ears and eyes open and your mouth shut." "Always be attentive," he said, "listen and learn." I feel extremely blessed to have these people in my life.

Knowing the history of Maine Drilling & Blasting and knowing what it is now, knowing how hard everyone has worked over the years makes me very proud. I have so many mentors and role models, and they've all played a huge role in who I am today.

Bill and Kathy's daughter, Monica

Anytime there is something important to your family, there are no questions from the Company. There's no 'but you're really needed here.' None of that. It's 'You have to go. We'll make it work.'

Todd Barrett

Monica: Maine Drilling may have been my dad's job, but it felt more like an extension of our family. Even as a young kid, four or five years old, when I went into the office I didn't feel that I had to sit down and be quiet. Everyone stopped whatever they were doing to be friendly. 'Let's chat.' 'What's up?' We sat down and had lunch with people there, and it was the same way at company outings. Recently, when I went back to Maine for my brother's wedding, many of the guests there were people who worked for my dad and I felt they were there because they wanted to be. The Company is a part of our life, and that's the way it has always been.

My dad always talked about the people who worked for him as though they were family. His secretary, Sue, had her office outside my dad's, and she was like a grandmother to me. She let me play with her filing cabinet and a few times even picked us up at school. There are people who have been close — family friends inside and outside the business, like Wayne and Joyce Flagg, with whom we spent a lot of time. But I have also noticed that my dad is good at separating business and friendship when necessary.

He was also good at separating his life at work and at home, but the times when he brought work home felt normal. Dad runs a company and, yes, he will spend Sunday in his office. That was fine. But he always made time for us. I don't remember a sporting event he didn't attend, even when it was four o'clock in the afternoon. Every gymnastics meet, every field hockey game, he was there, even if he had to go home and work later, and I think he gave other people in the Company similar consideration because family is so important to him.



Monica with her "Mammy."

Every night around six o'clock, as long as Dad was in town, we all sat down to a family dinner, no question. The phone would ring 15 minutes before he arrived home, Dad calling to say that he was 'on his way.'

'Leaving the office. See you soon.'

It was always the same, and he hasn't changed. I talked with him from Wyoming the other day and he told me he was 'Just on the way home from the office.' And I thought to myself, 'Oh, it must be six.'

When my brother and my dad started to talk about business at the dinner table, my mother and I would roll our eyes and say, 'Can we not talk about drilling

and blasting. Let's talk about something else.' Now I come to dad with business questions; I want to know what is happening. I was impressed to hear the progress in the Company's Leadership Development Program and how they are growing the next generation of employees. I am impressed with the depth of insight. I feel as though I have a lot to live up to.

Mammy and Pappy were the names my cousin Theo coined for our grandparents. We spent a lot of time at their house when we were young, a grand house on Cobbossee stream, with an indoor pool and a huge back deck. That's how we grew up, with cousins, aunts and uncles and Maine Drilling employees and their families. It was our little fantasyland at Mammy and Pappy's. Over the years the most intriguing change we've seen is in Pappy. He could be intimidating

when we were young, but over the last eight to ten years it has been so different. He is a sweet and calm man today. He worked hard and cared for all of us, and he had the same values my dad has. For Pappy now to look back and see where the Company and the family are today, I am sure he is glowing with pride.

Mammy is a person of great faith. I can remember visiting with her when we were young and her sitting down and saying to us, "Mammy is going to have her meditation now," then she'd sit in her chair, close her eyes, and literally shut the world out. She is grateful and faithful. Faith and gratitude have always been hallmarks of our family.



Monica with Kathy and Bill at her graduation from the University of Maine, Orono, 2011.

Coming On Board

Bill and Kathy's son, William

Will Purington: One summer when I was seven or eight years old, my dad took me on the road with him for a week, during which we traveled around the Northeast visiting projects and customers. We did this a few other times, as well. Understand, cell phones were not yet functional tools. Travel at this time included periodic stops at different pay phones along the road to get messages and make calls. For me, as a young child, this was not the exciting part of the trip. This is where I often ended up napping or playing nearby, while my dad conducted business.

Getting to the projects made it all worth it. I loved being out in the field and walking around with the crews. When they let me actually handle explosive products, I was living every kid's Tonka toy dream. I was 13 or 14 when Dad took me into work a couple of days a week, where I sharpened bits, helped with inventories, washed cars, swept the shop floor, and cleaned bathrooms. The biggest attraction during my teens and early twenties was the heavy equipment. To be around the drills and excavators was always a thrill, and I grabbed every opportunity to spend time with the mechanics and operators. That's really where I got my start with Maine Drilling & Blasting.

Maine Drilling was all around me. I felt surrounded by 'uncles' and 'aunts' and close friends. In spite of the fact that it could be a demanding life, Maine Drilling & Blasting was always a very warm and comfortable place for me.

No one encouraged me to join the family business; in fact my dad and mom encouraged me to find something else to do. My dad described this as a very challenging, fast-paced lifestyle, adding that there were other things to do out there that could possibly make me happier. My dad told me that family business can be tough on the individual and



Bill and his son, Will.

the family, and that I might want to get out of the shadow of MD&B. But I took a lot of pride in the Company, and wanted to be part of the MD&B family. For me, the greater challenge was to show the other guys that I was worthy ... that I could work harder than others, and could earn their respect, when perhaps some expected me to do less.

I did not look at Maine Drilling as a family business; I tried to treat it as though I was working in someone else's organization. Never did I think, 'My family owns this business,

and I can do what I want.' One of the earliest lessons I learned from my grandfather and my father was to treat people the way you want to be treated, first and foremost. Secondly, it's not who you are that makes you successful, it's how you manage yourself, the people with whom you surround yourself, and what you can accomplish together, finding the best in each other.

The biggest challenge for me came in the summer of 2007, at the end of my sophomore year in college, where I studied mechanical engineering. There was an ongoing conversation over the winter between Al Perozzi, myself and others, about a new explosives delivery system being developed in-house called the micropumper, a project that technologically paralleled some of the things I was learning in school. Al understood that I liked to build things, so they engaged me in the process to build three of these micropumpers in-house. There was no blueprint. My dad and Al had a vision and they knew it could work; we just needed to bring it to life. This was a real opportunity for

me to see if I could bring value to the process.

I worked on the micropumpers through the summer of 2007, and when I went back to school I continued to work remotely on some of its pieces. When I had a vacation or on long weekends, I came home to work. After the Company completed the development of the micropumpers, I was able to spend some time in the field watching this equipment work. This was a great success for MD&B and I felt very much a part of it.

In 2008, I worked on the 110-mile Millennium Pipeline in South Central New York, along the Pennsylvania border, one of the largest pipeline projects we had worked on as a Company up to that point. Guy Keefe and I, both subsequently Divisional Managers, and a team of 30 or 35 guys were out there living and working on the project, drilling and blasting the right of way so the contractor could lay pipe. We worked six or seven days a week every week for the entire summer.

The pipeline was my first exposure to a project of this magnitude experiencing how a team needs to come together to build something of this complexity. This project really helped me realize that this work



Will and his Dad on Will's wedding day.



Will Purington.

was something I wanted to do for the rest of my life, and this was the Company I wanted to work for. It was my first taste of life on the road on a big project with a crew, and I liked it.

I switched my major that year from mechanical engineering to construction management. My father told me that if I wanted to become a full-time employee with Maine Drilling & Blasting, I had to get my degree, then I had to apply and interview and go through the process, just like everyone else. From that point forward, I was pursuing a long-term relationship with this Company.

As a kid I sat around and listened to the stories told by my uncles, my father, my grandfather, the senior blasters, the superintendents, and the managers. Back then it didn't mean a lot to me, but thank God I was listening and learned from these many conversations. They all had war stories and I heard them as we traveled to remote projects, while I continued with my early lessons. Maine Drilling has tremendous equipment and facilities, but at the end of the day its biggest asset is the caring, hard-working people who make up this Company.

Thoughts on Maine Drilling - Will Purington

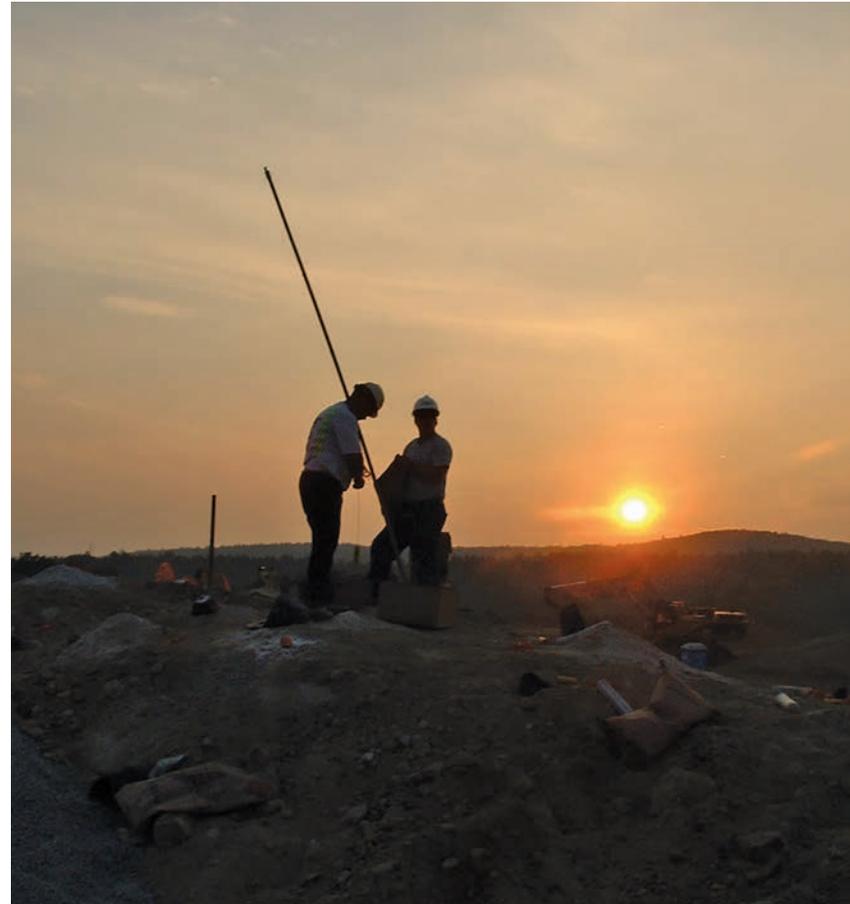
Will: I feel very fortunate that life has taken me along the path that it has. When I was studying mechanical engineering, I thought I would work in the auto or recreational industry. My dream was to build fast cars, snowmobiles, dirt bikes, or boats. I liked things that were loud and went fast.

Change is the one sure thing you can bet on in life. Nothing will ever stay the same. Without the life lessons I learned from my dad, I could never have been successful here. I would be lost without the insights he gave me. It was very much about listening and asking questions. When I'm quick to speak, he challenges me with questions. What are your thoughts? Have you considered other ways? It was like a choose-your-own-adventure book, all going back to the choice I had just made, and playing that choice through different scenarios. He wanted to be sure I was thoughtful and understood the ramifications of each choice before I made a decision. Whether it's relationships, athletics, or financial decisions, I've gone to Dad for guidance, and he's made me support my own decisions.

Why We Matter

One of the things I thought about a lot was what Maine Drilling means in a broader context. Why does what we do matter? How can I influence the value of what we do? Construction is the foundation of everything that is built in this world. If you look at advancements in technology, whether it's manufacturing or civil construction, they're all related. It all starts with digging a hole in the ground and it is all about being progressive and finding a better way to build or make something happen. We always want to be able to do more, go faster, and establish a better solution. The construction industry is very much a leading part of all that. Electronics and hydraulics were better than mechanical cables and pulleys, and better materials built better roads

or infrastructure that lasted longer. Similarly, buildings and houses could be constructed more efficiently, with better materials. This is the opportunity in construction I enjoy, exploiting process with new technology, working with people to find better solutions, and learning and growing to build better projects. I like the fact that construction is on the leading edge.



Ted and Natalie's daughter, Kristianna



Theo's wedding, with sisters Gabrielle (left) and Kristianna.

Kristianna: When I was younger, my Dad would take me to work every now and then, and I loved it. There were these beautiful little glass elephants that sat on his bookshelf and they were definitely not for play (they are now missing some legs). In between playing with these fragile elephants and putting what were probably important documents through the paper shredder, I remember looking up at the framed map on my dad's office wall. It showed all the Maine Drilling & Blasting offices throughout the Northeast

states. At that time, it was mainly upper New England, but, as I grew older the locations expanded. How cool is that? I was fortunate enough to grow up beside this Company.

My Dad's work ethic and discipline is undeniable. He has shown me that hard work really is important in order to be successful. Growing up, I watched him work long days, occasionally seven days a week. At the end of his day, my mom, sister, brother, and I would all greet him warmly, excited to tell him about our day. I can still see the smile on his face when we would practically tackle him in the doorway. He seldom brought his stress from work home, and if he did, he never put it on us. During the winter I remember him waking me up at the butt-crack of dawn on Saturdays to go skiing. We did this until I started playing sports competitively, then we would travel to my sporting events. I am forever grateful that despite his workload, my dad, made quality time for our family.

When I was 18, I spent the summer working as a laborer for Maine Drilling. There were days I had to wake up at 3:30 in the morning

to drive to a job site. Being the only girl in the field was definitely an experience, but, thanks to the guys I worked beside, it was all good. I learned some of the ins and outs as to what makes MD&B's service second to none. I carried buckets of stemming stone for what seemed forever, but it was all worth it when I got to shout "Fire in the hole!" and pulled the starter trigger. It was part of one of the coolest experiences ever. I also spent time working on a marketing project under Kathy Guerin that entailed trips to Maine, phone calls to managers throughout the Company, and assembling customer lists.

I am most proud and appreciative of the stability Mom and Dad provided our family. I grew up in a happy home with happy parents, parents who were in love, and siblings who cared for one another. My parents showed me what it takes to make a marriage work and keep a family strong.

Thank you, too, to my Grandparents for starting MD&B and the work they put into making it successful in its early years. Without them there would not have been a Maine Drilling & Blasting. Thank you to my Uncle Bill, Uncle Jim, Uncle Tom and Aunt Theresa for your part in this wonderful story and the sacrifices, work, and love that you put into it. Thank you to all the employees who believed in this Company's vision and for your work to make it the successful respectable business that it is. This Company is something I am extremely proud of having grown up around and I am eternally grateful for it all. Here's to another 50 years of success, incredible employee owners, and a strong legacy!



Kristianna and her grandmother, Judy.



Gabrielle and her dad.

Ted and Natalie's daughter, Gabrielle

Gabrielle: My memory of Maine Drilling begins in the early 2000s, when I realized that my dad actually worked with explosives. One memory that still makes me laugh — there was a boy at school who wasn't very nice to me and when he acted up I would remind him what business my father was in. That would be the end of it.

My mom stayed home and took care of us. She was always there when we got home from school and took us to all our after-school activities. Being able to count on my mom being there meant a lot to me.

She always managed to have dinner ready when my dad got home, so that we could eat together as a family. That routine was important to all of us. I remember my mom always being by my dad's side. She understood that he needed to take care of business and that he could not leave things unattended. I picked up a lot about what I would like

in my own future from them and the kind of partnership I would like to have. They also inspired me to be a teammate with my siblings, and my mother and father made it a priority. It isn't just about being a family, in general; it was about being a team even if we are not all alike. You can be different and still be teammates.

My dad talked to me when they joined with Dyno, and he explained why it was a good thing. I understood that the new arrangement was best for him, for Uncle Bill and MD&B. My Dad was very busy, but he always saved time for me. Our special thing together was flower gardening, especially our rose gardens. We worked together on them, nurturing the flowers, and taking pride in how our garden looked.



(l to r) Jennifer, Natalie, Gabrielle, Kristianna, Theo, Sienna and Ted.

Judy's 80th Birthday



(top) Judy and Theresa.

(left) Judy.

*(far left, top l to r)
Ted Jr., Jimmy, Ted Sr., Bill,
and Tommy.*

*(far left bottom l to r)
Tom's wife Lindsey, Natalie,
Judy, Kathy, Jim's wife Kelly,
and Theresa.*

The Heart Of A Family Business

Will Purington: When I think of the family business, I go back to the term 'dynamic tension.' What happened during the Dyno JV transition at Maine Drilling & Blasting produced a lot of mixed emotions, but I think at the end of the day the experience provided some competitive drive.

My grandfather instilled in his boys the culture that had been instilled in him. They competed with each other growing up and they competed inside the Company to grow that culture and that passion and those beliefs. If you talk to the people who have been here fifteen, twenty, thirty years, they very much believe in the same things my dad, his brothers, and my grandfather do.

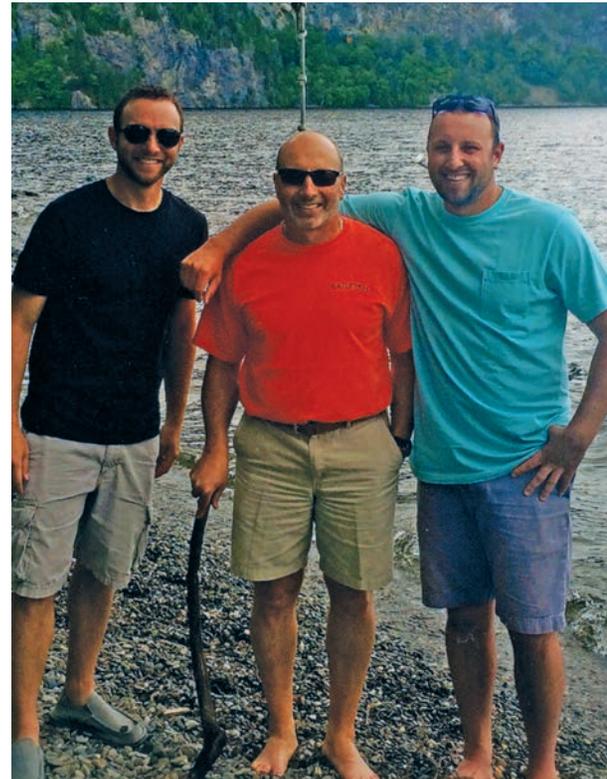
At the end of the day, the dynamic tension that the family business brought to the forefront also helped the business grow and become what it is today, with great processes, systems, beliefs, and standards. Now we refer to those as "operational standards." Out in the field, back when the Company was growing, there was an ongoing effort to standardize how MD&B did things. It was Maine Drilling & Blasting 101 on how to be successful.

The Company does feel like a family. We're spread throughout the Northeast and Mid Atlantic regions. Whether it's a guy from Pennsylvania who comes up here to work or a guy from Maine who goes to Pennsylvania to work, there is the same camaraderie. It's that same get up in the morning, put our boots on, and figure out how we're going to make this project successful. And we need to be successful in everything we do in order to keep the Company afloat, to keep our reputation afloat, and to bring in repeat customers and business.

I'm usually in the office between five-thirty and six o'clock in the morning. There are days when we leave our house at two or three o'clock in the morning and we don't get home until seven or eight o'clock at night. It's all about trying to find a balance.

An understanding spouse is definitely huge. If you look back at all the individuals who have been successful in the Company, they've had a

silent partner, a silent support system, behind them. My grandmother was instrumental. I look at my mother, who was key to my dad's success. I look at the other managers and executives in the Company and I know their family situations, their significant others, and the lifestyle we all have to maintain to keep this place running. It's not a commitment that one person makes. It's a commitment that everyone and his or her family makes. That's what keeps this place feeling like a family.



Mid-Atlantic Division Manager, Travis Martzall, Bill, and Will.

Opposite: (l to r) Candace and Travis Martzall, Jamie and Dan Werner, Todd and Stephanie Barrett, and Guy and Jodie Keefe.



Behind Every Successful Man . . .

The Wives Speak

Almost to the man, through all generations at Maine Drilling & Blasting, there is deep appreciation for the wives who have been so supportive. In an industry that can be hard on relationships — long hours and long absences, frequent moves, and high pressure situations — husband and wife need to be a team just as much as the men need to be a team in the field.

It begins with Judy, whose story appears in the first chapter. She was the first in a line of strong women behind Maine Drilling, a true partner to Ted Sr. A story about the Company wouldn't be complete without stories from the women who have played such a big part. What are their experiences and what advice would they give to new wives coming in? We'll let them speak for themselves.

Bill Purington's wife, Kathy, has been part of the Maine Drilling story



Kathy and Bill in Wyoming on a visit to Monica.

since Bill's earliest days. They met in 1982 and married in 1985. She came from a close-knit family in Gardiner, where family life and routine were in order. Maine Drilling was quite a change.

Kathy Purington

On December 10, 1991, in the midst of a major financial crisis at MD&B, Bill went in for back surgery. The holidays were upon us, and we had two small kids — Monica had just turned 2 and William was 4 ½ —and Bill was going to be out of work at a time when he could least afford to be absent. The surgery was quite extensive and there were concerns about his health. We had agreed that while the kids were young I would stay at home with them, so I wasn't working. Bill was the breadwinner and I was worried about the future.

Because the Company's financial situation in the early 1990s was so challenging, we had to sign a lot of paperwork to guarantee our position with the bank, and some of that involved putting our house on the line. Of course, I asked a lot of questions, but in the end it came down to trusting Bill. The financial VP, Gary Abbott, came to the house one afternoon to visit with Bill and deliver that paperwork. Bill was still flat in bed. Gary went into the bedroom, pulled up a chair, and reviewed the final bank documents with Bill.

Not too long before this, Bill and I had many discussions about him leaving MD&B. He wasn't sure this job was what made him happy. I saw how hard family business was on him, and us, even though he did a great job sheltering me and kept work at work. The Company was his thing to worry about; it was my job to worry about the kids and keep things in order at home. When he made the decision to stay, I was ready to support him.

When Bill came home at night, it was family time. We always sat down to dinner together as a family and shared our day. After dinner I would do the clean up and get the kids ready for bed while he worked in the home office finishing up the day and preparing for the next.

As with many women, I'm sure, my early life was entirely different



(l to r) Monica, Bill, Kathy, and Will.

from my life as a wife and mother. My dad was an optometrist who kept regular hours and Saturday and Sunday were family days. In the construction world your work days are dictated by weather, the economy, and travel depending on where the work is. So, being Bill's wife looked different. Bill's work week usually began on Sunday, getting organized for meetings, writing reports, or reading documents. Having to spend two to three days on the road every week meant I was at home, single

parenting. We had many conversations while he was away about what was happening at home, but it wasn't the same as having him there with me.

Bill made every effort to be there when the children were engaged in sports and school activities. Especially once they reach high school and you realize that your son or daughter isn't going to be around home much longer, you had better pay attention. I helped him keep up with their schedules and to make his attendance as functional as possible. There were definitely sacrifices all around. I realize now that because this was the life our children knew, they never felt they were missing anything. As Monica said, "Dad working in his office on Sunday or

after dinner was just normal."

Communication has always been important for Bill. His ability to communicate his desires effectively with his family members in particular was often a challenge for him. Working with Deb Gallant, an HR and family business specialist, and putting programs in place for the Company was positive, and I could see the benefits for him.

Strangely, when I look back the situation felt harder when we were in the middle of it. Bill and I worked together, partnering to do the best we could. We supported one another in our jobs, and we made it work. Our family is close. We made it through, and I think we've done beyond what either one of us thought we could do.

The Family and the Business

Kathy: One of the most complicated family issues was around our son, William, and his desire to join Maine Drilling. At a very young age, William became very engaged in the Company. He's always been amazed by it. He loved the trucks and all the construction equipment, and he's always had a great deal of pride in Maine Drilling. Will was never intimidated around any of the guys. He started out working for the Company at rock bottom, cleaning toilets, sweeping floors, and burning boxes in the incinerator. Each year, as he got older, he had a different summer job, whatever they felt he was capable of doing. His desire was always to work for Maine Drilling. That was his goal.

Bill was clear with William that he was not going to work for Maine Drilling after high school, which was later softened by the caveat, "If he didn't have his college degree," and I agreed. William is very bright, but he is not an academic. He's a physical hands-on guy. He felt he could hop into the Company and make a difference, and what did he need a degree for?

I'm sure Bill was being protective when he said he thought there was a lot for William to learn outside Maine Drilling. Bill knows how hard a family business can be, and wanted William to experience working

for someone else. If William did all this, and still wanted to come back, there would be a place for him.

I understood the need for a degree, but if this is what William really wanted to do, after spending so much time at the Company working with the guys, then why hold him back? Why insist that he go somewhere else to work when he didn't really want to?

William went out of his way to make sure he never had special treatment just because he was the boss's son. He went out of his way to prove himself. To watch William work and to watch him interact with the guys and the contractors we work for, I am so proud of him. There is a passion and a pride. He loves representing Maine Drilling & Blasting, and I just couldn't see him having the same passion for a job anywhere else. Bill was committed, but he didn't have that passion, at least in the beginning. He was headed in a different direction. He grew into the Company, but he didn't begin with the passion.

William is the only third generation Purington in the business. He never wanted his father's job, and he said that right up front. He's an operations guy. He likes interacting with the guys. He likes getting his hands dirty and enjoys that part of it.

I don't know that we ever formally reached an agreement about what William might do. He graduated college and thought there might be an opportunity where Wayne Flagg was planning for retirement. After Will applied and was hired, he was placed in the Company's Leadership Development Program and went out and did what he needed to do. He had a lot to learn. William is now Regional Manager, and that was a definite goal for him.

There are a lot of changes now, and the transition period has required extra time and energy. Dan Werner was announced as the new president in the spring of 2016, and Bill is now CEO and Chairman of the Board. Bill and Ted have conversations where Ted will say to Bill, "We're supposed to be slowing down, Bill. Are you slowing down, because I'm not?" And Bill says, "NO Ted, I'm not slowing down yet." It will happen, but the Company is their baby and they are not going to let go until it can fly on its own. I think Bill and Ted have both decided



Bill and Kathy with Lilly.

that they would like to slow down, but they're still going to have some hand in what's going on as long as it is practical and necessary.

I hope that people understand that Bill has truly put his heart and soul into the Company. It is his first thought in the morning and his last thought at night, and that has been true since he started working there. He worries about every family that works at Maine Drilling. Every decision he makes affects all those employees and their families, and he's made a lot of those hard decisions that needed to be made over the years. He has made some decisions that he didn't want to make, but they needed to be made for the good of the whole. I'm very proud of Bill and I'm very proud of William, too. William takes after his father when it comes to the Company.

Maine Drilling & Blasting has given us an opportunity to make some great friends that we may not have had otherwise, including Wayne and Joyce Flagg, and Gary and Sue Abbott. We still maintain contact with them. There is a new generation now, a younger group that have come up from the Leadership Development Program. Bill and I enjoy interacting with them. We have had some of the couples and their families up to our lake place in the past couple of summers to spend time with them and get to know them. Maine Drilling is definitely an extended family. It is a great group.

I feel fortunate to have been able to make the decision to be a stay at home Mom, giving 100 percent to my family. Did I give up a career? Yes, but with no regrets. I realize that now. I look forward to many more family times together. With the transition of the Company coming up, Bill and I have talked about what the next phase looks like for each of us. I look forward to spending winters in Florida, where there is a very friendly and active community, with Bill joining me when he can. I am ready for the next chapter in our lives and, of course, enjoying our first grandchild.

My advice to the women of Maine Drilling & Blasting is to understand that the hours can be long and the work hard. Be supportive of your partner and communicate. Take advantage of the family atmosphere the Company has created and remember, you're not alone.



Bill, Ted, Natalie, and Kathy.

Natalie Purington

Natalie and Ted Purington have been married 34 years as of 2016, and raised three children in their home in Bedford, New Hampshire. There have been times when they have been tested, but Natalie sees them as a team and that team has pulled hard together.



Ted and Natalie.

Natalie: Marriage is a team effort, and that is particularly so in this industry. You have to work together. Ted had to put in many long hours growing the Company. He has put in long days and many weekends, and my job was to stay at home with the children. This was a decision we made together. I knew that the responsibility for the home and raising three children would fall mostly on my shoulders, but we made the agreement to work together and make that happen the best we could, and we did.

I was ready, absolutely, to hold up my end of the bargain. I did my part to support Ted in what he was looking to achieve. It wasn't always easy, but we made it work. I am extremely proud of Ted; his drive, integrity and work ethic are remarkable. He's been a great role model for our children, not least in how hard he works. They watched their father leave the house every day before sun up and arrive home very late, without complaint. Not one of our children is afraid to work hard today. Although Ted was working the majority of the time, he made an effort to be at every child's sporting events whenever he could, and spent whatever down time he had with his family, instead of friends.

Ted never complained. Never. In fact, that is characteristic of all the Puringtons. The hardest part for me was never seeing him. We saved Saturday night to have dinner together; it was our date night, and I looked forward to that every week. Having something to look forward to is important.

My advice to wives coming into this environment would be to work together with your spouse because you can't do it alone. Respect one another and communicate. A sense of teamwork is probably the most important thing a young couple can have, and that needs to be true of everything they do. You support your spouse and they support you. That's the rule. It can be difficult at times, but it works well.

Cindy Green

Cindy partnered with Mitch as they navigated a major transition: the acquisition of Mitch's family company, Green Mountain Explosives, as well as Mitch's move to Maine Drilling & Blasting. Like most wives in the industry, Cindy experienced difficult periods while raising their two children on her own. The decision Mitch and Cindy made to settle their family in one place while the children were growing up meant long periods of time away from home for Mitch and some challenging times for Cindy.

Cindy: My advice to a woman coming into this world is that you have to be a very independent, self-sufficient person, because you might find that you spend a lot of time by yourself. For four years, Mitch worked in Manchester Monday through Friday, and I was home alone with the two kids. When he started in Manchester, Abby was six months old, Caitlin was about four and a half, and I was working as well. I was lucky I had Mitch's parents down the street, but it still wasn't easy. We lived that way for a while because it was our only option. At first, when Mitch came home on the weekends he would find that we had developed our own routines, and Caitlin would say to him, 'Daddy, this is not how Mommy and I do it.'

You have to work together, but also be quite independent in order to make this work. I tell my kids all the time that a marriage is never going to be 50/50. There are times when it's 60/40, or when it's 70/30, it all depends on what is going on at the time — your job, your kids or your marriage, but Mitch and I are definitely better off for the experience and we have learned a lot. Both of our children have a strong work ethic and that correlates to our relationship. Both business and family have more internal strength than you might think.

Mitchell has always been high-energy, very particular and detail-oriented, and it was hard for him to leave the business behind. The sale of Green Mountain Explosives was very difficult for Mitch because as a family business he was very invested in it emotionally. When he went to work for the company that later bought Green Mountain Explosives, he became miserable. At some point, I said that he couldn't go on living like this and that he needed to make a change. When the opportunity came to move to Maine Drilling, Mitch hesitated because he felt a real sense of loyalty to the people who had worked with and for him from the beginning at Green Mountain Explosives.



Cindy Green with Mitch and their two girls, Abigail (left) and Caitlin.

Mitch's decision to go to Maine Drilling was a difficult time for him. By nature, Mitch is very loyal. He is also very responsible and sometimes responsible people have trouble letting go of something in which they have invested so much. I pointed out that there was a cost to his family and a cost to him emotionally, and that sometimes you have to think about yourself and your family and what will be the best decision for everyone. The transition to Maine Drilling was good for everyone.

The fact that I'm not a Type A personality has worked out well. Mitch and I are good for one another. We balance each other out. Fran Liautaud has been very helpful, not only in the work she does but also as an individual. She is objective, she knows the people, and she can help us see things in a different way. That new perspective has been helpful at home as well as in the workplace, and Mitch has been open to it.

Mitch and I have been married 34 years as of June 2016 and the work/life balance piece has become more important. You need to sleep, you need to rest and take a vacation, and you need to spend time outside work, taking part in activities you enjoy. If you do these things, you become more productive.

Now that our children are adults, we have down-sized to a smaller home in Londonderry, closer to the office. Even though in the beginning there were challenges involved in living apart and the time away from one another was hard, we now enjoy the proximity to Maine Drilling, which has afforded us the opportunity to spend more time together as we transition into a new chapter in our lives.

Jamie Werner

Dan and I met when he was transitioning out of the military and trying to find his own niche. He was working for a company that went in after a blast and checked to make sure there was no damage, and he kept telling me that he wanted to get back into working with explosives, the kind of thing he had been doing in the army. "Well," why don't you?" I

asked. "Go ahead and find something."

We were just dating when Dan went to Maine Drilling & Blasting, and I could tell how excited he was from the beginning. It was a good fit.

I was used to some of this because I was accustomed to my father, who has always been Type A. My dad, who was an entrepreneur, was a hard-working guy and I appreciated that in Dan. It's strange how, without knowing it, you find yourself feeling comfortable with someone, and although I didn't recognize it when Dan and I were dating, it was because his attitude was something I knew. When you look back you say to yourself, "Oh, that's why it feels so familiar." Without that energy, I'd probably feel bored. "What's next? What's coming up?"

Dan and I have four children - 10, 8, 6, and 3. I'm busy. From the start of our marriage and the birth of our children, Dan's job required a lot and, in turn, I've had to figure it out on my own. It has been a challenge. When I had our first son, we were in Massachusetts, close to my family, so I was learning how to be a mom when my own mom was right around the corner. When I had our daughter, Dan and I moved to Upstate New York, which was a transition. It was strange at first, and Dan was very understanding when it took me some time to figure things out on my own. The experience made me stronger as a person and as a mom, and in a way it allowed me to enjoy my family time back home, when we were visiting my parents, in a different way. I appreciated that time together with them.

Dan and I moved to the Saratoga Springs area, which is beautiful, then we moved back to Massachusetts, all with Maine Drilling. Our last move was to Cumberland, Maine, in the summer of 2015. That's where we are now and it is perfect for us. It is a straight shot down to my family and Dan is working in Gardiner.

I find that most people know very little about the industry Dan works in. Even though what we do is necessary for so many everyday things in life, like highways and buildings and swimming pools, people don't think about it. We speak the same language when we get together

as a community with the people from MD&B. The younger couples are making good connections with each other, although we're not close geographically.

Dan is now president. I can't say how proud I am, really. The biggest thing to get used to is that this is absolutely not a nine to five job. Every day is problem solving, even in my personal life. It's figuring out how to put things together so that when Dan's not available we can make it all work. But when Dan's here, he is totally here. Somehow he has managed to keep the balance, and I don't know how he does it. The kids are totally connected to him.

I remember when we first went up to New York, Dan sat down with Mike Welch, someone who had worked with the Company for a long time. Mike talked to Dan about a work/life balance. He said that the most important thing is your family, and to somehow find a balance because the hours are hard. Some days you work a lot of hours and others are shorter; it isn't the same every day. Mike told Dan to remember what is important and reminded him that he would never get the years back. You have to take it when you have it, and make the most of it.

It's funny when you look back at the chapters in your life. Massachusetts was one chapter and New York was a chapter, and those chapters are really clear because of the location difference. Moving is like a fresh start, providing you with the chance to look back and say "Now I'm here and I want to do this and this differently." It could be as simple as the kind of house you live in or the way you organize things.

I was really just trying to live and figure it out, and I wanted to make sure our kids were okay. I am a very private person, but then I started to open up and realize that people are nice everywhere. If you open yourself up you make those connections and meet good people. I wish I had realized that sooner. Cumberland is another new start and we're making the connections in our neighborhood and the school district. You grow every time.

I would be happy to stay in Maine. I enjoy where we are, and there is a whole set of new adventures for the family.



Jamie and Dan.

Stephanie Barrett

When Todd and I came to Maine Drilling, we had the opportunity to move to Connecticut after nearly five years. I came home from work one night and Todd was sitting in the kitchen, looking at a set of house plans, just as pleased as could be because we had just purchased a piece of land and were getting ready to build a custom home. At that very moment he got a call from Ted Purington. "I heard you got a piece of land," Ted said, "and I want you to put that on hold because we have some plans in play." They offered Todd a move to Connecticut to start a new division. We talked and agreed that we would just go for it. We were so young and we were really operating on blind faith.

We were newly married and didn't have children yet, so I figured we were at the best point in our life to do something like this. It was also a great opportunity for Todd. I was excited about the move.

When we first got to Connecticut, there was nothing, just Todd and

myself. He was starting from zero, doing cold calls on his own. Day in and day out he drove the streets looking for work. He was doing all the paperwork, the contracts, and there was no administrative support, so I did whatever I could to help him. At the time we were renting a condo, and that became the pit stop for all the guys at the end of the week when they passed in their paperwork. Looking back on it now I can't imagine how Todd managed, but he did. He knew what he had to do and he did it. He drives hard.

In this year alone, in the first 90 work days of 2016, Todd spent more than 64 nights away from home. We function like that, but the kids aren't really aware of it. He always made time for family and that's impressive. Those 64+ days were tough for me, absolutely. That has probably been the biggest struggle. I'm a dental hygienist and have been fortunate enough to work part-time since our first daughter was born. That has helped a lot. If I had to work full time I don't know how we'd do it. Sometimes we don't know who's going to be where or how we're going to get the kids somewhere or how we're going to get them home, but we take it day by day.

When we built the house in Connecticut where we now live, my crazy husband said out of the blue, "Why don't we see if your parents want to move down?" At the time, I looked at him as though he had six heads, but you know what he said? "This is where we're going to be, this is where we want to raise our kids, and let's see if they're willing to do it." They agreed. My parents retired early and we built our house with an in-law apartment, and my parents now live with us. It is the only way we could do what we do. My dad worked with Todd out of the Bloomfield office his first ten years here doing explosives inventory, then he retired completely.

In a different life, I wouldn't have had the chance to live compatibly with my parents so near by. I feel so fortunate that we were able to do that because my parents are part of our lives and our kids' lives. It is an absolute blessing.

My advice to new wives here is to be patient. It's really hard because you can't always see the big picture. Looking back at the opportunities that have been presented, life has been amazing. It's hard to see when



Stephanie and Todd.

you're in the trenches, but just be patient and be as supportive as you can be. We had nothing when we started — no family support and no administrative support, and we realized then how deeply we can depend on one another. We grew as a couple; we grew up as a couple.

The Company has taken the time to nurture our relationships with our peers at Maine Drilling. I know that Todd has extended himself to the people he works with. He was with Capital when Maine bought Capital out, and he transitioned, so he understands the apprehension employees can feel when they are new here. He makes a huge effort to establish relationships with people like Guy Keefe in Vermont and Travis Martzall in Pennsylvania. All these people have been to our home, and their families have stayed with us. Our children know each other. We want those close relationships. We make the effort to spend time together. There have been so many great things: outings over the years, trips to Las Vegas with Kathy and Bill, and we have come to know their family as well.

Todd was a laborer when he started out here. He has literally taken on every single role on his way to his present position. It's pretty

awesome. I've grown, too. When Todd first joined the company I was eighteen years old. I was so young. We married when I was 21, so I have literally grown up within the Company. Meeting the newer wives now I say to myself "Goodness, gracious, I am no longer the youngest wife."

Ashley Purington

William and I have been together two and a half years, and we had our first child, William III, in October 2016. We both grew up in Gardiner, and we met through mutual friends. Kathy Purington's father and my grandfather have been hunting and fishing buddies for more than 20 years. Bill and my father graduated from high school together, but Will and I never really knew each other. It is, truly, a small world story.

Will and I have talked about our commitment to work, and Will is obviously very, very committed to Maine Drilling. He grew up in it. The advantage I have is that being the fourth generation in a family business myself, Gosline Insurance, I can relate to the loyalty he feels. I completely understand the time constraints and the commitment required.

I know that Will's work is not an eight-to-five job. Going into our relationship, I was aware that there would be long days, and sometimes a lot of pressure on William. I knew going into it that there would be many nights on the road. He is young at 29 to be in his position. He oversees a lot of people, and he puts heavy demands on himself that he can't always leave behind in the workplace. Thankfully, he and I have a very open relationship, and we are able to talk things over. He knows he can rely on me to listen.

We both know it's all about balance and we try to find that place, with pleasurable times and weekends away. We both work hard, we each have our long days, but both of us are also passionate about life. We try to make time for the things we love to do.



Ashley and Will.

I love what I do, and I intend to return to work after the baby is born, but I also know that someday, down the road, that could change. I have talked with Kathy and she has been a big help. She had a career and she worked hard at something she loved to do, but as Bill became busier with work, they made changes. Kathy ended up staying at home, which meant that the kids were able to take part in activities. Someone was there on a daily basis to take care of them.

Will and I have talked about the fact that at some point my schedule may change, but we also agree that our family will come first. We're really lucky that Will is so close to his family and his grandparents, as am I. We are very fortunate to know that our son will spend a lot of time with his grandparents and his great grandparents in both families.

William's hours start early and end late, so picking up children or getting them to sports events and appointments, will mostly be on me. That's fine. I am fortunate in the flexibility I have, and having family support takes a lot of pressure off us as a couple.

I've had a chance to meet some of the people Will works with at Maine Drilling, along with their wives. This is a wonderful group of people. Everyone is very welcoming and caring; it is one big extended family. Meeting a lot of the other wives at Maine Drilling and hearing stories about how they have supported their husbands and made sacrifices along the way for their family has led me to realize that a lot of us are in the same boat. They have all been honest about their experience and how it is not always easy, but they all agree that any sacrifice they make is worth it in the end. I love knowing that I can lean on them for support along the way.

Will has worked hard to earn respect. He's worked in the field with the guys; in fact, his favorite days are those where he is in the field and runs equipment. Will has worked in every position on his way up to where he is right now, which is pretty remarkable.

Kathy Purington is wonderful. She is a very independent woman. She's done tremendous things for her family and for Maine Drilling, some of which are recognized and some of which may not always be. She and Bill have a good relationship with both their kids. They truly understand William and the stress he can put on himself and Kathy has been a sounding board. When Will is overwhelmed and looking for that balance, she is very good about helping both of us understand that there are times when you have to weigh what is most important.

Kathy has experienced it all, from the time they started out with the Company to the place where they are now.



Will with Kathy and Ashley.



Leadership

Making Us Better

The Company's consistent values and strong leadership have been a key component of its success. In the late 1990s, when it seemed clear that there was not going to be a "next" generation of family at the helm, Maine Drilling & Blasting created a leadership development program. Ongoing internal development of leaders who embody the work ethic that has made the Company so successful has enabled Maine Drilling & Blasting to continue at the forefront of the industry.

Ten years ago, the average age of management was in the mid to late fifties. Today that average age is plus or minus forty. That speaks to the Company's commitment to progress talent and transition for perpetuity. Everything goes back to hard work, honesty, and quality of service. Finding people with the energy and commitment to those values has created a healthy business going forward.

Ted Jr.: It used to take a lot more tweaking and pushing and driving and correcting in the field, a lot of inspecting and changing the way things were done, to keep up standards. The guys we have out there today have taken what they've learned and grown with it. I've been saying for four years that this is the strongest group we've ever had. Operationally they are savvy, aggressive, and tenacious. Standards are a lot higher across the board. The individuals we have at MD&B adhere to those standards and are energized by the same kind of aggressive "can do" personalities that helped to grow this Company. Today, there is a lot of competent talent in this organization.

Our overall level of supervision is much better. Managers and superintendents are stronger and more capable today than they've ever been, and they communicate their high expectations to the guys in the field. The way we reward and recognize divisions and individuals plays a big part in this. They all want to have the best safety records and the best financial performances and the highest production.

At Maine Drilling & Blasting, we have created a very capable group of industry professionals. There is nothing in the drilling and blasting industry that we couldn't tackle as a team. In the past we had my



OD&T Manager, Fran Liautaud, facilitating a leadership and communication workshop on Dialogue with members of our executive team (l to r) Mitch Green, John Capasso, Tim Maynard, and Dan Werner.

brothers' teams and my teams, and they were pretty much on the same page, but then we also had a medley of individuals from within the industry who helped make up the balance of Maine Drilling. Now, our people are more closely aligned with the common practices and core standards of Maine Drilling & Blasting, and they are more aligned with one another.

I remember at one point trying to define for myself what the best possible team would look like, and I realized it lay with Bill. That was the path we needed to take. We needed to be teammates with him. I have to give credit to Bill and the job he's done pulling it all together.

We all played sports, and I know the team model has influenced us. I had a high school football coach who was probably the most influential figure in helping me realize the importance of team and the way in which everyone plays a part on that team and needs to do their particular job and do it well.



(l to r) Doug Brunelle, Dana Lawrence, Dennis Dulac, Todd Harrington, Tim Frazee, Brian Skehan, and Teddy Michaud in Portland, Maine.

John Capasso: Our preferred method in this Company is organic growth, that is expanding the business through increased output and customer base expansion. Everything we do here is transparent, so everyone, numbering around 400 staff now, knows what's happening and how. I travel around to the divisions with the executives and the managers, and we sit down and assess everybody, and rank them in their groups. We look at who's next in line.

We report that information out through our leadership development program so that everyone has a good feel for who will potentially be the next project superintendents, regional superintendents, managers and executives. The group that has access to that information now has those seeds planted in their minds so there are no surprises, no guessing.

It's hard to chase down our division managers sometimes; they're very

busy, but these meetings give everyone a chance to sit down together. It provides an opportunity to really take a breath and think in depth about their employees. Managers know from experience that this guy is good at something particular and this crew works well together, and they're busy moving all the pieces of the puzzle around every day. Stopping to think about the picture in a different way gives them an understanding of who and what they have for resources.

Everybody wants to protect his/her team and that's a good thing, but you can do that to a fault. These people also know that at some point they may have to give up one of their best, high-potential people to go somewhere else in the Company, and that isn't easy for a highly competitive person who is growing his division. For the most part, this is no longer an obstacle. This is a global plan, for the betterment of the Company as a whole. At one point, I thought I was grooming Todd to be my replacement; then I lost Todd to a promotion. Move on. Go for the next guy. Opening people's minds to look at the overall picture has been an important part of the growth process.

Leadership in Action

For several years, Todd Barrett worked at a ski area in New Hampshire. After a year of watching outside drillers and blasters come in to take care of the humps and bumps on the slopes, Todd decided to get his blasting license. The next winter, he went over and got a job as a laborer with Capital Drilling and Blasting, which was working about five miles from the mountain.

A year later, Capital became Maine Drilling & Blasting's first

We go out in the field and look at how someone is doing and what they need to work on. We work hand in hand with the divisions when it comes to review times. No one likes reviews, but I tell the guys a review is simply a road map that tells us where we need to go. It's not a bad thing, we just want to make everyone the best he or she can be.

Terry Bower

acquisition. In 1996, Todd Barrett started as a laborer/driller with MD&B, living in South Portland and traveling to New Hampshire and Massachusetts. He had his blasting license, but was not yet a blaster. By his own description, he started at the bottom and worked his way up.

Todd already knew that he wanted to be more than a driller or blaster. In fact, he remembers that when he was asked what he really wanted to do, he told Ted Purington that he wanted his job. Ted just chuckled.

Going to Connecticut

Todd and his wife, Stephanie, had signed papers with a builder for a house in Weare, New Hampshire, when Ted Purington made him an offer. "Don't do anything yet," he said.

Todd: Stephanie knew I was looking to move up in the Company and she and I sat down to talk things over. The Company had picked up a job in Connecticut and Ted gave me the opportunity. His advice to me was to go down to Connecticut, do this job, and keep my eyes open because we were going to build a market for MD&B there. The message: 'Here's your chance. Find other customers, pick up more business, and create something sustainable. See what you can do.' He was saying to me, 'You want more, let's make more.'

For the better part of a year, Todd was living in southern New Hampshire and working in Connecticut. Things were happening. He started to pick up additional business. Stephanie moved down and Todd set up an office in the basement of their rented townhouse. Sound familiar? This is the same way MD&B went to New Hampshire in 1982. Soon they bought the townhouse next door, and for a while that was the Company's southern Command Post. The guys would come to Todd's house to pick up supplies and drop off paperwork. Stephanie watched over Todd's shoulder as he worked on timecards on Monday mornings, sometimes pointing out something that didn't quite fit. She pulled together paperwork and reminded Todd of things that had happened during the week. They had

fun doing it together.

As the region developed, Stephanie and Todd built a house in Colchester, Connecticut. The numbers were growing, with some larger projects running up to 20 drills. Todd rose from Project Superintendent, to Regional Superintendent, then Division Manager.

Todd is as ambitious as any of his peers.

Todd: I rose fairly quickly, but not quickly enough for me. I kept looking for opportunities and the Company kept providing those opportunities and challenges. Maine Drilling & Blasting offers growth in a powerful way.

When Todd started in Connecticut, the area wasn't growing. It wasn't making much money and the going was tough at first. Todd learned, for example, that when you move into a new territory sometimes there's a reason why you pick up new business other than being good at what you do. Sometimes it's because nobody else wants to work for those customers.

Todd: When I started in Connecticut, being the new kid in town and having a drive to bring in work, some people probably figured they could take advantage of me. When a job comes along, you don't say no, but instead you try to find a way to be successful. Here I was, responsible for generating business, maintaining profitability, collecting the money, and establishing the Maine Drilling culture in a new region. I also had the responsibility for keeping my guys busy, and that weighed on me. I had people who had to feed their families.

We went through some bad times trying to get our foot in the door in Connecticut. When good times were followed by economic downturns, all the lessons keep echoing in the back of your mind: 'I've seen this before, so let's make changes now and catch it before it goes too bad.' My radar is much better now. I can spot a difficult customer a lot faster.

We always stuck to our core values and did what we told the



*(top row) Ted Jr. and Bill Purington.
(below l to r) Mitch Green, Dan
Werner, John Capasso, Tim Maynard,
and Todd Barrett.*

customer we were going to do. We did good hard work, provided quality service, and were honest in all our dealings. We followed through. There were customers who couldn't or didn't pay their bills, even though when they signed the contract they knew what they were in for. I recall one year when we knew we needed to take a tough stand and made a statement by following through on bad debts using the legal system. I think I went to court six or seven times that year against different contractors who didn't pay their bills, and I learned a lot along the way. Now customers understand that they're not going to walk away from their debts. Maine Drilling is going to make sure they get what they are due and they are going to do it the honest and right way. I could go out and face the world and sleep at night and say 'I've done what I should have done.'

Bill Purington's vision of where the Company needs to go is just

amazing. He has a good understanding and puts planning practices in place in a way that I don't think many other companies of this kind do. We've been to seminars and training sessions and every one I've attended leaves me feeling that our Company is far ahead in the industry. Bill has vision and he's tough, but he's fair.

A lot of the practices and founding principles are still solid. We've stayed on a course adhering to a belief system and core values that date back to Ted Sr. We pull together like-minded people who believe in the same things. I was a hard working, common sense, do-the-right-thing person when they hired me, and that's who I am now.

It's All About Opportunity

One of the words you hear most often from the employees at Maine Drilling is "opportunity." Supporting people at all levels in the Company and lifting them up to assume greater responsibility dates back to Ted Sr., who brought in Wayne Flagg and Carl Wallace, along with many others, and recognized and fostered their potential.

Fran Liautaud, a trained executive coach, became involved with Maine Drilling & Blasting in 2011 in order to help them further advance their leadership development and succession process. The ideal for Maine Drilling is to foster leadership within the Company rather than import it, and the program today is focused at five levels to accomplish this, each involving sponsors and mentors, and each taking the employee higher in the leadership chain. Participants are always stretching, always learning, always growing and reaching for that next level.

Fran: Maine Drilling promotes from within. That's who we are. Candidates for the leadership program are people in whom we have identified the desire to acquire a higher level of expertise and experience growth in their leadership skills, people who go above and beyond what is expected of them in their current job. And if people want to be in the leadership program and are not, they are free to express their intention. "I want a future with Maine Drilling as a leader. What about me?"

The program is all about orderly and transparent succession and preparing people for their next position. The top two tiers are the Futures Program, designed to lead to a position as a manager, and the Senior Leadership Program, which prepares for an executive spot. Every single person in this program has a development plan and receives training.

Fran: Much of this is practical and hands on. "What needs fixing here?" "What could be better?" We identify Company projects that involve important lessons and benefits, improving the business and deepening the employee's leadership experience, both at the same time. A third benefit is team building. Leading a project requires putting

together and inspiring a team. Another benefit derives from drawing the candidate's attention to different facets of business, aspects they might not tackle in the course of their regular job.

Overall program success and the degree of upward mobility is measured in the number of promotions there are in Maine Drilling. If the leadership program is effective, there will be a steady stream of people who move up to another level.

I've noticed that when someone enters the Leadership Development Program, there is a shift in their mindset. Their self-perception shifts as they begin to think of themselves as a leader. They stand up a little taller, they have more confidence. They engage in their work and the Company in a different way. They begin to sense what they're made of and see what they can do. The nature of the program seems to make people want to be the best versions of themselves as leaders.

Because the structure at Maine Drilling is well-established, everyone understands what is happening, and candidates, looking at their goals, can determine what they need to do next in order to keep moving up. The leadership arc is clear and focused.

Fran: Maine Drilling is unique in looking for their next generation of senior leaders. We are looking for people to come in, learn the business of drilling and blasting, and stay with us for a long time. College students who work here during the summer often say things like "We never knew there was a company like Maine Drilling out there. We thought we were going to be stuck in a cubicle for our career." They are excited to be able to do what they love to do, to be working out of doors as a hands-on leader. If you work hard, use good common sense, and truly lead the Company to a better place, being at Maine Drilling will pay off for you. I've never seen a group of people work harder. They have a real culture of learning lessons. Instead of blaming and finger pointing, they concentrate on lessons learned. People here don't hide under a rock when they make mistakes. They lean into what went wrong and fix it and learn how to make sure it doesn't happen again.

Opportunity in Action



Construction Superintendent Trainee, John Jagger, training in Digi-shot electronic detonation systems, Malden, Massachusetts.

Kyle Larrow: My stepfather was a blaster, and in 1997 he brought me into Maine Drilling & Blasting as a laborer in the quarry division for two years. I have been here ever since and I have grown as the Company put opportunities in front of me: "Here's a set of plans. Here's

a job. Go run it." Along the way, I had a lot of help and advice from Nate Ayers, Jim Purington, and many others. Becoming a regional superintendent has always been my goal and that is what I am today.

I helped take the Company into the Marcellus Shale market, the heart of the natural gas development work that Chesapeake Energy is doing in Pennsylvania. We got a call from Chesapeake Energy to shoot a well pad, a 400' x 400' area blasted down to one elevation for the fracking drill rigs. Drillers go down about 4000' from the center of the pad looking for natural gas in the shale. Driving through those Pennsylvania hills early in the morning, you can see the lights from the drill pads in the middle of the woods, buzzing with activity. We did a year's worth of work up there. My expectations are high and Maine Drilling & Blasting is very demanding. People here recognize when you do a good job, especially Bill and Ted. You don't see them too much, but they know what you're doing out there. You couldn't ask for a better place to work.

In 2001, we moved 250,000 yards of rock in five weeks for EMC Squared in Hopkinton, Massachusetts. It was a tight schedule, but we moved rock fast, running thirteen drills. It was a great job. Jim Purington was in charge and I was a blaster with Nate Ayers and Todd Beaulieu.



Kyle Larrow.

The experience in Hopkinton made me who I am today, and showed what this Company can accomplish. I take pride in what I do and the culture of the Company is a big part of that.

You Can Do It

Jason Riley, a member of the MD&B team, worked his way up from laborer to manager. He was excited by the "big" projects, and the Company provided opportunities that broadened Jason's horizons. When he set his sights on a superintendent's position in Massachusetts, Bill Purington and Steve Blaisdell urged him to go instead for the manager's spot. Jason acknowledges the good guys working beside him — Randy Gallagher, Nate Ayers, and Todd Beaulieu, for example — who shared their wide experience. "It was a challenge," Jason admits, "but I hit the ground running."

When Jason, an Army combat engineer working on the controlled demolition of buildings and bridges, approached Audley Construction in New Hampshire, they suggested he contact Maine Drilling. He heard an ad for apprentice blasters and filled out an application at the Auburn office.



Jason Riley (right) and crew.

The following Monday, Ted Jr. called. They met in Ted's office, and Jason started the next day as a laborer working with Randy Gallagher.

Jason: We were working on a Market Basket shopping plaza in Portsmouth on Route 1, with the blaster, a driller, and me as the laborer. I always want to do more and I asked a lot of questions. I heard about the big jobs Maine Drilling ran and asked Ted how I could find a place on one of those. A few days later he called to say that I would be going to work down in Rhode Island.

I was working with Jim Purington, and all the projects he did were big projects. Whenever I began to think that we didn't have enough to do, people would say I had been working with Jim too long. But I was geared to the larger jobs and I learned a lot along the way, particularly about coordination and teamwork.

In the late 1990s, we took on a couple of dam projects and I got into some rock bolting opportunities. At West Point, we were putting in a thousand rock bolts to pin the stadium seating. Then I worked on the Sprague project in Searsport, Maine. Steve Blaisdell was always sending me the message, 'You can do this!' It went on from there: the underpinning for the University of Southern Maine parking garage in Portland, rock bolting along the road for the new Sheraton Hotel, and the aquarium on Commercial Street.

One day Steve Blaisdell and Bill Purington grabbed me and said they wanted to run a couple of things by me. The Maine Drilling Manager in Massachusetts was leaving and they encouraged me to go for it. Steve said he would help me and they would get me a good superintendent. They convinced me I could do it.

Jason had been in Massachusetts a couple of years when they called to say that the Company was making some organizational changes, and the manager's position in New Hampshire was going to be open. Given that Jason was from New Hampshire and had done well where he was, perhaps he would like to move to that manager's job. When Jason declined on the grounds that he had established a good rapport with his team and his customers in Massachusetts, Bill called to say, "This is the right move

for you, we'll see you in New Hampshire tomorrow.

Unfortunately, Jason arrived in Auburn just as the economy started to collapse and, as a result, the first two years in New Hampshire were painful. Jason had been brought in to fix things, and the situation seemed to be getting worse, but he stuck with it.

Jason: The economy and the Division were not healthy. When I came to New Hampshire, the Division was \$1 million in the hole. The next year we cut that in half, and the next year we just about broke even. The last couple of years we've done much better here, and this year we're one of the Company's top producers. It took some time, but now it's starting to pay off. We're making the most of every opportunity. I think everyone in this Division has certainly stepped it up. They work hard and put in the effort. We have a good core group of guys.

The Greatest Reward

Mike Bell, MD&B's Product Services Group Manager, has three distribution supervisors — Marty Saunders, Doug Sawyer, and Willie Bonelli. They receive schedule requirements from the blasters: "I want to shoot on Friday and I need 18,000 pounds or 30,000 pounds or 140,000 pounds." These three supervisors set up the schedules and make the commitment. Using spreadsheets to manage resources they get the trucks and drivers out there.

All three of these supervisors are success stories. Marty Saunders, a committed employee and a hard worker who wants to improve, went from working on blasts and lugging buckets to becoming Distribution Supervisor in New Hampshire.

Doug Sawyer in Pennsylvania also started in the field as a laborer, moved up to being a blaster, and then to Distribution Supervisor.

Willie Bonelli in Ulster, New York, came over in the merger with Dyno. Mike says that he only has to ask Willie to do something once. "He's Johnny-on-the-spot every time," Mike says. "I can't recall Willie ever missing a deadline."

Mike Bell: I worked for Central Maine Power for 15 years, and I have always let my work speak for itself. I see what needs to be done and I do it. I had education and drive. At MD&B there are a lot of opportunities for anyone who wants to work hard and make a difference. With these three individuals — Marty, Doug, and Willie — I could see the potential in them. Moving these guys forward is very rewarding. I get more enjoyment out of doing that than anything else.

Marty Saunders: I was selling for Copy Express on Elm Street when a buddy told me there was an opening at Maine Drilling. I applied in 2006 and started following the blasters around, stemming holes. From there I worked with Nate Ayers, grouting the rock anchors for the wind towers on Webster Mountain.

I did a lot of moving. An opening for a truckloader was offered to me and I took it, then a chance to go drilling came up. I thought that was pretty cool so I said yes. I did that for two years or more and then I was a blaster-apprentice working for Kevin Bauers and Mike Waterman.

I went to the Granite Reliable Wind Farm in Errol, New Hampshire, where I worked with Roger Hartshorn. He showed me a lot about drilling in tough terrain. The first time I stayed overnight for the Company was up in New Hampshire, working on this remote wind farm project. Four of us stayed in a hunting cabin with no TV, cooked for each other, and slept in bunk beds. Learning how to live with people I had never met before was an awesome experience.

Today I'm a Distribution Supervisor in New Hampshire. I take explosives orders, schedule the delivery trucks and the drivers, and recently added the coordination of the low beds moving the drills in the New England region. The constant juggling keeps it interesting.

It may sound corny, but Maine Drilling has really changed me in a positive way. The guys who work here are all very solid people. Being able to respect the people you work with is a great feeling.

The Next Level: Common Culture

The core values on which Maine Drilling was built — honesty, hard work, and quality of services — remain as enduring principles. At the same time, Maine Drilling is constantly changing as an entity. The nature of business is to change and grow, and one aspect of leadership is to manage and navigate these changes.

In 2012, Maine Drilling & Blasting entered into a joint venture partnership with Dyno Nobel. This was a big change for a company that had been family owned-and-operated for 46 years, and during this time, employees were understandably anxious. In response, Company leaders wanted to be transparent, address fears, and answer questions. It was at that time, facing the merger of MD&B and Dyno Nobel personnel, that the Executive Team, led by Bill, created the concept of Common Culture. Bill was determined to strengthen the synergy and teamwork throughout the Company, while using this opportunity to advance the next generation of operational leaders.

Organizational Development & Training Manager, Fran Liautaud: This was a crucial time in Maine Drilling's history. The winds of change were blowing. With any merger of cultures that significant, there are going to be different points of view as to how things are done, and we needed to be sure that everyone at MD&B was on the same page. This involved building trust and setting ground rules that everyone understood and accepted. We wanted to make sure that everyone in the Company had a voice and knew they were being heard.

The executive and management teams were pulled together to create a strategy that would build consistency throughout MD&B, with shared company messaging and language. Two questions were key: how to create a common understanding in order to infuse positive and accurate corporate messages into the field and throughout MD&B, and how to build a communication bridge between the corporate office and field staff throughout six regions? The task of building effective communication among approximately 400 people from Maine to Pennsylvania and every state in between seemed daunting!



MD&B training room, Auburn, New Hampshire.

Bill Purington's vision to "perpetuate Maine Drilling & Blasting with a legacy unblemished by transition," coupled with a strong leadership team, provided forward traction. Just two short months later, Maine Drilling & Blasting's Common Culture initiative was born.

In the summer of 2012, the Company launched a series of Common Culture workshops, coordinated by Fran Liautaud and delivered in each of six regions, bringing together operational and departmental leadership. The participants were carefully selected by Division Managers in response to the question, "Who are your influencers; who are the individuals who impact your field staff in both positive and negative ways?"

Fran: A lot of people didn't understand why they were being invited to leadership meetings because they didn't see themselves as leaders. Some have a title and some don't. Our concept under Common Culture was somewhat different. We asked Division Managers and Regional Managers to identify the leaders in their groups. Project Superintendents identified their lead blasters and drillers. 'Who do people really look up to and respect out there; who do they listen to?'



Executive Coach, Fran Liataud, facilitating an LDP Update Meeting with Futures Candidate, Aaron Flewelling, and Sponsor, Bill Scott.

Seizing the opportunity to build leaders in every region, Fran facilitated a series of communication and leadership workshops. Throughout the Company, participants learned “Dialogue” as a technique to productively engage in the sometimes difficult conversations that are essential during times of change and growth. Leaders throughout the Company discussed challenges, and through our ESOP’s “save like an owner” initiative, created cost-effective solutions, which resulted in more than 20 business improvement projects.

A safe forum was successfully created where the real issues could be discussed. The operational leaders were asked to be the bridge to the field. At every Common Culture meeting, the same questions were asked: “What are the concerns and questions coming from your field personnel? How’s morale?” Along with their team, managers discussed these concerns and questions. The responses, which were communicated to the field, provided clarity and renewed trust in the Company, and kept rumors and speculation to a minimum.

People talked openly about both the fears and the opportunities

connected with the changes taking place around them, and discovered that the Company’s core values, mission, and vision provided a comforting anchor with the recognition that some things never change.

As this is written, it has been five years since Maine Drilling began this journey, and today the Company remains dedicated to Common Culture. Throughout six regions, five meetings are held each year, with approximately 120 operational leaders in attendance. Common Culture has helped to empower field personnel to influence change. Far beyond the merging that occurred with the Dyno Nobel joint venture partnership, Maine Drilling is still experiencing team synergy, improved morale, trust, efficiencies, organizational unity, and all the benefits that arise from a healthy organization.



Keith Hoffman receiving a 10-year Service Award from Ted Jr., John Capasso, and Dan Werner.

Getting Out the Message



Kathy Guerin on site at Rock of Ages Granite Quarry, Barre, Vermont, to photograph and film a blast in February 2006.

When Kathy came on board in 2005, MD&B had been producing their annual calendar and running some trade ads in industry publications, working with an outside advertising agency under Bill's direction. However, he had limited time to give to these projects, or anything beyond that. Bill realized the Company was at a point in its growth where it could truly

Kathy Guerin was busy with her own very successful advertising agency when her accountant and client, MacPage, who also serviced Maine Drilling & Blasting, suggested she reach out to Bill Purington. Bill was indeed looking for a new creative person for MD&B's advertising, but was already well into a search for an in-house Marketing Manager, a new position for the Company.

Ideally hoping to take on a new client without actually taking an internal position, Kathy sent in her credentials and work samples, but headhunters conducting the employment search discounted her as overqualified, and never made Bill aware. After receiving no word on her application, Kathy took the bull by the horns and gave Bill a call directly. Though he already had someone lined up for the position, Bill wanted to see Kathy. Following the interview, Bill made her "an offer she couldn't refuse."

benefit from an experienced professional who could bring more to the table and who could serve as the Company's in-house agency. In addition to marketing and external advertising, he also wanted Kathy to concentrate on internal communications.

Kathy: My very first day involved a monthly management meeting in New Hampshire, where I found myself sitting around the table with forty or fifty men, which, in itself, wasn't very daunting. However, what was a bit comical was that they seemed to be anticipating that my biggest contribution would be helping them with PowerPoint presentations. "Kathy, can you do Power Points for us?" they asked. "Sure, no problem." And everyone was saying, "This is great!" The truth was I had never even opened a PowerPoint, but I did what I needed to do to learn without missing a beat.

When I first came to Maine Drilling, some of the guys were skeptical. We're a drilling and blasting company and what does this woman know about drilling and blasting? But that is, in part, why I like advertising and marketing so much. I've learned about more industries than I can name, from shoe making to groundbreaking DNA research, from banking to papermaking and nuclear power. You have to know what you're selling to do a good job. Drilling and blasting are very technical disciplines, and I knew there would be a learning curve, but that's the fun of it!

MD&B continues to grow. Every time a new division comes on line, there is additional marketing and promotion to do in that area. Every time a new MD&B department needs greater comprehension, or a new educational or motivational initiative is introduced, there is a wealth of communication and interior selling that needs to be done to reach our employees over a vast geography.

My work for the Company is probably a good 70 percent internal communications and initiatives, whether it's about employee ownership, safety initiatives or IT technology advancements, with systems or processes that have to be explained to our people. Human Resources is another area which requires lots of employee communication. I support eleven divisions, each with its own

marketing goals, and ten internal departments. To show how the Company has progressed in the ten years I've been here, those numbers have grown from six and five respectively.

In 2004, Maine Drilling launched an Employee Stock Ownership Plan (ESOP), and as with such a major shift in any company, many employees didn't understand what the ESOP was. Appreciation of this great benefit required help. The employees didn't yet understand and trust the concept. I was charged with creating and chairing a committee whose task it was to explain the ESOP program, and grow support through education and promotion, so that employees were working, thinking, and saving like owners.

The people here now understand that they have a stake in the Company and that their efforts directly influence their own success, along with the Company's. Our people now take a lot of pride in adding to the Company's bottom line, and thus their own. We're working harder and smarter, which benefits our customers and ourselves. We have people who know how to save the Company money by making great suggestions and following through. We launched the "Working-Like-an-Owner" initiative back in 2011, which matured into "Saving-Like-an-Owner" in 2013.

Employee ownership is a big part of the culture at Maine Drilling, and really shapes how we work and how we think. Maine Drilling is a wonderful company to work for. I am very fortunate. The people are all so committed to success, from laborers to executives. We are a Company of passionate, hard-working thinkers and problem solvers who don't micro-manage, but who always make good use of the experiential knowledge among us.

I also count myself very lucky that when I came through the door, Maine Drilling already had a very good reputation — for safety, for production, for professionalism, and for quality service, to name a few. On the other hand, we were perceived as caring mostly about the big projects. Potential customers, both in the mature and new markets into which we were moving, thought we were just a Maine company and they weren't going to hire a Maine company to come down and work

in Connecticut or New York. We wanted to overcome that perception without changing our name. We crafted messages emphasizing our local service for projects big and small, and utilized trade ads, radio, online ads, and direct mailings, supported by strong performance from our Divisional Managers in those areas. It's important to have people realize that our divisions are local units, operating independently, but with a lot of great resources behind them.

Enter The Bison

Kathy: When I arrived, I inherited two things that had served MD&B well for quite some time: our tagline "Earth Shattering Standards since 1966" and our slogan "Got Rock," with Tommy Purington as the poster boy. They had both been effective, but we felt there was an opportunity to advance the image and better showcase and position ourselves for the future using greater branding. I knew Bill was open to new ideas and he was listening to my thoughts and ideas. He was looking



The advertisement features a large image of a bison on the left. To the right, the text reads: "One Stop Shopping" in large, bold letters. Below this, it says: "No need to hoof it around to find **specialty services to get the job done**. Just as the buffalo supplied the American Indian with everything needed to sustain a way of life, **Maine Drilling & Blasting** provides our customers with quality **turnkey drilling and blasting services for every size project**. All in-house. Full preblast surveys, public relations, engineering, laser profiling, bore-tracking and seismic monitoring, to name just a few. So, if you've got rock, **make just one stop**." Below the text is the company logo "Maine Drilling & Blasting" and a smaller version of the bison image with the tagline "Setting Earth-Shattering Standards Since 1966". At the bottom, contact information is listed: "CT: 860-242-7419 NH: 603-647-0299 ME: 207-582-2338 NY: 518-798-6444 MA/RI: 508-478-0273 VT: 802-479-3341". The website "www.mainedrilling.com" and the tagline "Setting Earth-Shattering Standards Since 1966" are also present.

for something more iconic, in line with a mascot, something with the success of the little green gecko, but for MD&B, a little bigger. I offered the bison.

It started when, in a rare free moment, I was flipping through a magazine in my office. A picture of a buffalo caught my attention and sparked my imagination. I just couldn't get that image out of my mind. I kept coming back to it. I must have spent two or three weeks noodling around and found that there are a lot of analogies you can draw between the bison and Maine Drilling & Blasting.

So, what does a 2000-pound herbivore and a drilling and blasting company have in common?

The bison is powerful, majestic, and fast. They are lone leaders and they have endured many challenges, as MD&B has, now going on 50 years. Bison used to supply the Native Americans with everything they needed, just as we are a one-stop-shop for all things drilling and blasting related for our customers. The bison can out-run, out-turn, and out-traverse just about anything on very rough terrain and under all kinds of conditions, something we are known for with our sophisticated remote capabilities and quick mobilization. Bison are very intelligent, and they won't charge unless they give you warnings, typically three, redolent of the three safety warnings we give before we blast. The list goes on!

We rolled the bison out in 2008. I was excited about it, and, after putting me through my paces defending the idea, Bill told me he was sold. However, I had to pitch it to, and win over, the executive management team. I won't deny that there was some reticence. "It's not an East Coast animal. What about a moose?" "Maybe a moose, Kathy, instead of a bison." My position was definitely not a moose, which tend to be slow and dumb. I know moose. I've photographed them, I've filmed them swimming alongside my canoe, and, in my day, learned everything I could about them in order to help a client defeat the 1982 Maine referendum to abolish moose hunting in Maine. So, I was firm about not going with a moose, and I had Bill's support. In the end, management was on board, and the bison was well received by the public, by the

industry, and by our customers. I think the vast majority of employees are very proud of it now.

We had a bison-naming contest for the statue in front of our Gardiner corporate office. The statue is now named Boomer, a takeoff from one of Ted Sr.'s license plates "BOOM 1." Now that the Federal government has recently made the bison the national animal, between the bison for Maine Drilling & Blasting and the bald eagle for Independent Explosives, we have the national animal market covered!

Maine Drilling & Blasting

I PLEDGE

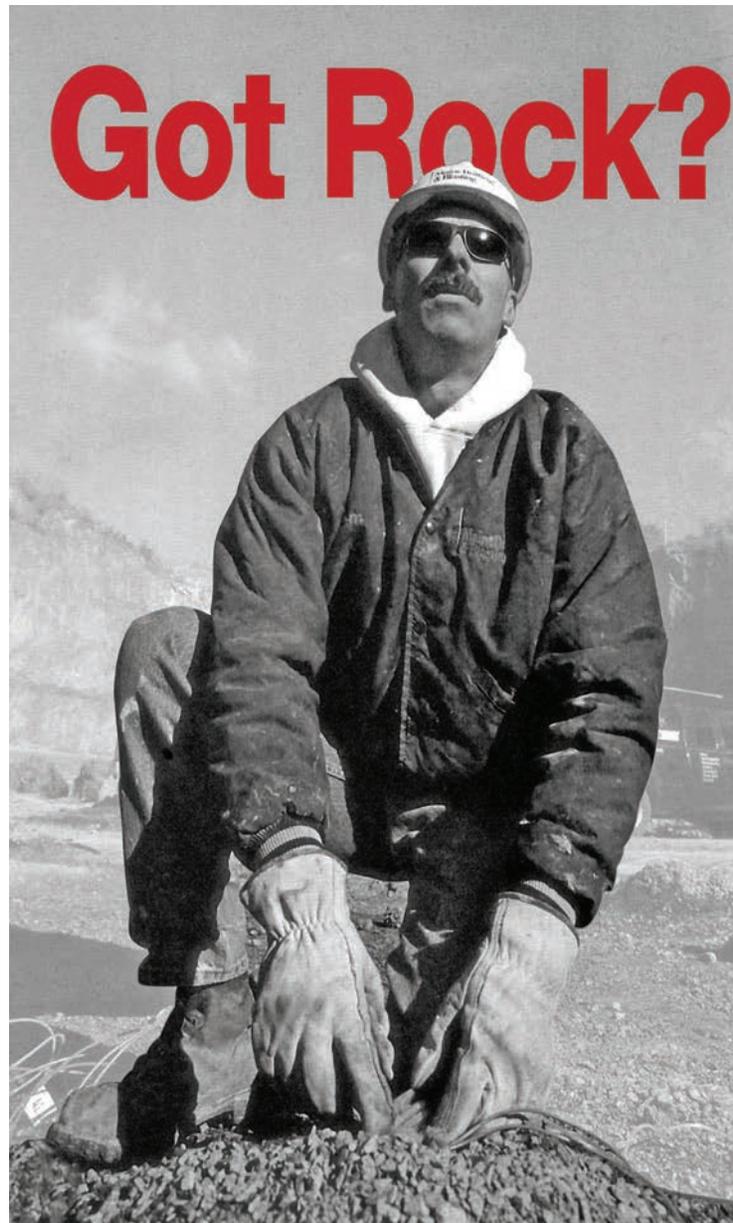
- ... RESPONSIBILITY FOR MY OWN SAFETY, AND THE SAFETY OF OTHERS AROUND ME.
- ... I WILL NOT LOOK THE OTHER WAY AND/OR WALK BY ANYTHING UNSAFE, EVER.
- ... I WILL STOP OTHERS FROM ENDANGERING THEMSELVES, ENDANGERING OTHERS, OR ENDANGERING THE ENVIRONMENT OR PROPERTY.
- ... TO TEACH THOSE WHOM I STOP SO THEY LEARN HOW TO COMPLETE THEIR TASKS SAFELY.
- ... TO TEACH NEW EMPLOYEES, SO THEY LEARN THEIR WORK ENVIRONMENT AND THE IMPORTANCE THE COMPANY PLACES ON SAFE WORK PRACTICES.
- ... IF I CANNOT BRING UNSAFE WORK TO A HALT BY MYSELF DUE TO THE UNWILLINGNESS OF OTHERS, I WILL ASK MY SUPERVISOR OR OTHER TEAMMATES TO HELP ME IMMEDIATELY BRING IT TO A HALT.
- ... I WILL NOT USE MY RANK TO TAKE SAFETY RISKS AND SHORT-CUTS.
- ... I WILL NOT ALLOW MY SUPERVISOR TO USE HIS OR HER RANK TO TAKE SAFETY RISKS OR SHORT-CUTS.
- ... TO REPORT TO MY SUPERVISOR ANY NEAR MISS OR SAFETY INCIDENT IN WHICH I AM INVOLVED, OR WHICH I HAVE OBSERVED.
- ... TO SHARE WITH MY TEAM SUCCESS STORIES WHERE I HAVE NOT WALKED BY UNSAFE ACTS, BUT HAVE INSTEAD CARRIED OUT MY PLEDGE TO BE ROOTED IN SAFETY.
- ... I WILL LEAD BY EXAMPLE.

GET ROOTED IN SAFETY!

MAKE OUR SAFETY CULTURE STRONG AND GROUNDED IN BEST PRACTICES.
Unshakable. Unshiftable. Don't budge on Safety.

TAKE THE PLEDGE making it happen together
STRONG FOUNDATION - SAFE FUTURE

DON'T WALK BY. EYES. SEE IT - OWN IT - FIX IT.
GET ROOTED IN SAFETY!



Tom Purington was the face of MD&B's advertising campaign employed in the early 1990s. This adaptation of the highly visible "Got Milk?" campaign was used by MD&B as a platform to grow the Company's brand, encouraging the use of drilling and blasting for problem rock.



Inside an Acquisition

Moving Into Massachusetts



Over a ten year period beginning in 1996, Maine Drilling & Blasting completed nine acquisitions, of which Atlantic Blasting in Milford, Massachusetts, in 2007, was the most ambitious. As part of that acquisition, Brian Keefe, second generation in his family business, and his son, Guy, came to Maine Drilling & Blasting, where they are still working nearly a decade later.

Presiding over the transition of a family business on your watch isn't easy, but the Keefes saw the benefits for everyone and made the decision. In 2008, shortly after the sale, the financial market collapsed producing the Great Recession. Looking back, Atlantic might well not have survived on its own. At the very least, the Keefes would have had to face the painful process of laying off a number of people who had worked for them for decades.

Bill and Ted Jr.: We had acquired quite a few companies of different sizes, each providing a different set of resources. However, based on the sheer size and competitive relationship, the Atlantic acquisition was the most complex of that era. To give you an idea of the magnitude of the transaction, pre-transaction between Maine Drilling & Blasting and Atlantic, the two companies were running over 50 hydraulic drill rigs. In 2008, after the market collapse, 80 percent of the business went away, but it was still a great acquisition, adding some quality people, leadership and an office in Milford, Massachusetts. We viewed Atlantic as a quality group.

We had attempted to purchase Atlantic in 2002, but it was not

the right thing to do at the time. We stayed in touch and revisited the consolidation again in 2006, resulting in the transaction in 2007. Then it was almost as though a light had been switched off. The work stopped. Atlantic didn't have the heart to cut their people, and they were overloaded in many positions. We had to consolidate and compress, and we had to let a lot of people go. The decision was hard, but not as difficult or as personal for us as it would have been for Brian Keefe and his partner, Paul Schmitt. We had no choice. They knew it had to be done; they just couldn't pull the trigger.

The Father - Brian Keefe

Coming out of World War II in the early 1950s, Brian Keefe's father went into the blasting industry with the reconstruction of Route 128 as a major regional expressway, working down the southbound lane and up the northbound. Later they widened 128 to four lanes, then to six.

Brian followed in his father's footsteps and started in the blasting industry when he was 17, just out of high school. Like the Purington brothers, Brian was part of the family business and its history, and knew a lot of the old timers as friends. When he was 12 years old, he remembers going with the crew to a job in Rhode Island, where they were building Routes 295 and 24.

"When I drive through Rhode Island," Brian says now, "I still remember being a little boy and seeing all the drills. When the rock foreman, Worley Powell, had jobs, no matter where they were, he would reach out to my dad, they would put a crew together, and go off to build highways."

Brian Keefe has a story that mirrors Ted Sr.'s early experience. In 1971, Brian joined his dad's crew, hauling rock from a blasting site in Saugus and taking it to Logan Airport, where they were extending the runways. They had four drills on the job, and this was Brian's first time around that equipment. He served as the tender, sharpening bits and moving hoses, but by the end of the job he had picked up a few rudimentary skills.

A few months later, Brian found himself working for Burkhart Drilling

and Blasting at Masslite Quarry in Plainville. Burkhart was doing 113-foot drilling, the cut was 108 feet, and he was doing five feet of subdrilling.

Brian Keefe: I arrived and got out of the truck. I walked up to Arthur, who was running the drilling, and we made the introductions. "So you know how to drill?" he asked. I said yes. "Okay," he said, "take over," then he got into his truck and drove off. I had only spent a few hours on a drill and I could barely change a steel. I looked around, wondering what I was going to do next.

My father had given me a couple of tips about quarry drilling, for example, "Whatever you do before you go down, make sure you have air coming out of the hole." "Don't plug your steel and you'll be fine." That was about the only advice I had. I got through the day, and each day after that, and amazingly, it worked out. I stayed with Burkhart Drilling for about 12 years.

Brian Sr. was 33 years old when he returned to the family business during the recession in the early 1980s. Eventually, so much work came in that sometimes he couldn't handle it. "No one had more drive than I did," he remembers. Atlantic grew and became increasingly competitive.

In 2002, Maine Drilling made an unsolicited offer to purchase Atlantic Blasting, and Brian sat down with his partner, Paul, and his son, Guy, to talk about it. That purchase didn't materialize, but in 2007, MD&B made another approach. Atlantic and Maine Drilling were competing for the same business, of which there was less and less. Brian's partner, Paul Schmitt, had always wanted to sell and retire early, but Brian's situation was different. At age 55, he had four kids to put through college, and he needed to work.

Paul Schmitt

Paul Schmitt had been a driller all his life, as was his father before him. Paul started a drilling company in Massachusetts, and in 1986 got together with Brian Keefe, who was also drilling. Together, they started a blasting



Paul Schmitt, circa 1986.

business. They both understood customer satisfaction and they began to do well. Eventually, Paul came to the realization that they either had to grow and invest more money back into the company or scale back, and either way was not going to be easy.

Paul: I don't think I knew that we were heading into a recession at the time. I just felt pressure because I was working way too hard trying to keep everybody busy. I was bidding a lot of work and losing a lot of work. I had hoped that at this time in my life I would be scaling back a bit, but instead I was working harder than I ever had. Toward the mid 2000s, work began to slow down and we were bidding against more and more companies every time. The environment was very competitive and it was too hard to maintain the number of employees and the degree of overhead we had. I didn't know that we were headed towards an acquisition, but it was a blessing.

Transition

Paul: The acquisition process required putting a lot of trust in the Puringtons. As we went through all the steps, we had a concern that the deal might fall through, leaving us in a worse position. Employees and customers would be upset. But after all our conversations, I felt pretty comfortable that they were going to follow through with everything they said, and they did.

As part of the deal, Paul and Brian went to Maine Drilling under five

year contracts. Paul and Brian's sons are still working with Maine Drilling.

When the two families, the Puringtons and the Keefes, met, the stories they had to tell were similar. The culture and the values, for example, resonated, because the family experience was the same in so many ways. That part of the transition was easy.

Brian Keefe: This wasn't an easy decision. I had been my own boss for 30 years. Bill knew I was worried.

"We've been talking for years about getting this done," Bill said to me, "and I see you fitting in at Maine Drilling very nicely. I know what kind of person you are, so don't worry. You'll be fine." I heard him and I trusted him.

It was still a hard adjustment. I always felt as though I should be doing more to meet their expectations. I was used to shouldering the problems; now it was someone else's job. I had a manager, and I had to communicate with others and learn how to become part of a team. Now, anywhere I go in the Company I find nothing but respect. The Puringtons built this business on quality people, and they still do.

Jason Riley was the Manager on my first job. Jason is a great guy. Anytime I walk past him, there's a smile or an hello from him. When Jason moved, Dan Werner became my boss, and now I work for Andy Dufore as my Division Manager. John Capasso, as the MD President, has always been a constant and I hold him in high esteem. At every level I've worked for great people and I'm very happy.

I'm still a superintendent, and I feel they graded me perfectly. I didn't want to be a manager. The guys at Maine Drilling have better computer skills, better writing skills, better management skills than I do. Why argue with a guy if he does something better?

Bill and Ted have a passion for their business and a passion for excellence. If there's anything they can do to make the Company better, they'll do it. They try different things, and if it's not working well, they have no problem killing it. This is why they are who they are.

The Son - Guy Keefe

Guy Keefe was 13 when the leadership of Atlantic passed from his grandfather to his father. When he graduated from college, Guy went off to the West Coast in pursuit of a career, where he found himself working in an office for Sprint and wishing he was outdoors. When he made the decision to come home, it was his intention to become involved in the family business in the drilling and blasting industry.

Guy Keefe: It was tough when my dad sold his business. In 2002 and again in 2007, when the opportunity came up, we sat down as a family and talked about a sale. I wanted to support my father in whatever he decided to do; it was his business, not mine, although I was really working toward succession. I saw an opportunity to help grow and run the company in the future, and I was excited by that, while at the same time I was very pragmatic about our situation, both as a family and as a business. If it made sense for everybody, I figured we should do it.

Guy didn't feel the weight of the responsibility his father felt for the staff of 70 who worked at Atlantic. Brian Keefe took that responsibility very seriously. As difficult as it was to sell, Guy remembers that his mother and father slept well the night after they closed the deal with Maine Drilling & Blasting.

When Atlantic was acquired by MD&B, Guy was 35 years old. Looking back, Guy sees the merger as a pivotal point in his life.

Guy Keefe: When Maine came into the picture, it challenged me to grow personally and professionally. The transition from our family business to someone else's family business was tough. I was not the boss's kid anymore. At Maine Drilling, I had to follow procedures, just like everybody else. There was no preferential treatment. The only way I was going to be successful was to get out of my comfort zone and develop my own skill set.

At the time, it didn't feel great, but looking back now the shift to Maine Drilling was the best and most productive time of my life. The



Will Purington (left) and Guy Keefe.

experience changed who I am professionally and personally. I could quit or I could grow, learn to adjust and adapt and buy into the model and be part of this team.

Guy started at Maine Drilling as a blaster shooting projects, while working for what is MD North. Jason Riley was the Division Manager. Guy spent some time in practically every operating division of the Company, in the course of which he experienced the magnitude of Maine Drilling & Blasting operations on his way to a leadership role.

A Marriage of Cultures

After the acquisition of Atlantic, Bill Purington's son, Will, had the chance to work with Guy Keefe when they spent several months together on a 42-mile gas line project along the Delaware River, from Hancock to Monticello, New York. There were some guys from Atlantic and some from Maine Drilling, two teams that needed to merge into one. At the end of the day, the team grew and built a great project.

Due to permitting issues, the MD&B team couldn't go through certain areas, so instead of starting with one big crew they had several smaller crews working in multiple spots. Cell phones didn't work and satellite phones came in and out, so they all started their day at a central location.

Guy Keefe: Throughout the day, Will and I made the rounds to check on everyone — where they were going the next day, what resources we needed to put in place, and what challenges they were facing. These MD&B pipeline guys were some of the most 'can do' people I've ever met. We grew as a team and we built a great project.

When I look back on my time on the pipeline, it seems crazy. We were working seven days, 80 hours, a week. My wife, Jodie, came out to the site on Saturdays to do laundry and make dinner in the house we rented on the Delaware River, and she became part of the crew. Some of the other guys' wives and girlfriends did the same thing, just to keep us moving. The house was big enough that a lot of us could live there,

so the owner was taking quite a chance, but we treated it well. I was living in that house when I found out that my wife was pregnant. The baby arrived just after we finished the pipeline.

Will Purington: For many, the job was more than a new place with new people. You had both long-term Atlantic and MD&B crews with slightly different operating procedures. This was unique, two cultures coming together and finding a way to coexist and be productive. There was a little dynamic tension.

Some people at MD&B assumed that people from Atlantic didn't necessarily want to be part of MD&B. Atlantic did things a little bit differently than we did. At the same time, a lot of Maine Drilling folks were stubborn and believed that the way we had always done things was the best way. It was a melting pot because we were all trying to get things done and please the contractor, but we were all doing things a



little differently. At the end of the day, if you look back and ask all the people involved, it was a great learning and growing opportunity for all of us who have now moved on to form a team with much greater responsibility inside the organization.

Guy Keefe and I both became Division Managers. Guy oversees the Western Division, comprised of Vermont and New York. We are both in a much better place now, a place where we understand that we are a team and sometimes sacrifices have to be made for the greater good of the organization. For the most part, we're all fairly new to our positions and we're fairly young, so there is a lot of positive competitive energy that keeps us all driving forward together.

Guy and I have talked about this many times. We didn't always see eye to eye back then, but now we appreciate each other for our strengths and understand what each of us brings to the Company. We know that there is greater opportunity for Maine Drilling down the road because of the different cultures coming together, and the mixing and meshing of wisdom and talent.

Guy Keefe: My dad, Brian, is all heart. When he made the commitment to Maine Drilling & Blasting, it wasn't about the money. It wasn't about anything more than his word. He said he was going to give 100 percent while he was here, and he was going to make sure that MD&B found value in the business he had sold to them. It was a tough road for MD&B in this market and the planned growth was challenged by the economy, but at the end of the day they acquired some very good talent and resources, and built a great team.

When Atlantic sold to Maine, some people we knew viewed it as a failure in that we sold out to the competition. The flip side is that ours was a great success story in that we had built a company that was highly valued by a firm with the exacting standards of MD&B. I have always viewed the transition as a success story.

(left) Blasting Superintendent, Mark Billings, working on the Addison Natural Gas Line Project for Vermont Gas as part of Guy Keefe's team.



Part of the team working on the Addison National Gas project in Vermont. (l to r) Laborer Britt Gellenthien, Drill Operator Cody Barnum, Division Manager Guy Keefe, Lead Drill Operator Morris Putvain, Driller Trainee Michael Warrington.

People and Relationships: Benefits of the Acquisition

Ken Smith

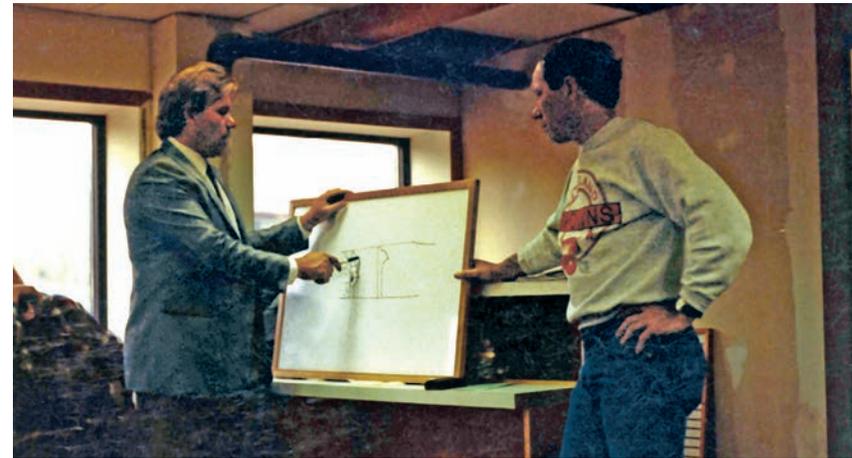
Ken trained as an engineer, but in 1975 became intrigued with explosives when he went to work for an Austin Powder distributorship situated on his grandfather's farm. His grandfather had a small mom-and-pop explosives business, which expanded their storage facility when I-495 was being built in the 1960s.

Ken: "Why don't you go down back and see if you can give those guys a hand," my grandfather said to me, and I did. Eventually, I became the manager of that Austin Powder facility.

Thirteen years later, in 1988, I decided to go to work for my biggest customer, Atlantic Blasting, run by partners Paul Schmitt and Brian Keefe. They were both dedicated and hardworking, and they both had a lot of heart.

The company was relatively new, but it had grown dramatically during the boom in the mid-1980s. They knew how to drill holes and put explosives in the ground, but I was able to bring some organizational discipline, and safety and regulations compliance, for example.

That worked until the music stopped in the 2000s. When Maine Drilling indicated interest in buying Atlantic, Paul called a meeting of all employees and presented it to them. Basically they said no, but as the economy started to deteriorate, there simply weren't enough chairs at the table. In 2007, Paul and Brian finally negotiated the sale of Atlantic to MD&B, and ultimately it was the best thing to do. The survival of Atlantic was dependent on having the business discipline to make the hard decisions, particularly around staff. That tension is the great dilemma in family businesses, where employees become



Ken Smith and Brian Keefe Sr., 1988.

family. It requires great fortitude to make those hard decisions.

Another problem was that at the time no one in the Atlantic organization was willing to travel more than a hundred miles from home. If the work in our area dried up, we were effectively "done."

When I came over to Maine Drilling, I was treated with the same kind of respect I had known in my previous position. At Atlantic, which was a smaller company, we all wore a lot of hats. Bill Purington sat me down and told me that I could no longer wear all those hats. I needed to decide what I wanted to do. He did say that he thought MD&B Technical Services was where I ought to be. I realized that he was probably right.

I introduced an MD&B superintendent to my customers and tried to make those customers comfortable with the transition. My job was to reassure them that the service they had enjoyed from Atlantic wasn't going to change in any substantive way. We lost a few customers, but some of those we should have lost. I have maintained relationships with many architects, engineers and regulators, and they are still valuable to this day.

Bill was right. I'm thriving here. It turned out that the former

Technical Manager, Todd Harrington, and I were kindred spirits, and we worked together as though we had known one another for years. We drew the same conclusions, independently. It was a pleasure working with Todd and it was hard to say goodbye to him when he retired.

Technical Services

The Technical Services Group — TSG — where Ken works, keeps current with technical and regulatory requirements, trains blasters, and is constantly seeking to improve the Company's position with blasting technology and equipment. If there's a blasting performance problem in the field, TSG is called in to offer support or to perform a forensic investigation and take corrective action. What really did happen here? Did the blast really exceed the audio annoyance limitations?

TSG also gets involved in the permitting process. If you can help a client get his job permitted, in a world where blasting is often the focus of angst in a community, then you become the preferred contractor.

Ken: One decibel over the annoyance limitation and you are fined, but in some situations our investigation results in reduction or elimination of the fine.

In one instance the customer had independent seismic monitoring contracted to a highly-respected company. I made the point that MD&B absolutely needed to set our own seismograph up as well. When the noise level went over the limit, the regulatory authority came down hard and issued a fine. My forensic report at a meeting with the regulators, using our own data, led to further investigation.

The other company came back to prove that they had been right and set up six seismographs. MD&B set up two of its own. When the blast went off, the seismograph they had set up in the original position showed a much higher level than the seismograph they set up in accordance with industry standard. Our seismographs recorded exactly the same, lower, level.

That company presented a long report, stating at the end that "It was

noticed that where the seismograph had originally been placed, there was an old tree stump and on examination it was determined that the tree stump housed termites that affected the recording." We didn't pay the fine.

Massachusetts General Hospital

Along with good people, an acquisition usually brings important relationships, such as that which Atlantic had developed during a major project with the Massachusetts General Hospital in Boston.

In the early 2000s, not too long before the acquisition, Atlantic Blasting worked on the West End Residences in downtown Boston, a residential structure with underground parking. The significance of the blasting was the fact that Atlantic had to take the rock 30 feet down, 80 feet off the Mass General, with only Blossom Street running between the blasting site and the surgery wing. The geotechnical firm, Haley & Aldrich, was involved and the industry's top blasting expert, Andy McKown, a good friend of Ken's, drew Atlantic in.

Ken: We were working on the side of the hospital where all the surgeries were taking place. We had done extensive planning in conjunction with Haley & Aldrich, then came time to have the coordination meetings with the Chief of Surgery. We trotted out our elaborate plan, which included a NASA-type countdown: five, four, three, two, one, carefully orchestrated — hold the scalpel, boom, go back to work.

The Chief of Surgery said words to the effect of "I don't think you understand what happens. On six floors, anywhere from 150 to 300 surgeries are ongoing continuously. Even if you brought NASA with you, you couldn't make it happen." They told us we would have to do our work in a way that allowed them to conduct surgery as usual. You could hear the sighs.

The most powerful words I can say now are, 'So we did.'

Once we understood that even the Chief of Surgery couldn't control

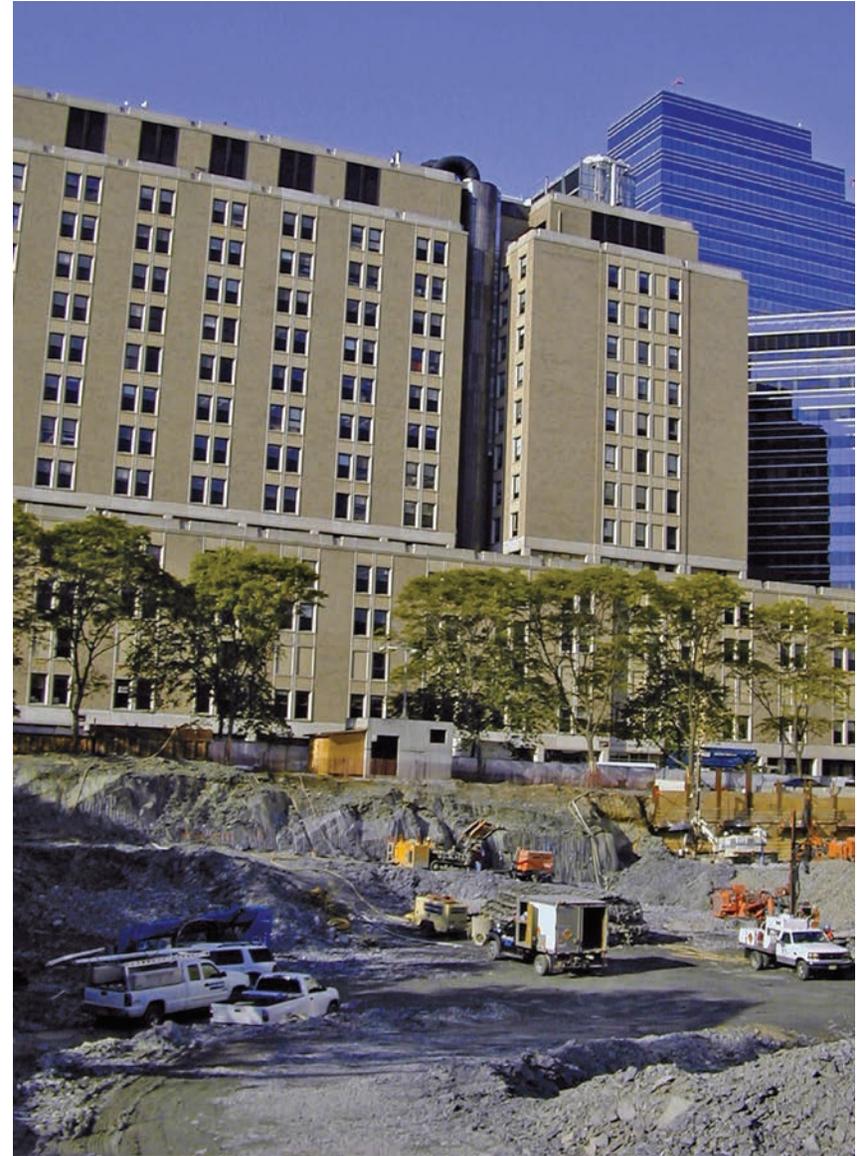
300 surgeons, we put together a program where we placed charges, starting small and incrementally scaling them up until we reached the level embedded in the specifications. We outfitted all the surgical theatres on all six floors with seismographs, as well as the building itself. There were seismographs everywhere, so we knew exactly what was happening on the ground and what was happening all the way up the building.

We collected the data, but more important were the reactions of the surgeons. As we built the level up, we got to a point just shy of the top end of the specification, and collectively the surgeons said 'Uncle, that's too high.' We cut that level in half, rewrote the specs, and repriced the entire project.

I was in a supervisory capacity and managed that project. I did the blast design, and the blaster who did that project, Tom Marcoux, is sitting in the room across the hall here at Maine Drilling.

Now I'm looking at an email from that same company contractor in Boston requesting Maine Drilling's assistance as a consultant, before any of the work is bid, for another major Boston hospital. Normally the project goes down the chain until the excavating contractor sends the blasting out to bid, but in this case, through established relationships with developers, architects, and engineers, we have been included on the front end planning stage. Those contacts brought us into the room.

This is part of the value added in the acquisition of Atlantic Blasting — relationships. It is about a successful history and a good future.



The Massachusetts General Hospital, Boston, across from the blasting site.



The project with Massachusetts General Hospital in the background.

*Recipe for Success: Quality Management and Precision Technologies
from the MD&B 1993 calendar.*

**When quality management and
precision technologies get together,
the earth moves.**

**Maine Drilling
& Blasting**

Setting
Earth-Shattering
Standards



The Strategic Team

The "Fifty Questions"

Of the Project Management tools and systems used today by MD&B, many have been in place since the Company's earliest days. Others have evolved with modern technology and the need to keep current with the customers' increasingly sophisticated demands.

When Maine Drilling was operating out of the kitchen on Marston Road, project management consisted of blasters setting up job sites under the supervision of Ted Sr. Come the end of the day, these workers fielded questions from Ted regarding drill productions, patterns, powder factors, and quantities. These came to be known as the "50 Questions" that today form the backbone of MD&B operations and are referred to as the "Operating Standards."

It wasn't long before new strategies evolved, some of which served as the basis for Weekly Cost Sheets and very basic Blast Reports (created in the early '80s), both of which were subsequently reviewed by Ted Sr. weekly. The information from these reports provided data for billings and let Ted know how the jobs were performing. From the information being submitted, he could also determine if the job was being built the way he envisioned it.

This practice evolved quickly with the introduction of Division Managers, also in the early 1980s, when the responsibility for reports was passed along to them and monitored by Ted Sr. Division Managers were responsible for building local relationships within their region and, just as importantly, with the project management of jobs in their territory. At the end of the day, they were still subject to Ted's original "50 questions."

In the mid to late 1980s, with the development of MD&B estimating and costing systems that facilitated and tracked project performance, the Company could look at drill productions and pay quantities for all its jobs. This paper system stayed in place until almost 2010, at which time MD&B began using laptops with wireless connections for data entry, done right in the field. The basic blast report has evolved over the years to lead the industry in sophistication and utilization of working tools in an electronic version. The information submitted from the field meets the most stringent

regulations. Today, all that information coming in from project sites in real time allows local and senior management to become involved in a more timely way if necessary.

During the first 30 years, MD&B's management of project engineering was primarily informal and strongly reliant upon the contractor, the owner, or a third party hired by the owner. The customers' engineers held responsibilities that included determining design quantities for bidding purposes, generating layout in the field, and calculating pay quantities. MD&B's blasters' interpretation of pay quantities did not always agree with the engineer's, frequently leading to surprises at requisition time and disagreements with customers.

In 2001, MD&B formed its own Engineering Department to help with project engineering. That department is now responsible for doing quantity



In 2001, MD&B formed an in-house Engineering Department to facilitate project engineering.

takeoffs for estimating purposes, generating scope of work, checking layout, and proactively reaching quantity agreement with MD&B customers in advance of any misunderstandings. These “in house” services have helped minimize disagreements over quantities and in return have strengthened relationships with customers.

Additionally, in the past the Company had only been able to put a “best guess” on the project work completed vs. that which remained to do, leaving uncertainties regarding the project’s final results. Today’s Engineering Department also prepares “Cost to Completes” (CTCs) on its larger projects for MD&B’s leadership. CTCs are used to provide a view of the actual vs. bid quantities for comparison to original takeoff through ongoing points of the project.

Over the years, as MD&B has grown, so has its Engineering Department. Under the leadership of MD&B Chief Engineer/Professional Engineers (Steve Blaisdell, and then Bill Scott), MD&B has become a “Go To” company for its customers, often relied upon for scope of work area, accuracy of top of rock elevations, and progress billings with precise rock quantities using computerized Total Station and GPS equipment that has accuracy to within 1/100th of a foot.

Another Project Management tool that has become a necessity for relaying project information to the field at project set up is the “Grab and Go.” Project set up, from the mid-1960s through the late '90s, was usually informal and relied on the experience, common sense, and good judgment of the blaster in charge. This often left items such as scope of work and pay limits ambiguous. MD&B has adapted by generating a job set-up folder named the “Grab and Go,” prepared by Engineering along with the divisional leadership, and reviewed in advance with the blaster on the project. Grab and Go contents include safety items, local regulations, scopes, and other specific and necessary project information.

MD&B has been and will always be interested in delivering a better product to its customer by assisting our Project Leadership with tools and information that help them make better decisions.

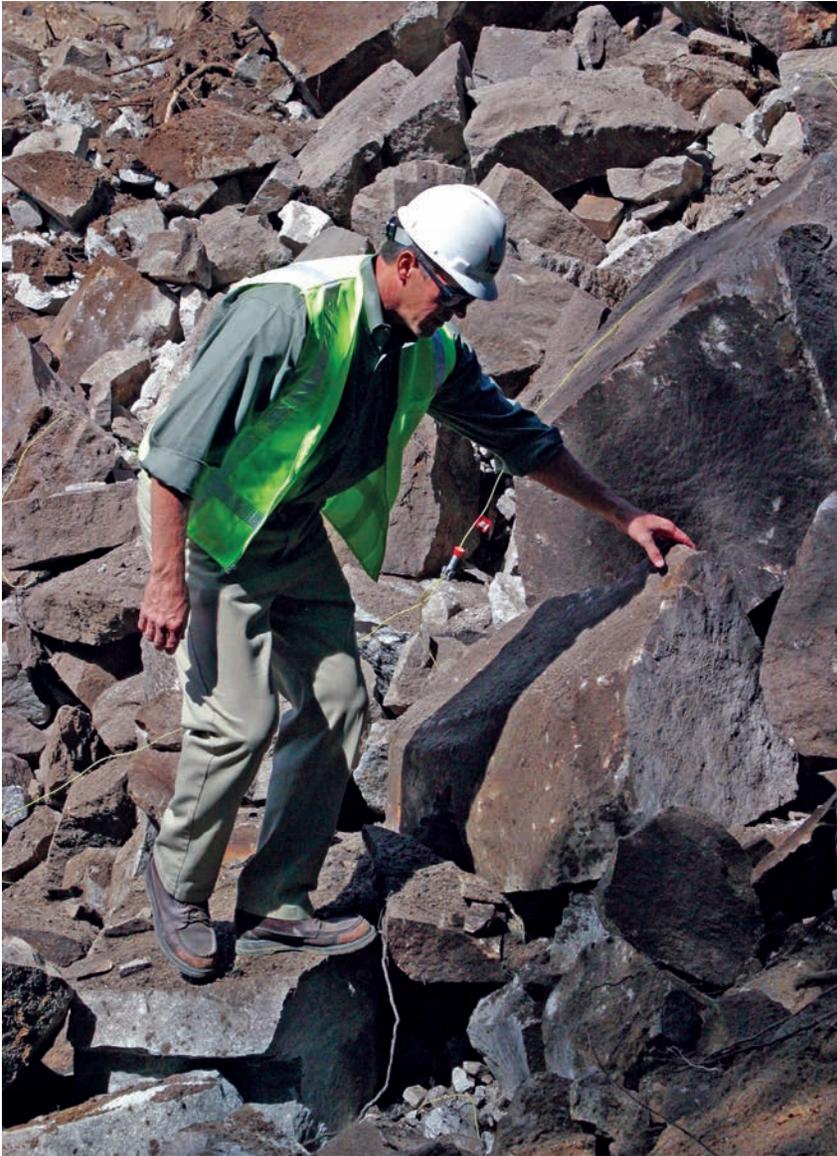
A New Look For Project Management

When Steve Blaisdell graduated from college with a degree in Civil Engineering, the only job he could find in Maine was with the Augusta Water District, installing water mains. His first experience working with Maine Drilling was in the mid 1970s, when the Water District was blasting near the Civic Center in the Business Park. Steve describes Ted Sr.’s level of customer service to be a clear cut above customer service provided by other drilling and blasting companies. “He had good crews, better drills, and he followed up by walking the project with you,” Steve said. “This wasn’t just a note in the mail. Ted took the time to show up and get closure.”

In the late 1970s, Steve went to work for Cianbro, in charge of hydroelectric projects. The first big job was the Brunswick/Topsham dam and power station, a big step-up for Cianbro. They were doing their own blasting and Steve was project manager. Cianbro still had air tracks, so each drill had its own huge compressor on four wheels, and hoses that connected them.



An early MD&B hydraulic drill.



Steve Blaisdell evaluating geology and fragmentation.

Steve: The site was so irregular that the air tracks walked out on the site, draping the hoses, which caught and broke. It took three people to keep each drill running. If we got 300-drilled-feet a day we were doing well. The project was ultimately successful, but it was very slow. Meanwhile, I was checking out Maine Drilling, which was buying hydraulic drills that didn't have an external air compressor. They were the first in New England to buy them, and I was thinking to myself, "If Cianbro gets another one of these projects, we're not going to do it ourselves."

The next project to come along was Pejepscot, up along Maine's Androscoggin River, with a scope of work that represented about a million man-hours. I told the Cianchette brothers that we weren't going to do the drilling and blasting this time. We were going to get a price from Maine Drilling because there wasn't anybody else who had the drills. This was nine months of blasting, and in those nine months you had to start your concrete to be on schedule.

Steve negotiated the price and scope with Bill, who had just come to MD&B and was anxious to get the job. He was aggressive with the price and in the end the margins were tight for Maine Drilling, but they never backed off. They had integrity, no matter what.

The next Cianbro project was Worumbo in Lisbon, and Maine Drilling was the only d & b company to bid. This time, and with their prior experience, they were able to bid in a way that left them more value for their efforts. Tim Cogswell was on the Worumbo hydro project, running hydraulic drills. Jeff Mullen says that some of the Company's best work was done when Paul Lavallee and he spent all winter on Worumbo on the Androscoggin River, drilling to cut the ledge off along the powerhouse. They drilled all winter, 2½" holes, 60' deep and 6" apart. That wall came out perfectly.

When Steve Blaisdell moved from Cianbro to Kiewit to work as an estimator on the Big Dig in Massachusetts, Maine Drilling was just beginning to get into directional drilling. Steve gave MD&B an opportunity to bid to Kiewit, who worked on Internet lines as well as the Boston project, for the directional drilling work that was going on all through Massachusetts. Maine Drilling did that work for Kiewit.



Chief Engineer, Bill Scott, facilitating Engineering Department business training with his team.

When Kiewit's work in New England began to wind down, Steve didn't want to go back to their headquarters in Omaha. He had everything he wanted right here in New England. He shared his dilemma with Bill Purington at a neighborhood Christmas party and Bill said they should get together. Bill and Steve talked over dinner and put together a deal. This was the beginning, in 2001, of Project Management and Project Engineering at Maine Drilling & Blasting.

Value Added

Steve Blaisdell: When I started at Maine Drilling, I found that they had very good systems on cost and estimating, but they didn't know what the scope of work was underground. My challenge was to be able to define that scope of work in total, to better manage our risk. I knew it could be done, and so did Bill.

If we were going to blast a mall in Augusta, for example, we were going to give the contractors a lump sum price to blast all their design, get all their trenches done, and stay within their time frame. Now we were able to offer customers a bonded guaranteed price when they had always paid by the cubic yard and had been forced to wait to find out what the job was going to cost.

Our guys knew exactly where to start because we knew where the edge of ledge was and we knew where the depths were and how to blast it most efficiently. "Let's start here because we're going to move this to there, and we'll have the access roads around here. Not only can we give you a price, but we can help you plan the shortest haul road and the best place to use this rock."

When we talk about value added, we brainstorm with the customer about what kinds of ledge you're going to break and where you can best utilize the rock on this site. All malls are designed so that all the ledge is used in the project. Nothing is hauled away. The best ledge goes through the crusher and makes the gravel. They don't buy anything and they don't sell anything. It's all sustainable, but you have to know what's in the ground for rock and how you're going to do it. That's what we could do with the equipment we set up in engineering.

I started for Bill and the Company in 2000. Bill named me Construction Manager and I figured out why he did that. His organization had a Division Manager in each state and he gave them finance and administration systems so they could manage their drill utilization internally. The guy in charge of drilling made sure the drills worked and that the drillers were up to speed and did their training. They bought company product from Maine Drilling's explosives guy. HR helped them find people. They treated each state as a small company. Bill gave them autonomy. He enabled their profitability at the end of the year and held them accountable.

Bill also wanted them to work closely with me on this value added concept because they were still trying to sell cubic yards. They were trying to tell the owner "We did 1,000 cubic yards," but when the owner said "Prove it," they couldn't do it.



Rock bolting, Pinkham Notch, New Hampshire.

The Company had too many projects that were 85 percent paid with the rest in dispute. There was disagreement over how much work we had done. When I went to the first monthly meeting, I sat with the Division Managers and the Quarry Manager. Bill probed and showed their cost for the month and their profitability. He then asked each one of them what they had lined up for work and what they were going to be bidding. He didn't micromanage, but he did ask them telling questions. That gave me the insight as to where I might be able to help. Bill never told me what to do, but he made them talk in these monthly meetings. I would listen and say it sounds like we have an opportunity, and I know I can get involved and help.

Starting Out Right

Steve: During the first couple of years I was involved in a lot of dispute settlements and arbitrations with lawyers. My goal was to get away from this. I wanted to deal with the positives, bidding work and signing up work at the front end of a project. That was Bill's call, too. The disputes came out of how many yards were used or subjective performance issues. Some of it was the lack of sophistication of our owners and some of it was the lack of sophistication in the way we dealt with them. Our contracts weren't always well written.

There are always disputes in construction, so the best thing to do is to figure out resolution and absorb the lessons learned. That was my job. That's why Bill named me Construction Manager. Nobody was to put out a bid over \$25,000 without my signature on it, but their name, not mine, was on the proposal as the owner's rep. If it was a tough customer or a new customer, they wanted somebody with the Division Manager during the negotiations, and that was typically Ted or me. We were one of the two who went along and would either agree to what they wanted or we would go out in the back room and hammer it out with the Division Manager.

I liked Bill's monthly meetings. I liked the way he estimated. I liked the way the Division Managers were given the opportunity to be successful and were backed up by a lot of resources. They were in much better shape than the small companies they were competing against because they had drill expertise, blasting/explosives expertise, and HR expertise. The Division Manager could focus on getting the crew out, being productive every morning, and keeping the drills busy. In blasting, if you can get enough holes in the ground a day then everything else follows. If there are no holes in the ground, everybody else stands around because you can't do anything without drilled holes.

Steve Blaisdell was a big piece of our growth. He had a lot of vision. With many of the projects that came to us, he had the project management and engineering background we needed. He understood what these guys were trying to get us to do. Steve helped us understand the risk and how they were going to build it, so that we could develop our plan. He was coordinated with the directional needs of the Company and taught the Division Managers and operational folks a lot about the business and how to be prepared and do it better.

He also was tough. You'd better be prepared when you get on a project, or Steve was going to rip you apart. We all had to do our bid reviews with Steve. We had to run through it and see if it passed muster. He made us rise to a higher level. Everybody misses Steve. He's a legend. He put a lot into Maine Drilling & Blasting.

Todd Barrett

A Different World

In 2006, 40 years after Maine Drilling & Blasting was formed, John Capasso came on board as president of MD Drilling & Blasting, the arm of the Company, established in 1986, that handles unionized work. An engineer by training, John had been working for Modern Continental on Boston's Big Dig as general superintendent and project manager.

When John saw the ad for a president of MD, he jumped at it. Bill was looking for someone with construction and collective bargaining experience, and John fit the bill. Through his work on the Big Dig, he had established important relationships inside the unions in New York, Boston and Connecticut, relationships that came in very useful over the years.

The union contacts, particularly in New York, could be intimidating. When a situation arose that required negotiation, specifically the costly union requirement to have two men in every dynamite truck, John and Mitch Green drove down to New York to negotiate. This was home territory for John Capasso, who grew up with his three brothers and a sister in a two-bedroom apartment in the Bronx and whose father was on

the police department's SWAT team.

John and Mitch made the trip on a nasty, rainy day, and Mitch was worried as he looked out over the Hudson River. "John," he said, "I don't know if we're going to make it out of this meeting. The Hudson River is right there. They're going to tie a cement block around me and I'm never going to be seen again." John, who had grown up in the area, assured Mitch that he knew how these things worked. "The guys you're talking about" — referring in particular to labor union leader and president of the Teamsters, Jimmy Hoffa — "are in federal daycare in New Jersey," John said reassuringly.

John described the meeting in New York.

John: Mitch and I went into the Teamster's hall, which in and of itself is intimidating and very gloomy, with glass that Mitch was convinced were two-way mirrors. We were called into the meeting, which was held in a conference room with heavy old furniture.

Things started off badly. The president of the union, backed up by the treasurer and two business agents, started by saying how disappointed he was with us. I knew he was posturing. I told Mitch in advance that I wasn't going to introduce him. I wanted him instead to remain silent and sit there with his briefcase on his lap, as though he was my consigliere. I'm sure it wasn't easy, but that's what Mitch did.

I ignored the president's comment about being disappointed and put forward our proposal. We started talking.

'You don't know how we do business here,' the president said, a comment I heard everywhere I went.

'As a matter of fact I do,' I answered. 'I'm from the Bronx.' I went on to say that I had been doing business there since before the president was around, then the name-dropping started. He knew that person; I knew this person. As we were doing this, I started speaking with a New York accent. Once the president and I established that we had been in the same place at the same time and knew a lot of the same people, it was like the Wizard of Oz. "Well, why didn't you say so in the first place?" We made the deal and shook hands.

MD does a fair amount of gas pipeline work, much of which is under a national pipeline agreement that brings in workers from all over the country. And no matter where those workers put in hours, they are under a collective bargaining agreement concerning wages and fringe benefits. The pipeline work involves drilling and blasting ditches five feet wide and ten feet deep, with the goal of putting a mile of pipe into the ground every week.



John Capasso (left), MD President, with Ken Smith, Technical Services, on site at the Holtwood Hydroelectric Plant Expansion Project, Holtwood, Pennsylvania.

John: Just after I came to the Company in 2006, we worked on the 110-mile Interstate mainline natural gas pipeline grid. When the tree clearers, who can get pretty much anywhere, couldn't get through, we went in first to level the land so that they could get their equipment in there and go to work.

As soon as I showed up on the job, the representative for the laborers sent word that he wanted to see me. The representative for the operators wanted to see me. The representative for the Teamsters wanted to see me. Everybody wanted their piece of the action.

I had set up the laborers ahead of time because those are the people we work with the most. The operators wanted their mechanics on the drills and we said no, we had our own factory-certified mechanics. The Teamsters wanted to drive the trucks and we said no, our blasters are going to drive. When he dismissed me, saying 'You don't know how we do business here,' I mentioned that my uncle owned the sanitation business in that part of New York. 'Oh, he's your uncle. Okay.'

Watchdog

Mary Delano: I started doing legal work for Maine Drilling in the early 1990s, but I didn't join as an employee until 2009. On a side note, we went to the project site where I met Ted Jr. for the first time. I had heard that Bill had said to Ted "I just want you to know that our lawyer is really small, but she bites really hard."

"What do you mean?!" Ted said. "She?!"

The first case I worked on was a garden-variety construction dispute in New York State. Bill took a chance on me and the first matter turned out well.

The second matter was a dispute worth nearly a million dollars, and I should mention that Bill didn't tell me how much a million dollars meant to the Company in those days. This was a project in Massachusetts, blasting a great big hole in the ground, and here was a relatively young (female) attorney faced with a million dollar construction issue. I had whatever records the other side was willing to give me, but there was not a lot of sharing of information. It was a fairly typical construction meeting with lots of yelling and desk pounding, but no real explanation as to what was going on.

The general contractor was based in Massachusetts and the subcontractor was out of Rhode Island, which made Mary the third person in the Company to express her fears aloud, e.g., that she might end up somewhere at the bottom of the river with concrete in her boots. Construction was a much tougher environment then.

Mary: Ultimately, using the records, we were able to show clearly that the other side was lying, but it was still a nerve-wracking experience for me. It was on that case that I learned how important it was to do my homework and know the records inside and out; that lesson has served me well. Bill saw the kind of preparation I did and I think he felt comfortable because I knew what I needed to know.

We had another case in which we won an arbitration award. The



MD&B works on the premise that if risk can be assessed, it can be managed.

other side sent a check to the home office for half the amount of the award with the notation "paid in full" on it. The office was smart enough to notice and sent it back — depositing that check would have been tantamount to accepting the settlement. The contractor then decided to deposit the check directly into Maine Drilling's account. That's what we were dealing with and it was criminal. We were ultimately paid the full amount.

Every case was different and every case we managed the best we could. Each one required a fresh approach.

The hearings I participated in were of all varieties, including people trying not to pay Maine Drilling just because they thought they could get away with it. Bill has a very balanced approach. If he feels that the Company has not performed as well as it should, he will negotiate a resolution, and we certainly did that. The only people he typically went after were the ones who weren't going to talk and who had no justification.

Learning the Ropes



Mary Delano.

Mary Delano: Once I was part of the Company, I saw how understandably reluctant many of the Division Managers were to chase people hard for money. Their job was to sell the Company and bring in revenue, and they didn't want to end up in a legal dispute with a customer. Todd Barrett mentions how difficult it was for him at first to start legal proceedings. There is tension between keeping the customer happy and taking on the adversarial role. To pursue someone in litigation is a complicated decision when customer service is at the core of your principles. But Bill is strategic, and he anticipates and accepts that there will be a certain amount of discomfort.

My job was to show Maine Drilling employees how the system works and, more importantly, to teach them how to avoid disputes. I think most of the managers who went through any type of hearing with me came out with knowledge that helped them avoid other legal hassles. What could you have done better or differently to avoid this? Being directly involved helped our people develop skills in how to deal with the in-your-face customer.

On the premise that if you know what the risk is you can manage it, I talked to the project teams in advance about the risks they were taking on. I really grew to understand the Company's appetite for risk and help them manage it. Bill is absolutely a risk taker. A big piece of what I did was to talk about the risks and make sure we paid attention.

Learning where things went wrong very much helped me put together a better contract for Maine Drilling. In general in the legal

field, lawyers specialize in either writing contracts or in litigating contracts. That's not true in construction, where one lawyer typically handles both, and it is better this way. Bill is always very good about taking whatever lessons we learned in any situation and making sure those lessons were absorbed into his practices. He didn't make the same mistake twice.

People on the outside don't have any idea how much it costs to protect ourselves. We haven't even talked about all the suits we go through from people who think we caused blasting damage, although those suits are usually covered by insurance and they hire a lawyer to fight the claims. We hear a lot of "You cracked my walls or my foundation," and we defend those pretty vigorously. If you don't defend, you are a sitting duck for everyone who wants you to come in and fix all the problems in their house. We go in before we blast, videotape the adjacent homes, and establish a record of existing conditions.

On one occasion, we were asked to go onto a site that was being developed for a mall where another blasting company had left undetonated product in the ground. Bill wisely called me to help negotiate the contract language and in the end we declined the work. "The only way to make sure nothing happens on that site," I explained to the customer, "is to dig it with a teaspoon, and you don't want to pay us to do that." There were a couple of times when I had to explain that they were asking us to take a risk we weren't interested in. If they wanted us to work for them, they had to assume the risk.

Part of the Team

Mary: In the course of all this, I learned how a lawyer can become part of team and help a company thrive. I realized that if I viewed my mission more broadly than just solving the problem in front of me, I could make a contribution in a bigger way. I could help to shape the future for Maine Drilling, and that was very rewarding.

I recall that Carl Wallace and I did a hearing together, and although he was skeptical at first, at the end of the proceedings, he paid me

the highest compliment. "You know," Carl said, "for a lawyer, you're pretty funny." After that we became great friends. One day he heard somebody giving me grief and right away he was in my doorway, looking after me. Carl is a man with a great heart and soul, a gentle giant. There are a lot of great people at Maine Drilling.

Personally, I developed a greater understanding of the dynamics of the construction business while working for Maine Drilling. I also learned how to be the only woman in the room. It was easy sometimes to be intimidated by the anger, let it affect your ability to think clearly. When everyone in the room was screaming and pounding the table, I developed my own way of handling the situation. I would say to myself, "We're at 'the dogs all peeing on the fire hydrant' part of the meeting." If I kept that visual image it allowed me to remain quite calm. After they had finished, I'd say quietly, "We still have a problem and we need to figure out how we're going to solve it."

Brian Skehan

Brian Skehan, a familiar figure around the MD&B offices in Gardiner, began work as a driller for Ted Sr. in 1969.

Brian: I had some experience at Bridge Construction as a driller, and Ted Sr., who had also worked at Bridge, hired me on those qualifications. I became a blaster and a foreman and began to run a number of small jobs for Maine Drilling.

In the mid-1970s, I went to work for Ted Sr. up in Hinckley on the Scott Paper Mill project. I also worked on sewer and pipeline jobs, then I went to work in Berlin, where I spent a summer and part of a winter. That was a terrible job. It was cold, there was a lack of coordination among the contractors working there, and a lot of unknowns underground. No one knew where the existing sewer and power lines were, for example, and a lot of houses and buildings were in close proximity to the blasting. The project was, in a word, a nightmare.

In 1985, Brian went to work for the Federal Postal Service, retiring in 2002 and returning to Maine Drilling as an independent contractor. He still works at the Company, doing surveys and monitoring worksites.

Brian: I go in before Maine Drilling starts a job and survey the project site. I often photograph the interior of houses before the blasting begins.

In a way, my role is a public relations function, explaining to people what is going to happen, answering their questions, and putting them at ease. I know what to look for, so the job is a good fit. Maine Drilling is noted for the time and attention they give to the context in which they are blasting, and the importance they put on being good neighbors.

The Puringtons are like family to me, and I have nothing but positive things to say about them. There is no way, thinking back to the late 1960s, that I would I have envisioned the company Maine Drilling is today. No way at all would I have predicted this. I have watched the Company come a long way and I am proud to have been part of it.



The risk of property damage was one potential area for lawsuits.



Judy working on the DEC computer in Gardiner in the 1980s.

Breaking Down Boundaries

In 1982, Marilyn Verhille and Judy Purington, who worked together in the MD&B office, took computer classes. Ted Sr. wanted no part of it. When they drilled holes in the wall to install the computer, Ted said, "Not in my office, you don't." He didn't want a calculator in his space, let alone a computer. And in this, Ted was like most of his contemporaries, who were used to working in a very different way.

It was also in that year, 1982, when Bill arrived, that the Company built a field accounting system. In 1987, a DEC computerized accounting system was implemented, with basic accounting, word processor, and spreadsheet capabilities.

Business Planning, including the implementation of technology, has always been about managing change. MD&B has engaged in the process of Business Planning as a critical tool for nearly 35 years now, adding

much to its success. Bill, who views technology as a true business partner, understands that if Maine Drilling & Blasting is going to grow and mature, the Company needs to embrace technology consistently, across the board, to reduce costs and increase efficiencies.

Toward that end, in 2011 MD&B brought in Dale Thomas as its IT Director, a specialist who had worked in many industries. Maine Drilling offered Dale just what he was looking for, a place where his expertise moved out of the office and into the field in a collaborative and interactive way.

Dale: People are the most important resource we have, so it's important for them to be able to make full use of technology. They need to see how it can make their life easier. Technology is the glue that holds things together, and, driven by the users, the bar is always rising.

The benefit is consistency and standards — standard equipment, standard software, standard log-ins. We just introduced a new system to collect time and production data in the field, which goes directly into the accounting software, Timberline, first implemented in 1997. That information is applied to payroll, job costing and billings, and accounts payable. Paper expense reports across the organization have been eliminated, driving down costs and building efficiencies.

Everybody thought it was a great idea, but the next step was to translate that idea into a business case where you can calculate return on investment (ROI). In other words, how soon can we pay for this software and hardware and start putting some of that money into our pockets? The team in the field has to provide data, whether they write it on a sheet of paper, call it in, or enter it into a system. If they put it directly into the system, then you don't have five people behind the scenes touching that information. Not only is that expensive, but every time data is touched, the possibility of error is increased.

Maine Drilling is on its third generation of estimating software, and it just keeps getting better. This was part of Bill's vision and his strategy dating back to the 1980s. The only way to effect the implementation of technology is to get out in the field, ask questions, and work directly

with people by going to the foremen's meetings and the Common Culture meetings. Dale is part of the operational meeting with the superintendents, as well as being part of the corporate structure. He is deeply committed to helping people at all levels of MD&B understand the technology. No question is out of place, no question is too simple. "If you have problems, call me and talk to me," is his invitation. Dale travels around the divisions and is accessible. It is that aspect of his job that means the most to him.

Dale: Years ago, in the early days of technology, the process was driven by accounting, and that is still true. I very much look at things as an accountant would, measuring efficiencies and costs and making sure we get as deep a discount as we can.

We've done things a certain way over the years, and like most organizations, sometimes we carry that routine around longer than we need to. For example, we've done a lot of work updating payroll over the last several years, simplifying the system and driving out complexities. We also gather information that goes into the equipment module within the accounting system. We work with Mike Bell and his folks in the explosives inventory system using a customized piece of software called AIMS.

Along with the inventory system, Mike Bell is responsible for the product in the field and the truck drivers who deliver that product. A few years ago, Mike approached Bill and Dale in September about making all the drivers' logs electronic, and there was a small window of time available in which to do it. They found a product that would do the job and meet federal requirements, had a prototype by November, tested it and liked it, and by the end of the year the decision had been made. All the truck drivers received tablets on which they could also enter their time.

Dale: Bringing in software is a balancing act between off-the-shelf and bespoke. Accounting software is basically the same across a number of industries, but when you manage explosives, where you can't afford errors, your inventory system is a niche market. It's complicated to go out and buy a drilling and blasting estimating system or an explosives

inventory system or an electronic blast reporting system. That's not off-the-shelf stuff, but it costs more to develop a software system ourselves. Working with the users, we build a business case for the best way to get what we need and decide which way to go.

Maine Drilling's next big initiative is to finish their newest estimating system by the end of the year. They have just completed a video conferencing project with sophisticated software between the Auburn office and the Pennsylvania office, the busiest area of travel. As a result, the Company saves in gas, mileage, hours, hotel rooms, food, and unproductive time away from the organization while on the road.

Dale: It is all about leadership from the executive office and open communication across the organization as to what's important, so that we're all on the same page.



The men can now send data from anywhere into the central accounting system.

Cautious Yet Optimistic

In November 2007, Tim Maynard was working for Union Trust when he received a call from a headhunter. Bill Purington was looking for a CFO, and Tim applied. Tim's greatest challenge, coming from a background in public accounting and banking, was learning the industry.

Tim: When I first started at Maine Drilling, I had some difficulty equating the fact that we blow things up in order to build something. But there was no question, we certainly love to build things and the sense that I am truly part of that team is very important to me. I also found passion here. Filling binders full of reports, pushing papers, generating loans, gathering deposits as a financial intermediary — I was not passionate about that. Here, at Maine Drilling, we're truly going somewhere, and I love that aspect.

ESOP

Tim: Our Employee Stock Ownership Plan (ESOP) is a retirement tool in which employees can participate once they meet certain eligibility requirements. When they do, they essentially gain an ownership interest in the Company. The plan has been in place since 2004, and is a wonderful benefit for our employees. 'Take care of this,' or 'Don't waste it, it belongs to you,' is just one of our posters reminding our employees that the Company really belongs to them. If we minimize costs and are profitable on a project, the added value goes directly to our bottom line and benefits all of us as Employee Owners.

I understand that dating back to the earlier days at Maine Drilling, it was a challenge to persuade employees to invest in the 401K plan and save for their retirement. Ted Sr. and Judy say that it was one of their biggest frustrations. Today, we are still trying to increase the level of participation in our 401K plan, and that really begins with building an understanding with our employees. It is so important to save for your retirement and to start early if the funds are going to appreciate.

We continue to put a lot of emphasis on trying to help our employees understand the benefits that can be gained from providing for the future. We can't just live for today.



Making It Through - 2008

Tim: The economy continues to challenge most companies. Given this, we can't afford to do things the way we've always done them. We have to look ahead and anticipate what's coming, and, at the same time, we need to look for ways to adapt in order to meet and exceed those challenges. We have to be disciplined. Our balance sheet needs to remain strong and our Company needs to be profitable. We also have to make sure that our folks understand the numbers and the key drivers for our business.

I was attending a national conference in late 2008 when the presenter asked how many folks [companies] in the room were taking

actions to protect against the downturn that was coming. These were companies from all over the country, and very few hands were raised. At that time, Maine Drilling was already in the midst of consolidating — reviewing our operations and selling off excess equipment, getting ready for what we understood as an economic downturn. One of the mistakes a construction company can make is what we call the 'love for iron.'

"I own that piece of equipment and I'm going to let it sit right there because it isn't costing me anything." At MD&B, if we're not using equipment to its highest level, we figure out how we can improve utilization.

During the Great Recession we saw a slowdown in all business segments and a decline in infrastructure, both commercial and residential. We were quick to right-size, but we still benefited from diversification. If you look at our footprint, we're spread out. When one region or market slows down, we are able to grow or sustain in other markets or regions. We froze employee salaries, however, and to the extent the Company remained strong, we were protecting our employees' long-term investment. There were tough years for everyone, but we all accepted it.

When we started to feel uplifts in the economy the main question was whether or not it was sustainable. We saw a lot of false starts during that period of time. Everyone did. It would seem as though the economy was making a return, then things would slow down again. The pattern was atypical. However, throughout the period, we remained cautiously optimistic. We continue to look over our shoulder, even today. Healthy skepticism is a good thing.

Under the Radar

Mike Bell, Product Services Manager, graduated with a financial degree, but his background is in operations. Working in a Central Maine Power subsidiary operation doing utility underground locating, for example, Mike took it from a three state to a seven state operation, from \$2 million to \$15 million.

During Mike's interview at MD&B, Bill Purington discussed his concerns around the distribution aspect at Maine Drilling, and asked Mike to do an assessment. Mike found that the system was dysfunctional, often leaving people in the field isolated and faced with customer frustration. Sometimes, trucks weren't available. In order to protect their business, managers became territorial, hoarding resources against the occasion when they found themselves without.

When Mike wrote up his recommendations and thoughts, Bill offered him a job.

Mike: Bill runs Maine Drilling like a Fortune 500 company. He had an outside board of directors until the merger with Dyno. After the merger, that board was changed up. Bill is very firm, very determined, and very goal-oriented. Like most executives I've worked with, their number one ability is memory. When I stand up at a monthly meeting and quote numbers, he'll correct me when I'm wrong. He's memorized the numbers. People I've worked with over the years who are at that level have this uncanny ability for recall.

A lot of operations occur below the surface. New equipment comes with instructions, but what about the internal operating procedure? How is that piece of equipment documented? How is the training carried out? If someone is weed whacking, do they wear chaps, hearing protection, and a shield over the head? All this is on paper, gathered in a manual that anyone can pull off the shelf. In fact, it's hard to find a process or a procedure at Maine Drilling that hasn't been refined, fine-tuned, and documented.

When I first started here, we were taking every "stick and bag" out in a box truck. Now that is all handled by bulk, with the bulk trucks.

Our distribution drivers take it to the site and run the controls. The blasters tell the driver how many pounds they need in the hole, he pushes a button, and delivers to each hole what is required. It's much like an oil truck with an automatic shutoff built into the software within the controls. Central distribution at Maine Drilling does not mean that everything is focused in one place. Purchasing takes place



Bulk transport, used for remote work.

monthly. Mike has a supervisor for the drilling accessories and a supervisor for the explosives. Using spreadsheets, he sets up forecasts using historical data, information on current projects, and input from Division Managers. Maine Drilling runs trucks in each district, with about a three-hour radius from location to location. If the schedules are overloaded for people working in New York, the company dispatches trucks out of New Hampshire or southern New York; supervisors try to find someone else within striking distance.

Oversight: Diane Daigle

It is one thing to institute new practices and procedures, but without the right person to oversee the integrity of the process the value is compromised. Bill appreciates that with Diane Daigle as the finance and administration point position, he can feel confident that things are being done as they should be and that the results are credible. He describes her as "tough in a good way." For nearly 20 years, Diane has overseen quality control in the accounting system, ensuring accuracy and consistency over a Company that employed approximately 125 employees when she first arrived and now tops 400.

Bill: Diane and her team have played an integral role at MD&B over the past 20 years, managing and evolving payroll, accounts receivable, accounts payable, inventory, and job costing, while overseeing administration and financial reporting.

Our belief in business planning and our commitment to being progressive requires a quality finance and administration team, and Diane has provided that leadership as Accounting Manager and then Controller. She has participated in the growth and evolution of the Company. Part of the preparation in getting the Company ready for future growth was the development and functionality of administrative systems, business processes, and practices, and Diane has been an important part of that.

One great advantage is that Diane has been with MD&B since the early days. She has known the Company through years of growth and change. In 2016, she is just entering her nineteenth year with Maine Drilling, starting as a Senior Accountant and rising to become Controller. Diane describes arriving at the office in Gardiner in 1998 only to find substantial job costing paper waiting to be entered into the system. There was a payroll person, a Senior Accountant (Diane), and a Controller. Today the Company remains lean, but well organized. The first CFO at Maine Drilling was appointed in 2005.

The changes have been exciting. In 1998, everything was done manually. For example, time cards, Cost Reports, Drill Reports, and Blast Reports were all written out, as were inventory ledgers that recorded the product the Company used. Forms were filled out by hand in the field and sent into the office where they were entered - manually - into the system. And at every stage of the process there was the added risk of human error.

Diane: Strategic planning over the years has put Maine Drilling well in advance of most other construction firms in the field of electronic collection of information. Many of today's electronic versions of the forms we once used are very similar to the earlier formats. They look alike, but additional information fields have been added or altered.

The personnel in the field now enter information on tablets or, more recently, on smart phones. The information is entered in real time, and the people on site and their supervisors can look at the figures and calculate the revenue per day rather than wait until accounting generates weekly reports. The Accounting Department can run a Cost Report in a week, but as efficient as they are, they are already a week behind. Now the supervisors and managers have the advantage of daily DSRs — Daily Supervisory Reports — within 24 hours.

Diane: The changes have been challenging at times, but it is exciting to see how the Company is moving forward utilizing available technology. Technology is an integral part of what we do. Every year there is a new challenge, whether it is an acquisition or an upgrade in our systems. Electronic processing has saved a lot of labor, but in other ways our workload has increased. Operating in multiple states has added complexity, with different sales and payroll tax regulations. Every state is different. We need to register to do business and determine what's required.

For every advancement we make, we go through the process of building an information-gathering model. We determine what we want to see from the data, we test it, modify it, and try it again. We

have done that with all the improvements we've made at MD&B over the years. You have to make sure that the information is coming across accurately, and that the calculations fit in with the way we are currently doing business.

The changes and upgrades we make are fueled by Bill's vision. We were doing annual business plans years ago, which many companies, some of them larger than we are, aren't even doing now. It is that forward thinking that has made us so successful. A team of people implements the system, but the Company's forward thinking has been the driving force.



Mike Waterman.

*The Holtwood Dam on the Susquehanna River in
Pennsylvania, where MD&B worked from 2010 to 2013.*



Foray Into Pennsylvania

The Holtwood Dam Project

Ted Jr.: MD&B's largest project to date was the expansion of the Holtwood hydroelectric plant for Pennsylvania Power & Light. Permission for a second powerhouse was granted by the Federal Energy Regulatory Commission in November 2009, and expansion began in 2010, with MD&B working with Walsh Construction.

We had to decide whether to do the project at all. It definitely required discussion. John Capasso and Steve Blaisdell prepared the initial submissions and the up-front engineering. John Capasso ran the Holtwood job for the first year. Steve was there off and on throughout, and did a fabulous job putting it together and working with us to figure out the systems we would use.

The project took three years, with MD providing the labor. The laborers and drillers were local; MD&B provided the core group of six to eight guys. When Bill Scott arrived at Maine Drilling, he was the engineer. Andy Dufore and Hod Wing were there in Project Superintendent roles, and Mark Andrews played a big part in the project. It was stressful from



Hod Wing, Holtwood Project Superintendent

Holtwood was a very successful project. I'm proud of what was accomplished there. It provided me with further opportunity within Maine Drilling, for which I'm thankful. I'm a better person for having experienced the challenge. It was a lot of work in a very limited time frame, which took a lot of effort from every resource available at Maine Drilling.

Andy Dufore

beginning to end, but I would say it was also a successful project. We certainly learned a lot of lessons along the way.

Holtwood, originally known as the McCalls Ferry Dam, constructed between 1905 and 1910, was one of three built by the Pennsylvania Water & Power Company on the Susquehanna River. The upgrade of Holtwood, which doubled the facility in size, was a three-year project. Drilling and blasting was required for the addition of more turbines and deepening of the channel to accommodate the additional volume of water passing through. That meant blasting right next to the existing dam, which required underwater work and building buffers to keep the water out.

Steve Blaisdell: Holtwood was the biggest job Maine Drilling ever took on, by a lot. Ted Jr. was down there often — two or three days every two weeks — assessing whether we were meeting the customer's standards. The ledge cut got bigger towards land, so they had to make the river deeper and wider for a mile and a half. We were 130 feet below the existing plant, which we had to preserve, and only 15 feet away.

We had to bring in a lot of unusual equipment for the Holtwood project, and our equipment manager, Terry Bower, was right in the middle of the task of finding the best there was and getting it to the site. It was a real treat to work with him.

We devised a system whereby we pushed blasted rock out into the river to provide a platform on which we could work, then drilled down through that to get to the solid rock. Carrying that out in flowing water isn't easy, but Maine Drilling rallied to the cause and a lot of good people put their heads to it. It was nice to see the strong effort everybody invested.

When we finished, all the blasted rock had to be moved back out of the river. Pennsylvania Power & Light had a coal ash disposal site at the top of the hill and the contractor had to haul the blasted rock up there using huge haul tractors.

Ted Jr.: We had strict limits we had to meet, including vibration criteria on the power house. The geology of the Susquehanna River was full of seams and voids, and created all kinds of problems for us

drilling and loading. We had to remove the rock up to the building while maintaining vibration criteria and horizontal controls.

The project began in the dead of the 2010 winter, when six feet of snow fell in seven days and delayed us at the outset. The river was a challenge all on its own. When the power house released water, it frequently flooded us out. The two significant floods that occurred while we were there added to the challenge.

Much of this was out of our hands. We had no control over the river. We couldn't work when the shad were running and when the eagles were nesting, and there were herons there as well to consider. There was the deep power house, the river, the fish, the eagles, the herons, and the Route 372 bridge, 300' above the blasting, to contend with.

During the summer, it was stifling hot working in the power house, in the nineties every day. Once you went below the walls and lost the breeze and the sun came over the ridge, there was no air in the hole, but our guys worked their butts off and got the job done well.

Steve: If it wasn't for Ted and Bill, we wouldn't have had the courage to take that job on. The Purington brothers thrive on risk/reward. They don't see loss; they see opportunity. Not many people in business have that risk/reward aptitude. It involves having confidence in your team and an attitude that 'If we don't have the right stuff, we'll get it.' I like working for people like that.

Andy Dufore who came on board in 2006 and became a field engineer in 2012 spent a year in Holtwood as Project Manager. It was, he says, a good way for him to cut his teeth on the management side of the Company.

Andy: I was in charge of the Maine Drilling & Blasting crew at Holtwood, though there were quite a few trades on the job site in addition to ours. The personnel required for the project was a challenge in itself. MD&B is now established in that region of Pennsylvania, where we have an operating division, but that didn't happen until our third year in Holtwood. When we started out, everybody was coming in from somewhere else.

Holtwood was challenging in so many ways. The water rose rapidly when they released it through the dam. There were a few times when we were out there with the intention of shooting and all of a sudden the water would start to rise and everything would disappear. Occasions like that added stress as we tried to get the blast off safely and do everything correctly.

The Eagle Project

The two pairs of nesting bald eagles who made their home on the Susquehanna River, within 2,600 feet of the hydroelectric facility, were a big factor in the blasting schedule. Pennsylvania Power and Light brought in their own eagle specialists, who worked with the U.S. Fish & Wildlife Service and the Pennsylvania Game Commission to develop a management plan. A tremendous amount of effort went into the eagles.



John Capasso: The eagles liked to sit on top of the powerhouse and when we let a shot go, they didn't even flinch. Researchers set up cameras and sound meters on the eagle nests down river, in what turned out to be one of the biggest eagle studies ever done anywhere related to explosives. I went to eagle meetings, where we discussed the restrictions. If there was a chick in a nest, for example, we couldn't exceed a certain decibel. It turned out the eagles, the herons and egrets, the hawks and the peregrine falcons that lined the river were more interested in the fish activity we generated around the dam. When we blasted in the water, we set off what we call 'scare charges' to move the fish away from the area, then we could set off the blast.



The crew at Holtwood.

How Holtwood Made a Difference

Andy Dufore was looking for a company to stay with for the long haul when he answered a three-line ad in the *Manchester Union Leader* for a field engineer at Maine Drilling & Blasting. He interviewed with Steve Blaisdell and the Company made him an offer. Andy has been happily with Maine Drilling ever since, following a career path he never envisioned.

Given an opportunity as a project manager at the Holtwood hydroelectric project, Andy "cut his teeth" on the management side of the Company. He learned how to manage people. Holtwood was a turning point in his career with Maine Drilling.

Andy: I am proud of what we accomplished. I'm a better person for having gone through the challenge, a lot of work in a very structured, short time frame, which called on every resource of the Company.

It was after Holtwood that I became a Division Manager for MD North, the construction division for Massachusetts and Rhode Island. I always wanted to get into management. I always wanted to climb up the ladder. Through the tuition reimbursement program at Maine Drilling, I earned my Bachelor's in Business, attending classes at night while still holding a job. If you're willing to put in the work and the effort, the Company is willing to support you, and I'm very grateful for that.

As Division Manager, you are responsible for the continuity of business, making sure that your area is financially healthy, that everybody is working safely, that people are motivated, and that they are in the right places. You're leveraging your teams' strengths, mitigating their weaknesses, and pairing them up with the right people. And of course, the customer side of it is huge. Without the customers, we're nothing. We need to be constantly responsive to them and develop those relationships. You want to be the first person they call and you want to get the last look at the job.

We try to add value to the customers' jobs, the extra effort that goes into the customer relationship. People who come to us are looking for expertise, for example, the ability to go to the Planning Board and

make the case. We put together blasting plans and we help some of the smaller companies plan their projects. We look at the most efficient way to drill and blast a project, with an eye always on the neighborhood context. A huge part of this involves public relations — setting up neighborhood meetings before project planning, and educating the public. We involve the regulatory agencies so that they're in the loop. I don't believe that other drilling and blasting companies go to those lengths.

What holds me with this Company at the deepest level is the family aspect of Maine Drilling & Blasting. I enjoy the stories about Ted Sr. and Judy. We all went to Will's wedding, and one morning I found myself in the elevator with Ted Sr., Judy, and Tom. I said "You don't know who I am, but I just want to shake your hand because I know who you are."

"How do you know who I am?" Ted asked.

I told him I just knew.

Looking back, that 30-second elevator ride with Ted and Judy is one of my favorite memories from the weekend. I had met Ted Sr. briefly on a job site in Augusta in 2006, after I had been with the Company a year or two. He would arrive in his truck and sit there, watching. There is a sense of him as patriarch, something that goes back to the core values — fairness, honesty, respect, responsibility. We hear about Ted Sr. often from Bill in his speeches, and we see a lot of Ted Sr. in the Company's historical videos. There is from Ted Sr. the same sense I have now, that if you work hard, you'll be rewarded. With hard work comes reward. It takes that kind of individual to be successful at Maine Drilling & Blasting.

The culture at Maine Drilling includes transparency. It's unique and it's dynamic. You are part of something. There is a genuine camaraderie manifested in a core of hardworking individuals. Talent is developed from within. We are a team.



Operations went uninterrupted as days turned into nights at the Holtwood Hydroelectric Plant expansion in Holtwood, Pennsylvania. Drilling, excavation, and rock anchor installation all worked together in the ever-deepening footprint of the new powerhouse.



Another view of the Holtwood Power Plant.

The Acquisition of Pennsylvania Rock

As it had done in the past with its forays into new markets, while Maine Drilling was working on the Holtwood project, the Company explored the surrounding market for other growth opportunities in Pennsylvania. As a result, Maine Drilling was contacted by Travis Martzall, whose family owned Pennsylvania Rock. Travis was looking at the possibility of a joint venture, and eventually spoke with Maine Drilling's Senior VP, Mitch Green, who agreed to go down and meet with him and his dad, Rick. Mitch, who had been involved in previous business transactions with MD&B, knew where the Company's real interest lay with respect to market penetration, and listened to what PA Rock had in mind. Travis seemed flexible and neither he nor his dad was tightly married to the business. For sure, they were proud of what they had achieved, but there wasn't that deep family business passion.

They sat over dinner for a couple of hours, during which time Mitch pointed out that Maine Drilling could offer Rick security in his retirement and they could offer Travis an opportunity to grow a regional business unit. Rick was truly more interested in a superintendent's position than in running the business.

Mitch also sensed that Travis had an intuition for the business. He had a gift, and he was thoughtful about it. He was willing to put in the time to grow with the business and had support from his wife, Candice. She helped with the office work and she understood the heavy demands.

Bill: Similarly to previous expansions, in 2010 when we acquired PA Rock as part of our foray into Pennsylvania, we generated the added energy to accelerate our success. They were a small, very creditable player with a culture that fit well with MD&B, but they didn't have the infrastructure capacity to grow. Today that market is greater than tenfold the company's original size. The family is still with us and doing a great job.

Travis runs the Mid Atlantic Division, reporting to the region's VP, Todd Barrett.



FedEx Hub, Middletown, PA, for Liberty Excavation.

There is always a transition when two companies and their employees are integrated. Once Maine Drilling bought PA Rock, a team of MD&B employees, led by Mitch and Todd Barrett, went down to Pennsylvania to work with Travis and his group to transition operating practices and disciplines.

The MD&B team had gone through this process several times before, most recently with a larger family business in Massachusetts, Atlantic Drilling & Blasting. They reassured Travis that everything would settle down and that things would work out. Travis and his dad had a lot of great relationships, were good salesmen, and MD&B knew how to build a project. In the blink of an eye, there was a lot of work coming in to the new entity, Maine Drilling & Blasting Mid Atlantic Division.

Travis Martzall

Travis has been with Maine Drilling since May 2010, when it merged with Pennsylvania Rock.

Travis: I noticed that MD&B was advertising for drillers and blasters in the area when they were on the Holtwood project, which was the largest project around, and we were interested in subcontracting. I e-mailed the corporate website and Mitch called me the next morning. He came down to meet us. I was told that MD&B didn't do joint ventures; I said that Pennsylvania Rock wasn't for sale. And here we are together, almost six years later.

My family decided that it was best to merge. Even though Maine Drilling & Blasting was much bigger than we were, we had the same vision and company philosophy. As the younger generation taking over the family business, I had aspirations of growing, but my father wasn't so sure. Once we met Bill, Ted, and Mitch we were increasingly sure that it was the right move. The employees, the majority of whom are still with Maine Drilling, took to the merger pretty well. Several of them, including myself, have seen growth and promotions.

I think the merger was more difficult for the customers. We had done a lot of business on a handshake, and with the new infrastructure, now there were contracts. That was a bit of a hurdle. We assured them that the name on the truck may have changed, but the committed service and integrity of the people were still the same. They began to see that this small, \$1½ million company, Pennsylvania Rock, was growing and now had the necessary resources behind them.

We are generally a subcontractor working for the site contractors who are working for the general contractor. The site contractor wants us to fragment the rock to a manageable size, staying ahead of his operations, while the general contractor is looking to us to safely and productively manage our operations and get out of their way so they can build the project. It truly requires a lot of coordination and communications, especially when you work with explosives.

We acknowledge that what we do is difficult and there will be challenges, but how you handle those challenges is the key. If there is an issue with permitting, compliance, production, or scheduling, they want someone to take care of them. They rely on the fact that we are there in person, and with the support of more men and/or equipment, if necessary. The men in the field have a direct line to me, and they trust we will provide resources to solve the problem. Our customers respect that.

We did an indoor water park project for the Kalahari Resort in Pennsylvania with H&K, who asked us to mobilize within the week. We had 14 days to shoot over 200,000 cubic yards of rock; we finished at just over 247,000 CYs in 13 days. We moved drills on site in the middle of winter, through snow and wind and rain, and we met the 14-day schedule, working two shifts, including Saturdays and Sundays. We drilled after dark. That's what we do; we meet the schedule and get it done.

A Day at The Office

The merger eventually led Maine Drilling & Blasting to construct a new divisional office in Bethel, Pennsylvania, and on Friday October 16, 2015, MD&B and its regional leadership hosted an open house for customers, staff, and friends.

Among the attendees were two important customers, Liberty Excavators and H&K.

Following the merger, Todd and Travis set up a lunch with the estimating group at Liberty Excavators. The subject: why wasn't MD&B getting any positive response to their bids. Les Gouffer, one of three decision makers and a 26-year veteran at Liberty, was sitting in the back. Les tells the story that he got into the excavation business by digging graves with a backhoe when he was a teenager; he was blasting by the time he was 18.

Todd and Travis presented the history of Maine Drilling and PA Rock

and reiterated their commitment to the industry. Travis presented a list of bids that had been presented to Liberty, without success. Travis added that if MD&B wasn't going to get any work from Liberty, there wasn't much point in continuing to bid. The room went silent.

Todd: Les spoke up from the back of the room, and he was a bit gruff. If Maine was going to work for them, he said, he was going to tell them how to do it. There weren't going to be any change orders. Shortly after that, Liberty gave Maine Drilling a job. We performed very well and turned them into believers. Since then, we've worked several very successful jobs for them. Les is a pleasure to work with and a true gentleman. Although we've worked for them only a couple years, Liberty Excavators has the makings of a good long-term customer, ally, and partner. We did a FedEx warehouse in Mechanicsburg for them and we're doing a large warehouse for them right now in Carlisle.



Les Gouffer of Liberty Excavators

Les Gouffer: I'm glad we took the plunge with Maine Drilling because it's been a good working relationship. I know when we do a job together we'll get what we need, when we need it.

After our first opportunity to work together, it was very easy from then on. When we get some of these very big, difficult jobs, I much prefer to partner with Maine. I know what they can do. Reading Hospital, where we blasted more than 125,000 yards of rock, was a classic example. Reading was a very important and tricky job with a



The foundation for the extension to Reading Hospital.

long-term client, and there were a lot of nervous people in the beginning.

We were brought in by L.F. Driscoll to dig a foundation for an addition to the existing hospital, from existing grade down almost 45', with as little disruption as possible. One of the surgical wings was relatively close to the work site, and we had to work around the operating schedules. The emergency room entrance was adjacent to the project and all the ambulances came right by us. It was a very high profile job for a lot of us and we had to make it work. After a few days of test shots and going through the routines, we felt very comfortable.

Early in my career I held a blaster's license and I know what it takes to do this work. I can appreciate Maine's professionalism and sophistication. I'm a hard sell but I'm a believer in this organization. Every relationship will have its bumps in the road, but we've always worked them out. That's the way business should be.



The expansion project for Liberty at Reading Hospital, where Maine Drilling was blasting very near the building and the surgical wing.

A person's word is very important to me. If you tell me you're going to do it, fine. If you tell me you can't do it, that's okay, too. Just tell me what you can or can't do. Travis does that. He does what he says he's going to do. People of their word are becoming more of an exception than the norm. Back when I was growing up in this business, there were a lot of things you could count on just because you had their word. I'm old school.

There are core traits that are important to anybody who is in business or who manages people. Temperance is one. As a person in management, we're here to serve the people we work with. They're not here to serve us. Respect is a big one for us. Taking responsibility and accepting accountability are important. We have codes we live by. You earn respect; you don't command respect. We can be hard, but we can be fair. Deal honestly and be fair.

H&K Construction

Also attending MD&B's Pennsylvania office get-together in October 2015, was Tommy Letwinch of the H&K Group. Tommy is tough and demanding, but he is also a true gentleman who will tell it the way it is. Tell it to him straight and let's work through it. H&K is a family business started more than 50 years ago. They are currently implementing their third generation.

Tommy: We were bidding the Holtwood Dam project, which was extremely challenging. I asked for bids from half a dozen blasting firms, and Maine Drilling wasn't at the low end. Everything considered, though, I felt most comfortable with Maine as being qualified and understanding the body of the work. I decided to forego the low price and submitted our bid with Maine Drilling & Blasting. That was my first experience with them.

We didn't get the dam project, but we circled around and used MD&B on another large commercial project, Costco Upland Square. It was your typical large box retail commercial project adjacent to a highway with a fast-paced schedule and a lot of rock. We were very demanding and Maine Drilling kept its promises. Particularly on a large site job or a highway job, when you're moving large amounts of dirt and rock, Maine is on the front line of this.

Maine keeps its promises. When you choose partners, you want someone who is aggressive, safe, and well-informed. There also has to be chemistry. At any given time, you're going to have conflict. If you don't have conflict, you're not pushing each other hard enough. Maine Drilling and H&K have been able to challenge each other. It's more than just the job. It's something we can build both our futures on.

Kalahari Resorts was another huge undertaking where scheduling



was everything. We were working double shifts, seven days a week. I told Todd and Travis that they either did the job in 14 days or not at all. DOT imposed a sanction mandating that we shut down the highway in order to blast. We did all that and we made it work. We're currently looking at a couple of extremely sizeable projects, all on tight schedules, with Maine. Only certain groups can pull off what is needed on these really high-volume projects and fortunately we're one of them. We have to choose good teammates.

The people at Maine Drilling with whom we've had the privilege to work are as fine as we've come across in the blasting industry. Period. I'm either black or white, but if you talk honestly and speak from the heart, you speak the truth. In my opinion, gray is a waste of time.

Todd: We did a job earlier for H&K at Pennsylvania's Graterford Prison. With a lot of local opposition to the project, everything had to be 100 percent. Blasting had to occur at a certain time each day. Our blasters set the seismograph about 600' closer to the shot than it should have been, and as a result, got a high air blast reading, which is a huge nuisance issue for neighbors. The windows shake from the airwaves.

We had to report our high reading to the regulators and they came in and shut things down. Tommy called me to say that we were to be there on Monday morning at seven o'clock, adding that we'd better bring the president of the company. It would be an understatement to say that the atmosphere was nerve-wracking and fraught.

I phoned Tommy and listened as he told me what he thought needed to happen. "We're here for you," I said, "and we'll do whatever it takes. We had our in-house counsel on the line to assess our risk. Ted and Bill were characteristically supportive. "We're all in this together, and we are going to figure this out," was their message. Ted, who couldn't attend, told me to explain to H&K that I had the authority to do whatever needed to be done.

Travis and I got hold of Ken Smith in our technical services group, a person who is very knowledgeable about seismic data and airwaves. He and I went down to the site and started to pick it apart. When he pulled out the seismograph he found that the blaster had set it up 600'

away, not the correct 1200'. The difference in distance meant that the air blast was not, in fact, above the allowed limits.

In Tommy's office, we explained what had happened and what the seismograph showed. We worked through the documentation, and the government regulators, and they gave us the go-ahead to blast again.

It was a tough situation. Something happened and we needed to deal with it. We worked together as a team. In many ways, the bond among us as a team and with the customer was the stronger for all that had happened.



Seismographs set up to record sound waves



Graterford State Prison under construction



Harnessing the Wind

The Sargent Corporation, Stillwater, Maine

Jim Sargent: I worked in the woods in Alton, Maine, with my father after he started the company in the mid-1920s with one used dump truck. By 1930, he had parted company with his father and his uncle and struck out on his own, working as an excavation subcontractor Downeast. I joined full-time in 1957.



Until the early 1960s, we did our own blasting, but in 1963, we ran into a problem with our powder supplier, who was telling us he had delivered 10 tons of powder when, in fact, it was much less. Of course, we were billed for ten. I had a job in Etna and my goal was to do a pound to the yard. I knew how much rock I was shooting, and in the quarry, where no one checked the yardage, there was this discrepancy.

Soon after that, my father found out that Ted Sr. had started his own company. I was doing a job up in the woods, the other side of Howland, and although there wasn't much rock, my father wanted me to use Ted. I think that was the first time we used him. I met Ted and I liked him, and I liked Judy. We began to take Ted on when there was more work than we could handle ourselves. Once in a while, if he was short of work, we would use him to keep him going. Very soon we were good friends and we have done a lot together over the years, work and play. He has also been a friend and a mentor to my son, Herb.

Herb Sargent: Our company, the Sargent Corporation, was started in 1926 by my grandfather, Herb Sargent. He borrowed some money to buy a truck and started up more or less by himself in Alton, Maine, just north of Old Town, where he grew up. In the 1930s, he moved to Stillwater. My grandfather's first job was hauling gravel for another contractor, that's how he started. Next in line was my father, Jim Sargent, and my uncle, Ralph Leonard, then me.

My own personal experience working with Maine Drilling & Blasting dates back to the mid-1980s, but the company's relationship goes back much longer. I think the first project I worked on with Maine Drilling was an expansion of Running Hill Road in South Portland, crossing from the Maine Mall over the turnpike. That was in 1987 or so. It wasn't particularly complicated, but there was a high level of traffic, so we devised a scheme to drill and blast the rock ahead, then shut the road down for two days and move all the rock during that period. That plan really put the project ahead.



An early picture from the Sargent archives.



Sargent at work on the Mars Hill wind farm project.

The wind farm work started in 2006 at Mars Hill, and we have worked on a number of such projects with them since then, as many as ten or twelve. Mars Hill was the first, for them and for us, so it was a learning process. The project was a success for us, for Maine Drilling, and for the owner, and that success positioned us well to carry on with wind-power work in Maine. The ability to work well together with a partner pushes us ahead. Maine Drilling has the resources to match ours; there aren't many drilling and blasting companies that bring the resources MD&B can. When there is an issue of any kind, we sit down and talk about it. There is a lot of good collaboration, and the end result is that the owner gets a better product faster. We take the time to get together and learn lessons from one another.

There has been a lot of growth together with Maine Drilling. I don't think we could point to a company we have worked with as long as we have worked with them. Companies have come and gone over the years, but both MD&B and Sargent are still here, and much of that is attributable to a vision that allowed us to manage change and diversify. For example, in the 1970s, when the big highway work ended, that was more or less the end of a lot of contractors.

The responsiveness we have always enjoyed with MD&B has really helped us out of some difficult situations. Sometimes you don't know you're going to have rock, then all of a sudden you have to make something happen real quick. The potential impact is great: to us, to the public, to the owner. And MD&B has always been right there. I've had a personal relationship with all the Puringtons, but my closest is with Ted Sr. We have done a lot of golfing together, we get together several times a year, and I consider him one of those mentors whom I was extremely fortunate to have in my life. He taught me a lot. One of the lessons he imparted is "Do what you say you're going to do." It's a simple concept, but one that so many companies don't embrace. It was gospel to him.

One thing I ought to add is that any conversation about the Puringtons that does not include Judy isn't really a conversation about the Puringtons. The relationship we have was, from a work and a family perspective, really enhanced by the fact that Judy set such a good example. Ted never wanted to let her down.

The Purington family has meant a lot to the industry, but the general public will probably never know the impact that the Puringtons and the Sargents have had on the community. The way these two companies have gone about their business, and the way they have enabled the professional and timely execution of so many projects in the State of Maine has produced lasting benefits. As companies, both Sargent and Maine Drilling have done a lot to change the face of Maine in a positive way.

Todd Beaulieu

Todd has worked his way up at Maine Drilling, doing a wide variety of jobs and working in many settings. One of those was the Kingdom Wind Project in Vermont for J.A. McDonald.

Todd: I started part-time with Maine Drilling as a laborer with the Quarry Division in Auburn, New Hampshire, in the summer of 1988, between semesters at the University of Maine at Farmington. My plan was to become a teacher and a coach. As of 2016, I have been with the Company full-time for 18 years. Initially, I worked mostly with Jim Purington and John Morris.

In the end, I didn't finish college. Instead, I returned to Maine Drilling full time in December of 1998 when I went to work in the winter as a laborer in Beverly, Massachusetts, on an airport extension, traveling back and forth every weekend to see my family in Maine. One of the big jobs during that year was for EMC, a major computer contractor in Hopkinton, Massachusetts, who was building a facility. That was a really fast-paced, busy project run by Jim Purington, which required us to be on our game first thing in the morning until the end of the day. We had a pretty strong crew down there and the contractor, Borggaard, expected a lot out of us. Those folks can move some rock, for sure. We were shooting three to four times a day at 8,000 to 10,000 pounds per shot, working 15 to 16 hours a day, six days a week. The granite was brutally hard and unforgiving. Where you stopped the powder, was where the rock was going to stop breaking. Our pounds per cubic yard ratio was very high on that job, up around two pounds per yard. That job was a total team effort, and we made the six-week schedule.

Jim Purington was a master at what he did. He demanded a lot from us, but he treated us well, too. He made sure you had what you needed to do the job and you had to be on your game because you could get the "50 questions" anytime during the day.

I started at the bottom and have continued to move up the line. In the beginning, I worked six months as a laborer before moving on to a drill.

In 2001, I got my Massachusetts blasting license. In 2006, my family and I moved from New Hampshire back to Maine. I had become a Project Superintendent and I was happy to keep working with Maine Drilling. In 2012, I was promoted to Regional Superintendent and most recently I was promoted to Assistant Manager of the Eastern Division.

One of the bigger projects I worked on with Ted Jr. was Crown Colony, an industrial park in Quincy, Massachusetts, for D.W. White. That was another fast-paced project that turned out well. Again, you had to perform and be on your game, and I enjoy those types of jobs. Those are the jobs I grew up on. This is what we have to do; this is the pace; this is the completion date. We needed to meet and exceed daily productions. Ted Jr. is a numbers guy. He knew where we had to be every day and he made sure that we were beating budget.

One of the most challenging projects I worked on was the Kingdom Wind project in Lowell, Vermont, in the dead of winter on a mountain with subzero temperatures. We were out there just about every day. Mark Billings was in charge. Another driller and I spent three months there, though we were scheduled for about two weeks. It was brutally cold, with slippery terrain and tough access. Getting fuel to drills was a job in itself, and we had a crew who did just that using trailers and Komatsu tracked rigs to carry the fuel from drill to drill. We gave the contractor, J.A. McDonald, what they needed. That job was four hours from home and we traveled it every Friday and every Sunday.

A lot of us at Maine Drilling grew up playing sports, and there are many similarities between athletics and this industry. A lot of the guys enjoy the adrenaline. Pressure energizes us. I was really lucky to work with some of the best people at Maine Drilling. Wayne was a superintendent up in Maine. Don Stone taught me about drilling presplit on highways. Jamie McKinnis and Nate Ayers were also good drilling teachers, and showed me different tricks. Nate is a Project Superintendent now and has done a lot of our windmill projects from Maine through New Hampshire and Vermont. Good people showed

me how to blast, including Randy Gallagher, and Carl Wallace, with whom I now work every day.

There's so much we can do if we work together as a team. Institutional memory is a big thing in this industry, and you lean on that collective experience. Currently we're working on a hydro dam project up in Winslow, Maine, off the Kennebec River, that involves a lot of precision line drilling. We have to move the rock out of that hole without displacing the ledge abutting the river. I relied on a lot of our resources on that one, people in the Company who have done more of this kind of work than I have. I reached out to Paul Lavallee, who has been with the Company for 30 years. I also reached out to Ted Sr., who rode up with me to take a look at what we were doing. We walked the project, and he told me what he thought would be the best approach to getting that rock out of the way while maintaining the stability of the ledge. Ted is still right on his game.

I've learned to be a better leader. You take that from good, positive leaders who came before you. Different leaders motivate in different ways, and the fact that I have done many things has helped me be a better leader. You don't like to ask someone to do something you haven't done yourself.

If you don't like this work, we don't want you because it's too serious. There's always more to learn in this industry. If you're not learning or finding a more effective way of doing something day in and day out, then you're not really paying attention. Job sites can change in the course of days or hours, and the nature of change can be the geology on a certain site or the way a contractor wants you to build a job.

This is a great Company to work for, with our ESOP program and competitive wages. You're given the opportunity to advance if you're willing to do the work and learn and listen. I am fortunate, too, in having a very supportive wife. My coming to work at Maine Drilling allowed her to stay home and take care of the kids for a few years. It was great for them to have their mom home when they were young. Katherine is a nurse and she worked nights while I worked days. Our kids learned what hard work can accomplish and what two people who work together can do. They saw that we both loved what we did.



Todd Beaulieu.

J.A. McDonald, Lyndon Center, Vermont

Eric Boyden: I started with J.A. McDonald in 1998 and bought the company in 2012. The founder, Jim McDonald, worked for a utility company for years after he graduated from the University of Vermont before deciding to start his own company in 1979. His first job was a covered bridge. Our company started working with MD&B a long time ago, and has worked with them now for 30 years or more.

The biggest project we ever did with Maine Drilling was in 2011/2012, when we worked together on the Kingdom Wind Project in Lowell, Vermont. Initially, Dan Werner was the project manager; later Dan handed it over to Guy Keefe. We are still working with Guy.

As most wind projects do, this involved very challenging terrain. We went into it in early fall at the bottom of the mountain, and we had to get to the top by early winter. We did, and when we got to the top where all the rock and all the work was, we faced protesters who had been provided



The Kingdom Hill Wind Project complete.

access by a landowner on the other side who was very opposed to the project. Given the fast track nature of these projects, it was a huge challenge.

We regrouped with Maine Drilling and found a way to do the blasting using 100 percent blasting mats, which allowed us to blast even with the protesters up there. We kept moving forward until we were far enough away from them that we could blast using our usual methods and move the project forward.

They were interesting times. By putting our heads together with Maine Drilling, we found a way to do what we needed to do and maintain productivity. We worked almost the entire winter on the project and it was tough, but we were lucky in that it was a mild winter, relatively speaking. We wound up drilling and shooting through February; then we shut down for a month and a half. Maine had track-mounted Komatsu crawlers that carried the explosives up through the mountainous terrain. They had all the necessary tools. We finished about a month ahead of schedule.

Recently, we did another project with Maine Drilling for Vermont Gas and surprise, surprise we're dealing with anti-fracking protesters. We're doing the pre-excavation for the trench for the pipeline contractor, from Williston to Middlebury, Vermont, about a thirty-mile stretch, going out and probing for ledge. Wherever we find it, we're drilling and chewing it up, digging it out, crushing it, and putting it back in so that when the pipeline contractor comes through they can just lay the pipe. Guy Keefe and his Regional Supervisor, Pat Paquette, have been very involved overseeing this job.

MD&B, more than any of the other blasting companies we work with, finds a way to get the job done. They find a way to pull the resources together and they do it safely. That's a very important ingredient. They are also very good guys and are nice to work with. Whenever we have a very challenging project that involves rock, Maine Drilling & Blasting are the first people we call.



Mark Billings setting mats on the Kingdom Community Wind Project in Lowell, Vermont.

Reed & Reed, Woolwich, Maine

Pat DeFilipp, Project Manager: Reed & Reed was founded in 1928 in Woolwich, Maine. We started out as bridge and marine contractors, and up until the mid-2000s, that was our forte. It is still the core of the business, but back in 2006 we had a chance to become involved in the Mars Hill Wind Project. That opened a door for us to a new type of work. We expanded and spread our wings.

Mars Hill was the first large-scale wind project in New England: it was our first and Maine Drilling worked with us on that. It was a big learning curve for everyone.

Then we did Kibby for TransCanada, one of the largest energy outfits in the world. Kibby is one of what are called the Boundary Mountains. Canada is relatively flat and what that does for the wind profile is wind builds over a flat plain then hits the mountain and is squeezed, increasing its velocity when the same amount of wind has to go through a much smaller area. That factor made the site very desirable for a wind farm.

Mark Buckbee, Project Manager: There are 44 three-megawatt turbines on Kibby, making it the largest installation in New England at the time. We were responsible for access to the facility, site pads for the units, erecting the units, putting up the collector system, and bringing the power into the substation. Maine Drilling had two subcontracts on that project: Sargent was our site work subcontractor responsible for clearing the land, building the roads, and building the pads. Maine Drilling was their subcontractor for drilling and blasting of the site work and pads. At Kibby, the collector system was above ground, and Maine Drilling also blasted holes for the poles. We did a lot of winter work on the collector system. Kibby is a very cold place, with winds typically over 60 mph. Temperatures are regularly below zero. These types of ridgeline projects in New England are very challenging.



Reed & Reed on Kibby mountain

Maine Drilling also does the rock anchor for the foundations, drilling and installing. And once the anchor work is done on the pads, they test to make sure the anchors are as strong as they should be. I want to say that they apply 3-400,000 pounds of pressure. But for the size of these turbines, the foundations are pretty small, maybe a 24-foot diameter. The bolts are typically 40-60 feet deep. We came up with the idea that we would dig the holes, put the anchors in first, let them stick up, and build the foundation around it. That worked very well and reduced the curing time.

Pat: Steve Blaisdell was the project manager for Maine Drilling and they did a good job for us. They have done at least a dozen wind projects for us throughout New England and they're great to work with. They're professional and they have been an excellent partner for us. You can trust them to get the job done correctly, on time, and safely. We've done a lot of work with Maine Drilling, including Mack Point, a cargo pier in Searsport in 2000. The pier is supported by steel piles and MD&B did the rock anchors up there, as well.

Mark: They also worked on the Bucksport Bridge [also known as the Penobscot Narrows Bridge] with us. Maine DOT inspected the original suspension bridge on a regular basis, and when they chose to do a more rigorous inspection they found corrosion in the main suspension cables. The inspectors discovered that the corrosion was further up in the cable than they had anticipated and they couldn't fix it, so they put out an emergency contract and put temporary suspender cables on. They realized they had to replace the bridge immediately. Concept to completion was 42 months, opening in December 30, 2006.

We teamed with Cianbro, 50/50 as joint venture partners on that contract. On the Prospect (south) side, the pier is founded on ledge and we subcontracted with Maine Drilling to do the drilling for the preparation of the area. Some of that work was underwater. Wayne Flagg was running operations and we worked with him. There was also a big rock cut on this project, around the curve on Route 1 that

required cutting out a huge amount of rock. On that, under a separate contract, Maine Drilling worked for Lane. That bridge is a real landmark and was a very successful project for everyone.



MD&B's Pete Marcotte bore tracking the presplit, with the Bucksport Bridge in the background.



The MD&B cut heading north on Route 1 to the Bucksport Bridge.



Looking ahead to the bridge from Route 1.



Mary Delano, We Need You!

The Bucksport Bridge project was a perfect example of the issues Mary Delano, as in-house counsel, faced. Rich Hewitt, writing in the *Bangor Daily News* announced that the Maine Supreme Court was going to hear arguments on an appeal stemming from the construction of the Penobscot Narrows Bridge. Vera Dyer and her sons were suing Maine Drilling & Blasting for damage allegedly done to her home adjacent to the construction site.

"The Dyers argued that the 100 or more blasts conducted by Maine Drilling had caused damage to the home and stand-alone garage next to it. The Dyers claimed that the blasts had created new cracks in the basement, a widening of existing cracks in both the basement and garage, and that they

had displaced a retaining wall.

"The original suit was filed in February 2007, and in July the Company moved for a summary judgment. Justice Jeffery Hjelm granted the motion and ruled in favor of Maine Drilling & Blasting."

Judge Hjelm ruled that the Dyers had failed to provide adequate evidence of a link between the blasting and the damage. The Dyers were claiming that six of the blasts had exceeded established safety standards and that MD&B had conducted "abnormally dangerous activities."

Maine Drilling's attorney argued that the blasting "did not reach the level required to crack aged concrete." The plaintiffs' engineer admitted that "he could not give an opinion on the cause of damage."



Laying the blasting mats along the Penobscot River.



Jeff Mullen drilling on Kibby Mountain Wind Farm project.

Harnessing the Wind

Nate Ayers was working at a bar in 1990 when one of his customers asked whether he would be interested in coming to work at Maine Drilling & Blasting. Nate, juggling a number of jobs and with no life plan, signed up with MD&B, right in the middle of tough economic times. He worked projects as a driller for the first nine years before he started blasting.

Nate had been with the Company 16 years when, in 2006, he went to work on Maine Drilling's first wind farm project, located in Mars Hill, a mile from the Canadian border. Mars Hill, in Maine's Aroostook County, is very remote. The mountain on which the 28-tower wind farm sits, is more than 1,700 feet high.

The contractor forged a road, the crew went up to drill holes in preparation for blasting the foundation pads, then went down to get the powder they needed. The terrain was too rough for trucks, so the crew put the powder on trailers and dragged it up the hill with a drill rig. Once they had blasted, the contractor leveled the area and the MD&B crew drilled fifty-foot holes for the rock bolts, using multiple twelve foot drill steels.

To lend some idea of the scope of these projects, the wind towers are composed of three support sections, stacked one on top of the other, with a combined weight of 20,000 pounds and a height of 262 feet. The three blades attached to the hub of the turbine span approximately 115 feet, with the blades being another 150 feet, comparable to the wing span of a Boeing 747.

Kibby Mountain

The wind farm on Kibby Mountain, on Maine's western border with Canada, was begun in the fall of 2008 and completed in 2010. Kibby was Nate Ayers' first really large project.

When Will Purington was assigned to Kibby, he experienced some of the things he had heard about in family stories from the early days.



Nate Ayers.

Will: The rough, mountainous terrain made it very challenging physically to lug powder up to the worksite. The black flies were thick. Wayne Flagg, Carl Wallace, and Al Perozzi were among the familiar faces there, and it was almost like taking a look back into Maine Drilling's past. Here we are on this very unique and challenging project in 2008 and we're hauling product by hand up the mountain.

The drill and blast crew initially worked on A Ridge at Kibby, then, in the summer of 2009, moved on to B Ridge. Between the two phases, they looked at the forecast and decided to shut down for what promised to be a hard winter. The day they came back to work, April 18, 2009, 18 inches of snow fell.

Nate: Kibby was a lot more mountain than Mars Hill. Because it was so tough and such a long way in, we built a skid, basically two steel skis made from an I-beam and a flatbed with a containment box for the explosives, and dragged them in with a D10 bulldozer. It took about 20 minutes to drive that skid a mile uphill. The first year we did all "stick and bag," 50-pound boxes and 50 pound bags of explosives. That represented a lot of hard manual labor.

Maine Drilling engineer, Steve Blaisdell, working with the Product Services Group, designed and built a skid to carry bulk emulsion explosives, a ten-thousand-pound container with a 1,000-gallon capacity which pumped the emulsion out through a hose. This still required the D10 dozer to drag it in and out every day but it saved the crews the handling of boxes and bags of explosives.

From there, the Company took innovation one step further, designing and building both a people transporter for the crews and a bulk transporter. This saved the crew the one-mile uphill climb to the worksite, and enabled the bulk explosives to be on its own transport. Understand, just to get up to the top of Kibby, the men had to tramp through three feet of mud. The entrance, on an incline, was nasty and wet.

Both the explosives and people transporters were built on the body of Komatsu crawlers. The Komatsu transporters were essentially a low-profile dump truck on tracks, but in this instance the dump bodies were replaced with the necessary custom bodies. The people transport's custom body was a steel safety cage with roll bars around the outside and six racing car seats with five point harnesses on the inside; you strapped in just like a ride at the amusement park. The terrain was rough and safety was a high priority. The bulk transport body was an 8,000-pound re-pump system.



The Komatsu personnel and bulk transport.

Will: We knew we weren't going to be successful in this project if we did all the transporting manually. The project would have eaten us alive; we never would have met the schedule. So our people went back to the drawing board as a group, took the plan for the micropumper we had built, and put it on a big skid that the contractor could haul up behind a dozer to the work site. Using the technology we had developed with micropumpers, they applied the same thought process to something big and rigid with a low center of gravity so that we could use bulk product instead of the conventional bag product. It saved a tremendous amount of labor and effort. I think if you look at the implications, this innovation guaranteed the financial stability of the project, and set the Company up as the go-to subcontractor for remote access challenges.



The bulk skid at the top of Kibby.

Rock Bolts



Peter Marcotte testing rock bolts on windmill pad.

A rock bolt is the means by which the wind tower is tied to the ground. The solid steel rock bolt, 2½ to three inches in diameter, is grouted in with concrete to bond it to the earth. MD&B took its previous knowledge around rock bolts to the next level for wind foundations in 2006.

Steve Blaisdell: The wind towers were our big rock bolt jobs. We worked with a California engineer who designed a five-foot-thick wind tower foundation with a 25-foot diameter. Normally the foundations are about 50 feet in diameter and 12 feet thick, but when you're on top of a mountain on the Canadian border, with the concrete coming from Augusta, it's a long haul. Concrete costs about \$300 a yard up there, so minimizing the amount of concrete is a huge thing.

If we made a "washer" out of concrete, which is what this 25 foot diameter, five-foot thick foundation was, and then drilled six-inch holes and used 150 KSI (kilopounds per square inch) steel three inches



Eric Gallagher (in orange); Ben Kramer on right rock bolting the pad.

in diameter and 60 feet deep, we now had a foundation 60 feet deep and shaped like a cone. They had used that design in California.

Our customer, Reed & Reed, who built most of the wind farms, and whom I knew very well, was interested to know if we could do the rock bolts. I thought this would be perfect for us. We had the quarry drills and we could do all the engineering. We just had to learn how to make the grouts. You set the rods in there and grout from the bottom up with grout tubes, then you let it set and test it with 800-ton hydraulic jacks.

The rock bolts are so long they have to come in on their own trailers. You can't drag them around or you'll ruin them.

Other contractors in the United States laid the concrete then drilled through it. We approached the sequence differently. By sinking the rock bolts before laying the concrete, the 30-day cure for the rock bolt grout and the 30-day cure for the concrete take place simultaneously. That became our rock bolting résumé, not just for wind farms, but for all kinds of rock bolting.



The finished pad.

Life at Kibby

Nate: I had worked in Massachusetts for about 20 years for MD&B, so when we were working on Kibby, I had some guys come up from Massachusetts to help me. They had never seen anything like it. When you are up on top of Kibby and look across to the horizon, it is spectacular. You can see for miles and miles, including Mt. Washington and Mt. Katahdin. Quite a sight.

We saw all kinds of wildlife, sometimes up close. One time, I was driving a guy to work on Route 27 on a very foggy morning when we came on some moose. I never saw these two moose standing in the middle of the road staring at each other until the last minute, and I had no choice but to drive right between them. I could have reached out and touched them on either side. The guy with me almost had a heart attack.



Mike Maschino (center) drilling; Todd Beaulieu with loading pole; and MD&B's people transport on the right.

We rented cabins and houses in Stratton, near Sugarloaf. Days started at 6 am and ended at 6, 7, or 8 o'clock at night. We had to make sure we got out in time in order to have everything fueled up and ready for the next day. When we lost power one stormy night, we didn't think much of it until someone told us that a tree had fallen across the road. We needed food, so we got out our chain saw and cut up that tree. No motivator better than beer and food. All the important things.

The winter after the crew finished B Ridge, they went to work for Cianbro on the 27-mile transmission line from Kibby to Stratton. There was so much snow that winter that they used a Sno-Cat with a powder box on the back to blaze a trail through the drifts so that the drill could get through. Nate said he and his guys felt like pioneers.

What keeps them there?

"I work in an environment," Nate said, "where people just don't give up. We are a different breed."



(l to r) Ted Michaud, Todd Beaulieu, and Nate Ayers on Kibby.



Dyno: The Next Step

Defining a Path Forward

The Bigelow Company, Portsmouth, NH

David Linton is with The Bigelow Company, a mergers and acquisitions adviser based in Portsmouth, New Hampshire.

David Linton: I have to take you back literally ten years, to the first time my company, Bigelow, met Bill. We were making a presentation to business folks in Portland, Maine, around 2006 and Bill was in the audience. We were talking about private companies, specifically how to grow their enterprise value. As an aside, at the end of the presentation I pulled out a headdress like the one worn by Carnac, the mind reader popularized by Johnny Carson, and put it on because people were asking what I thought of the economy over the next couple of years.

At the end of that presentation, Bill indicated that he would like to discuss his businesses direction with Bigelow. He said that he was looking to advance the growth and transitional direction for Maine Drilling over the next decade.

Bigelow's first step was to understand the Company and to clarify what Bill and Ted wanted to achieve. We outlined a handful of things they should do over the next five to ten years in order to position the Company for future ownership succession. Our suggestions provided a road map, including a hard look at the management team; the bringing on board of a high-quality financial person to head up the finance, accounting, and IT aspects of the business; and systems that would help manage the business on a regular, real-time basis. What are some of the holes you need to fill as you think about growing the business? These were some of the ways in which they needed to build the business.

Bill and Ted were very purposeful in executing. As they did so, the business grew and became increasingly successful.



Bill and Ted Jr..

David Linton: Bill was very intentional about putting together a high-quality management team. He insisted on accountability, and encouraged transparency throughout the business. In the construction trade you rarely see this kind of discipline and rigor. Where others often see their company as a career, Bill and Ted understood it as their legacy, started by their father and continued on by them. The Company made some very successful acquisitions over the years, and as the business grew, so also did the labor pool. They cared about those people and their future. They cared that they would be successful. They were an integral part of this Company and they wanted the best for everyone. That led them to adopt the ESOP (Employee Stock Option Plan) as part of their effort to build an organization that would stand the test of time. To this day, the ESOP is in place and very important in the governance and

success of that business because the employees feel included.

The "secret sauce" is that Bill and Ted recognize that consistency and quality of service and delivery is the hallmark of their business. Customers knew what they could count on and they paid a premium for being assured of that. Maine Drilling has delivered on their promise, with policies, systems and procedures second to none. Everybody knows what needs to be done. Everybody knows what the next move is. There are no surprises, and there are contingency plans.

Bill and Ted have really drawn the best out of their people. Every individual is important. Every individual in the Company has a personal growth plan. People feel very empowered and challenged. The Company expects the best from them and they step up.

About eight years into this ten-year anthology, Bill and Ted sat down and said "It's time to start thinking about the business beyond the two of us, whether that's a sale or bringing on a new investor." Together, we looked at what their business represented to prospective investors and who would likely see great value in Maine Drilling and bring complementary values and attributes.

Finding the right partner wasn't easy because this business is very unique. First of all, when you're working with explosives, there's an additional level of complexity. If you think about it very simply, there are businesses out there that are part of the same industry, so-called strategic partners.

Bigelow told Bill and Ted that they were dealing with only a few strategic investors who would see a lot of value in the business and/or bring a lot of value to Maine Drilling. These companies were already in the business and of those only a handful had the financial wherewithal and the strategic rationale to become a player.

They recommended a "walkabout," whereby Bill and Ted would go out and meet with people at the companies that would be of interest as business partners. They were typically much bigger than Maine Drilling and were international in nature. Bill and Ted's brief was to reach out to the decision makers of U.S. operations and meet with them. The agenda was strategic, a business relationship, "Here's what we're doing, we're in a

related business, we can bring value to each other, we should get to know each other a bit more." And to their great credit, this is exactly what they did. They learned so much more about how the industry worked and how the producers of the explosives thought about their business.

David: One of the things they learned after meeting with the folks from Dyno was that they actually admired Maine Drilling. Dyno felt that MD&B could offer its network strategic value and that a merger or acquisition would benefit their region and business. Ultimately that led to the transaction with Dyno, a transaction that was very complex. The deal went through multiple steps over several years, and once all parties believed it was the right move, it moved quickly. The deal focused on keeping the ESOP in place, arranging Dyno as a minority partner and providing liquidity for the other individual shareholders. The next stage was scheduled for five years hence, which, in 2016, is coming up shortly. In that, the remaining stock will be acquired such that ESOP will have majority ownership with 51 percent.

Part of the complexity accrued to the fact that Dyno owned some operations in MD&B's less mature southern territories, and Dyno wanted to contribute those assets to the joint venture for management by MD&B. The assets had to be valued and included in the transaction under this new, jointly-owned business that would be governed by MD&B. Some of Dyno's assets in the Northeast were underperforming and they saw that MD&B would be a better steward of those assets. Within those regions there was a lot of redundancy in operations that had to be rationalized and the MD&B team took that on.

There was also an important supply agreement in that one of the benefits Dyno saw in the transaction was the opportunity to sell more explosives through the joint venture. There had to be an agreement on structuring that.

David: There was a lot that could go wrong, and it's a huge testament to Bill and Ted, and the team, that five years later both parties are nodding their heads in agreement that the merger has been a good thing

for both parties. It has been a solid outcome. Bigelow had the privilege of participating in a number of the integration meetings between the companies, where the team was thoughtful in looking ahead. The Maine Drilling team wanted to optimize the financial transaction, but they were also very thoughtful about how to do that. They recognized that this wasn't a one-time deal; it had to be structured for the long term. This wasn't "We're selling the business and heading off to the beach." They were doubling down towards Maine Drilling's future.

The board was reconstituted, with a number of Dyno folks sitting at the table working out how they and MD&B were going to own and run the business together and how they would have to accept that sometimes individual interests would have to be rendered to the greater business plan. It required patience, strong purpose, thoughtful consideration and well-grounded leadership. The team held it all together, but there were some very challenging times.

Ten years after we had our first meeting with Bill and Ted, as Bigelow and Maine Drilling were consummating the transaction with Dyno, we had a dinner gathering. I pulled out the same Carnac headdress and we had some fun talking about the ten-year journey we had been on.

We at Bigelow hold Maine Drilling & Blasting in very high regard. We're privileged to have been able to serve, helping them grow their business and realize their dream for the future. What is really unique about the MD&B story, and specifically Bill and the direction and governance of that business, is the way in which they were very determined in their planning to build an enterprise for all the constituents associated with the Company.

We would hold this Company up to any we have served. They're a very impressive group of people and they're nice. They're understated, but they're very intentional. Bill and Ted have a higher purpose; what you see is what you get with them. They are generally quiet, but there is steel in their resolve. They are very impressive guys.

Preparing For Succession

Bill: Succession has always been an important piece of our long-term strategic planning process and the overall progression of the Company, and today MD&B's whole leadership team is a benefactor of that. We initiated the process of creating business and strategic plans back in the 1980s, a forward-looking road map that Maine Drilling championed throughout the years.

I strongly believed in this planning process, and feel it has contributed to the Company's long-term success. It would be easy to kick the can down the road and ask, "Why are we doing this? Why don't we take care of today, get the work done, and not worry about tomorrow." But, as a family and a business, it is critical to be able to collectively define where we are going and how we were going to get there.

One aspect of our planning process concerned our strategy regarding acquisitions as we moved the Company forward, growing the business and making it more regionally-focused. It was critical to have all family members understand transactional goals and future responsibilities and accountabilities that go along with these decisions. We couldn't accept half a plan; once we were in, we were in for the whole plan and that was the only way we could be successful.

Strategic planning conversations around succession started before the advisory council was established in the late 1990s, and were one of the reasons the advisory council was brought together in the first place. This provided a forum where we could begin talking about these issues and evolving the direction, opportunity, and understanding of how we might best get there. We knew by the turn of the century that there would not be another generation of Puringtons leading Maine Drilling & Blasting, therefore an ownership succession plan was in order, which led to the initiation of the ESOP in 2004. Based on our research, we felt strongly that an Employee Stock Ownership Plan was the appropriate place to start. Maine Drilling really was a family, and the ESOP was an opportunity to move the Company in a family direction.



A team effort - always.

Further, both Ted and I wanted an exit strategy that considered a target of 2015, whether we took advantage of it or not. Our plan suggested that the Company should most likely go through the next progression of its ownership around 2010 if we were to meet that 2015 deadline. These plans were all put in place at the turn of the century. Coincidentally, we transacted the ownership commitment for the Company in 2011.

In 2016, the Company's 50th year in business, as intended, we will execute the back end of the final ownership transaction. That really is a very important aspect of our strategic positioning and planning for the Maine Drilling employee-owners.

Dyno Nobel

With Dyno Nobel, the strategy from our point of view was twofold. The first consideration was the positioning of Maine Drilling & Blasting strategically in the marketplace, to occupy a better position within explosive products and distribution networks, and to be better able to achieve a greater scale within the Northeast marketplace. We felt an explosives company would be best positioned to help us accomplish that goal. Dyno came to us with a strong interest in our organizational capabilities and market presence, and an interest in a business partnership for the Northeast. That was the starting point for our exploration of that possibility. We needed to determine whether our employee ownership and a joint venture relationship with Dyno could all be brought together to work under one umbrella. We determined that there was value in the business relationship and such an arrangement could work moving forward.

When we got to the point where Dyno indicated they would like to become a business partner with Maine Drilling and buy part of our Company, we asked Bigelow to help us put the deal together. They were an important presence in our group as we worked to accomplish the transaction. In the end, Dyno bought 49 percent of the Company in a dual transaction. We agreed to sell them 49 percent of our Company, and, at the same time they would sell us all their Northeast assets, operations and territorial rights. Ultimately, they were buying an ownership interest in Maine Drilling, and Maine Drilling was acquiring their operations in an asset purchase, taking over their activities within our territory. Apart from the fact that those assets were being poorly managed, it would not have made sense to be partners and continue to compete in the Northeast.

Once the transaction was complete, we took Dyno's Northeast operations apart and put them back together again. Reorganizing and reassembling their operations truly challenged the MD&B culture. It looked to our people as though something was wrong. We were putting together a new organization that could work, while fixing the pieces of Dyno that were not working. But rumors were flying – falsely stated:

1) Ted and I were leaving, 2) Dyno was going to take over the Company, and 3) Maine Drilling was in financial trouble. Not surprisingly, there was a lot of resultant undertow within our Company. It was clear that we needed to bring everyone at Maine Drilling onto the same page. In other words, we needed to create a Common Culture that defined who we were as a company and where we were going. It was about making the Company healthy as a team and opening a dialogue that allowed us to all be in business together. The challenge was magnified because Dyno's culture was very different from ours. They were not family based, or performance driven the way Maine Drilling was. Many deficiencies in their Northeast operations existed, and it was our responsibility to correct them. It was only through some very hard work by some great Maine Drilling employees that our Common Culture Initiative and our reorganization of Dyno's market in the Northeast was accomplished. The success of those efforts allowed us ultimately to refocus our Company and move forward together.

It took us about a year and a half to right that ship, and we moved fairly quickly. Dyno's operations came into our Company. Our partner was happy to have us dealing with their regional deficiencies, and we did. We take the health of our Company very seriously, so we were very deliberate in making decisions as to which employees stayed and who left. Experience gained through several previous acquisitions enabled us to work well as a team in a very effective manner. We bought those assets, and took on those people, so it was incumbent upon us to put them together in a format and an organization that could be successful. And, with a lot of hard work and passion, that's what we did.



Dan Werner: Stepping Up

Dan Werner joined the military in 1999, where he spent four years as an explosives engineer, doing, among other things, bridge demolitions and creating battlefield obstacles and minefields. He loved every minute of it. When he was discharged, he had a couple of opportunities, one of which was coral blasting in the Gulf Coast area, but ultimately Dan wanted to come home to New Hampshire, where he had grown up. He wanted a family.

Things changed when he sat down with Ted Purington for an interview at Maine Drilling & Blasting,

Dan: Just in the way Ted carried himself and the way he talked about the Company, there was great passion there. Seeing that passion at Maine Drilling & Blasting pulled me towards it.

I started with the Company in May 2003 as a general laborer, and worked my way up from that point. Maine Drilling also provided the opportunity to go back to school and to further my education and my career. After two years, having been introduced to the Leadership Development Program, I knew I was all in.

Leadership Development

Dan went through the Futures Program, part of Maine Drilling's succession program directed by Fran Liautaud.

Dan: I worked four or five months as a laborer and then transitioned to a driller, living in New Hampshire. I worked nine months to a year as a driller and then became a blaster. A typical day as a blaster, when I was going to school two days a week, involved getting up at 3:30 in the morning, then driving to the magazine site in Massachusetts by 4:30 or 5 o'clock to pick up what was needed and be on the job site for 6:30 in the morning. I worked all day, returned to the magazine site to

offload explosives, drove back to Manchester, New Hampshire, by 5:30, and attended classes from 5:30 to about 10:30 or 11 o'clock at night. The days I wasn't in the classroom I was doing my homework. I did that for three years as a blaster and I earned my four-year Bachelors degree in business studies in three years, going nonstop. That provided me with a good foundation for the business side of what we do. I was schooled during the day in what it meant to work as a blaster and run job sites, and at night I was learning about the business world. The two dovetailed and provided me with an opportunity to become a manager in the Company.



Dan Werner.

In the first year or so with the Company, I relocated to Massachusetts, where Jamie's family lived. After a couple of years working and earning my degree, I was offered a job as the Western Divisional Manager, and we relocated for the Company to Saratoga Springs, New York. By that time we had one child and another on the way.

While I was learning to be a manager, running the Western Division for Maine Drilling, which is the construction operation in Vermont and parts of New York, I went back to school for my Masters degree at Southern New Hampshire. I did some eight-week courses when I was local, but for the most part a lot of my classes were online. I ran a divisional profit center during the day and worked from eight to midnight doing my schoolwork as part of the commitment to advance myself professionally. I had a great passion for what I was doing, even though it was daunting and demanding.

It was at this point in his career at Maine Drilling that people remember the occasion when Dan spoke up at one of the Managers' meetings and, in front of about 40 guys, said to Bill Purington, "I want your job." Dan knew what he had to do to put himself in a position where he might be considered for such a position. Bill, who knew that one day he would be replaced, welcomed Dan's honesty.

Dan: The values of the organization — respect, honesty, and fairness — aren't just words here. They represent very much who we are as a company. Bill and Ted embody those values at the top. I worked with Ted quite a bit as an up-and-coming blaster, running job sites and learning the operations side of the business, and I have worked with Bill over the last five to seven years on the business side. When you trust the people you work for and you can put your faith in them, the sky is the limit. It's been a great process.

What pulled me toward Maine Drilling is the fact that what you put into the Company is what you get out of it. If you're willing to work hard, you will be offered more opportunity. If you can meet that opportunity and advance yourself, you will be given even more opportunity. For me Maine Drilling has always been a natural fit. The people and values very much align with who I am, my upbringing and my previous experience.

From the military, which was very bureaucratic, I learned leadership and discipline. When you're 21 years old and you're the leader, telling people who are 35 years old what to do and how to get there, you have to motivate them and inspire them to buy into you. That was a valuable tool I learned in the military. For laborers, drillers, blasters, managers, executives — everybody in this Company — if you demonstrate your value, if you never ask anybody to do something you wouldn't do yourself, they will follow. If you display competence and prove you have the ability to lead, people will follow. Coming to work in the private sector, Maine Drilling & Blasting really fit what I was looking for. It's a family business and close knit even though there are 400 employees.



Dan Werner directing the setting of blasting mats.

I came by hard work honestly. My father works for Toys "R" Us, and during the holiday season, my father will work 75 to 80 hours a week. During the off-season, he works around the house and helps families out, whether it's cutting grass or fixing cars for them. He always worked hard and I get that work ethic from him. Family is very important to us.

There is a lot of youth in the leadership team at Maine Drilling. There's a lot of passion in what we do. There's a lot of opportunity and a lot of competitiveness, which tends to drive excellence. I didn't have all the skill sets needed to do the job I'm doing today, but Bill and Ted saw something in me 12 years ago that told them that potentially I could advance, and they provided me with opportunity and waited to see what I could do with it. They have vision.

There is a funny story in here that dates to early on, when I was a laborer and a driller. My boss at the time, Troy Beaulieu, was the

manager of our union division. He sent me to Salem, Massachusetts, for the day to work with Don McCoy, who was a blaster. When I called Don and asked him where I needed to be, he told me to go to the shop to pick up a compressor. We had to blow out some holes and load them.

At that point, I had been with the Company only a couple of months, had never blown out holes, and didn't understand what we were looking for, but I got a compressor and showed up. A bunch of previously drilled holes had been sitting empty for a couple of weeks due to a contract dispute with the customer. Don told me to grab the compressor and the blow tube and blow out all those holes. When I asked what was in the holes, he said mud and muck and probably mice. Sure enough, when I blew them out I was pelted in the face with mud and muck and everything else. Thinking back to that, I realize that you have to be wired a different way to want to do this work. What surprised me here was that everybody else I worked with had that same passion. Not a lot of people want to subject themselves to this. It wasn't a test; it was just what had to be done. When you run a drill all day and know you have what it takes you have to be cut from a different cloth.

I like the fact that you have to be willing to get your hands dirty and put the work in. I like being able to work with my hands; I like working closely with these guys; and I like the excitement of working with explosives and heavy equipment.

The other thing that surprised me was the camaraderie among the people at Maine Drilling. When you're in the military, you take a lot of pride in what you do. You're prideful about being a soldier and about serving your country. I found that same sense of pride when I came to Maine Drilling & Blasting. I wasn't expecting to see that in the private sector. Maine Drilling is a special place. The Company is set up for success and future evolution, with a lot of forward thought and strategic vision, and the leadership team is very much promoting that vision as we go forward. When the people you work with share your same passion and are just as excited and engaged about the future, it's infectious. It's contagious. It becomes a lifestyle.



*Senior Project Engineer Peter Marcotte Laser Profiling,
Aggregate Industries, Raymond, NH*



MD&B's Hardworking Men & Women



Auburn, NH (front row - left to right) Alan McGraw, Stockroom Supervisor; Susan Hollabaugh, HR & OD&T Generalist; Jessica Timmons, Credit & Collections Specialist; Erin Michaud, Office Administrator; Mark Ouelette, Mobilization Supervisor; Jason Riley, Central Division Manager; Gary Milbury, Hoe Ram Operator; Mark DeGennaro, Purchasing Manager; Tyler Peer, Field Engineer; Joe Taber, New England Quarry North Division Manager.

(back rows - left to right) Alan Soucy, Project Engineer; Anna Walker, IT Operations Manager; Marty Saunders, Distribution Supervisor; Dennis Wilson, Fleet Equipment Service Supervisor; Michelle Stevens, Regional Office Manager.



Central Senior Lead Drill Operator, Tom Rekar, NH.



Central Blasting Superintendent, Kevin Bauers, NH.



Central Lead Drill Operator, Andrew Prince, Cannon Mountain, Franconia, NH.



Eastern Lead Drill Operators, Ben Kramer and Will Merrithew, Bingham Wind, Bingham, ME.



(L to R) Eastern FSG Supervisor, Paul Lavalle, and Lead Driller, Ben Kramer, Kibby Mountain, ME.



(L to R) ESG Drill Training Supervisor, Travis Gross; Central Mechanic, Shawn Lane; Drill Training Supervisor, John Dion; and Equipment Services Manager, Terry Bower.



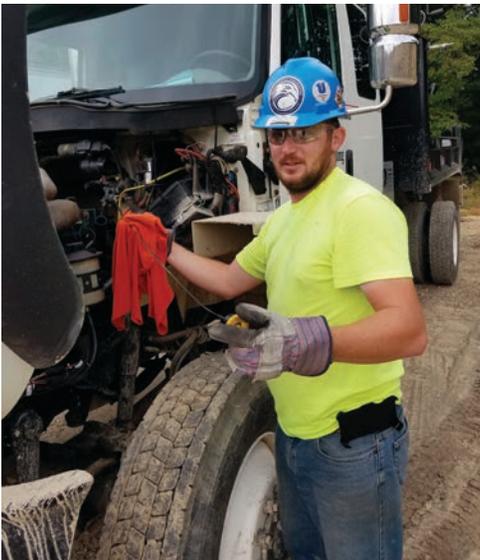
(L to R) Eastern Lead Drill Operators, Will Merrithew and Ben Kramer; Senior Lead Drill Operator, Ted Michaud; and Lead Drill Operator, Eric Miller, Bingham Wind, Bingham, ME.



(left) Finance & Administration (Left to Right) Kevin Rouleau, Controller; Jennifer Harding, Payroll Administrator; Polly McKenna, Accounts Payable Coordinator; Kaitlin Merrill- Stearns, Staff Accountant II; Sally Rines, Accounts Payable Clerk; Karen McGuire, Accounting Specialist; Kris Cary-Sanborn, Payroll Administrator; Hannah Bass, Senior Risk Manager; Sharon Bailey, Accounting Supervisor.



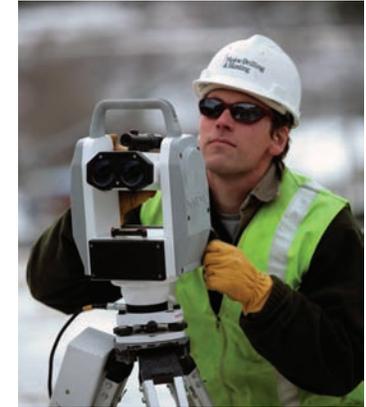
South Regional Superintendent, Steve Patten.



PSG Distribution Driver, Jonathan Bebeau, Tremont, PA, Post Trip Inspection.



North – Blaster, Jeff Burton; Blasting Superintendent, Dan Schmitt; Driller Trainee, Chad Nadeau; Drill Operator, Jason Buxton; Laborer, James Kokidko; Blaster Trainee, Hoip Swaby; Blasting Superintendent, Mike Waterman; North Smithfield, RI.



Senior Project Engineer, Peter Marcotte.

North Project Superintendent, John Dillon; Central Blasting Superintendent, Kevin Bauers; North Laborer, Matt Lambert; North Blasting Superintendent, Tom Marcoux, at Milford Stone, Milford, MA.



(L to R) Safety Pre-Blast Specialist, Jim Thomas; Safety Manager, Mike Weider; Pre-Blast Specialist, Barbara Barclay; Safety Engineer, Sandra Pelletier; Compliance Supervisor, Geoffrey Tyson.



PSG Loader Joe Riccio, Ulster, NY.



(L to R) TSG Blaster Training – South Blaster, John Currier; South Blaster, Frank Hines; South Lead Blasting Supervisor Tim Harmon, Trainer.



TSG Blasting Technical Manager, Todd Harrington (left).



Western Blasting Superintendent, Pat Defusco (right).



PSG Loader Robert Evans, moving trailers, Auburn, NH.



(L to R) Western Quarry – Quarry Survey Tech, Nolan Mack; PSG Loader, Devon Bruno; Blasting Supervisor, Chuck Barnum, Barton Mines, NY.



Western Construction Drill Operator, Morgan Putvain, Deerfield Wind, Searsburg, VT.



Western Construction Blasting Superintendent, Joe Taber Jr., Deerfield Wind, Searsburg, VT.



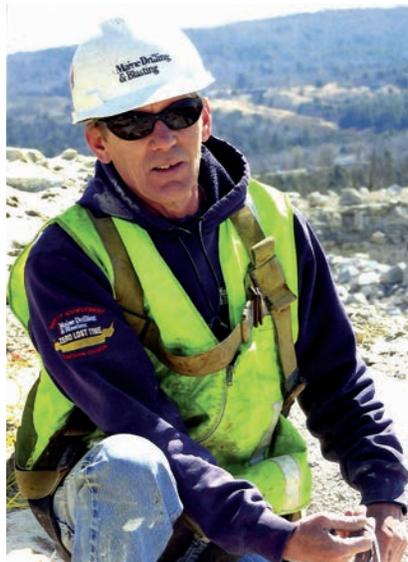
(L to R) Western Quarry Lead Drill Operator Ray Atkinson and Equipment Service Manager Terry Bower.



*New England Quarry North Blasting
Superintendent Brian Yergeau.*



*(above R to L) New England Quarry
South Division Manager Pete Bennett,
Regional Superintendent Kevin Godfrey
at the Tilcon Quarry.*



*(left) New England Quarry North Lead
Blasting Supervisor Ron Grant.
(right) New England Quarry South
Lead Blasting Supervisor Blake Kerrigan,
Littleton, MA.*





(L to R) ESG Mid Atlantic Mechanics David Hartshorn and Kevin Hostetter, Regional Maintenance Supervisor Roger Hartshorn, and Training Supervisor Steve True.



(L to R) Mid Atlantic Construction Blasting Superintendent Chris Jones, Blaster Trainee Jon Neithercoat, Lead Blasting Supervisor Bob Whitaker, Blasting Supervisor Nate Chamberlin, Blasting Supervisor Dave Eastman, P&G, Martinsburg, WV.



Mid Atlantic Quarry Regional Superintendent Marc Andrews, Auburn NH Blend Plant.



Mid Atlantic Construction Blasting Superintendent Tom Snyder.



Business Planning & Company Evolution

BUSINESS PLANNING & COMPANY EVOLUTION



BUSINESS PLANNING BROUGHT IT ALL TO LIFE

Over the years one of the greatest successes for Maine Drilling & Blasting has been its ability to plan. Whether the focus has been Financial, Operational, Developmental, Markets or Succession, the creation of a vision and execution have been key.

The earliest plans were obviously Ted Sr.'s to start MD&B and support a family. In the early 1980s, these plans became more strategic as the Company planned to organize operationally and financially, focused on becoming a coordinated business. Understand that not all business planning is positive; oftentimes it includes responding to negative events and survival. But Business Planning for MD&B has always been about managing change; economic cycles, technology, successes and failures, people and acquisitions. MD&B has engaged the process of Business Planning as a critical tool for nearly 35 years now, much to its success.

As you visit the evolution of MD&B and its accomplishments, you will consistently recognize the many efforts of its people, who had great energy, vision and commitment. And you can follow their dedication and success along the way. Some of the more basic and fundamental elements of these successes include: Divisional Structure, Regional Expansion, Bravo Strategy, Acquisitions, Succession Planning; Ownership/Leadership; and Technology.

MAINE DRILLING & BLASTING TIME LINE

1966



Maine Drilling & Blasting is born with Judy Purington processing paperwork from a small office off the kitchen.



MD&B starts with a plunger blasting box, dynamite, Anfo, and electric caps.



A Jackhammer and 2-3 employees to start.
Followed by Pneumatic Gardner Denver 3100 Crawlers with PR 123 hammers with tow-behind Sullair 750 compressors.
Key Drillers: Rene Roy, Morris Waite.



Ted Sr. uses the fundamentals that he has envisioned to be his cost; He never uses a calculator; he loves to do it in his head and often adds a little paper and pencil to support his mental math.

1970s



When we are operating out of the kitchen on Marston Road, project management consists of MD&B Blasters setting up job sites under the supervision of Ted Sr. Come the end of the day these workers are faced with questions from Ted, regarding drill productions, patterns, powder factors and quantities. These become the initial expectations of MD&B Blasters and are known as the “50 Questions” that will become the backbone of our operations and take the form of our “Operating Standards.”



Expanding technology using VME capacitor discharge blasting machines, while still relying on dynamite, Anfo and electric blasting caps.

Experimenting with DuPont's Tovex watergels in a quarry application. Dynamite and Anfo is still used widely in construction.

Beginning to use sequential blasting machines to increase shot sizes and improve timing capabilities.

Early '70s



Started with Gardner Denver 3700 Crawlers with PR 55 and PR 66 hammers.
Ingersoll Rand ECM 150s, 250s and 350s with VL 140 Hammer and 750 tow-behind compressors begin to replace the Gardner Denvers.

Mid to Late '70s



ECM 350 w/ VL 671 hammer that require an 1100 cfm tow-behind compressor.

LeRoi hydraulic drill was introduced with tow behind air compressor. Followed by the Gardner Denver self contained (air on board) HydraTrac.

Key Drillers: Morris Waite, Brad Touchette, Paul Bergeron.

1977



Hinckley, ME.



By the late '70s early '80s additional paper and pencil time promotes manual spreadsheets and a little more detail for some



MAINE DRILLING & BLASTING TIME LINE

of the larger or more complex jobs, though pricing is most often unit based. Hard lump sum pricing carries a lot of risk and often recognizes negative impacts.

1980s



Shortly after the kitchen interrogation era, new strategies evolve, some of which are the formation of the Weekly Cost Sheets and very basic Blast Reports (created in the early '80s), both reviewed by Ted Sr. weekly. The information from these reports help generate billings and tell the Company how the jobs are performing financially. From the information being submitted they can also determine if the job is being built the way it was envisioned. This practice quickly evolves with the development of Division Managers, also in the early '80s, when the responsibility is then passed along to them and monitored. The Division Managers are responsible for building local relationships within their region and, as important, the project management of jobs. At the end of the day they are still subject to Ted's "50 questions."

Early '80s



With the desire for increased production and efficiency MD&B begins to pursue the new technology of the hydraulic drill.



I-93 in Northern VT and NH.



1980-1983 Recession.

MD&B struggles financially.

Key Bank shuts off available lines of credit.

Second Generation join business.
Business embarks upon growth.

1980



Berlin, NH (big loss).

1982



A field accounting system is built.

1983



Invest in advanced technology and advancement in production drilling believing that the hydraulic drill is the future.



Move to Auburn, NH with office at Auburn House.

1984



Entry into the Quarry markets.



A field accounting manual is published.

1985



Quarries operate as their own division growing into New England. Developing Divisional Structure enables MD&B to focus as a smaller local company and build local relationships toward regional growth.



First Estimating programs are written.

OPERATIONAL



Drilling



Explosives/Blasting



Memorable Projects

FINANCIAL



Acquisitions



Economic Struggles

MAINE DRILLING & BLASTING TIME LINE

1986

 MD Drilling & Blasting (Union Subsidiary), is formed in order to operate in the metropolitan areas.

1987

 A DEC computerized accounting system with basic accounting, word processor and spreadsheet capabilities is implemented. MD&B initiates a Strategic Plan and Annual Business Planning process. Job Costing System initiated.

 We see our first Atlas Copco hydraulic drills; the “H” series, 712 and 820. Ingersoll Rand ECM 450 hydraulic drill. LeRoi hydraulic drill. Ingersoll Rand ECM 450 D and the Gill Beetle DTH drills are used for quarry and large construction projects, requiring at least 250/850s. Introduction of the button bits.

 Advances in sequential blasting machine technology with programmable units that provided gains in safety, quality and productivity. Shortly thereafter the Company starts to utilize the next generation of electric blasting caps, which provide greater accuracy and control with further gains. In the late '80s, the Company begins to move away from dynamite towards DuPont’s watergel technology, recognizing safety, and economic gains.

Mid to late '80s

 By the mid '80s, and with the onset of computer technology, the Company creates electronic spreadsheets. These spreadsheets, built on Digital Equipment Corp’s (DEC) Rainbow system, incorporate actual equipment cost, labor with burdened rates, real supply cost and overhead mark-ups and margins.

 I-95 in Peabody, MA (big loss).

 Rte 3 Harrisburg and Tupper Lake, NY – mid 1980s.

 AC hydraulic drills are introduced with onboard air (HCs) 410, 512, 612, 712, 722HC, and 812HC. Key Drillers to take MD&B into the hydraulic drill phase: Tom Hanley, Jim Norton, Steve Wood, Jeff Mullen.

1986

 Newton, MA 1986 (bad blasting accident, lesson learned).

 Built the Auburn, NH Office.

1988

 Built the Barre, VT Office.



MAINE DRILLING & BLASTING TIME LINE

1990s



In the '90s, with the development of estimating and costing systems to help set and track projects performances, MD&B also considers drill productions and pay quantities through the use of computerized systems w/ manual input. This system stays in place until 2010, at which time employees began using laptops with wireless connections for our data entry, done right in the field. The basic blast reports evolved over the years to meet the most stringent regulations and have also been replaced with electronic versions that allow Blasters to submit from the field. All of the information filled out from project sites populate management reports in real time, allowing local and Senior Management to become involved in a more timely way when necessary.

Through the first 30 years, MD&B's management of project engineering was primarily informal and reliant upon the Contractor, the Owner or a 3rd party hired by the owner. The Engineers' responsibilities included determining design quantities for bidding purposes, generating layout in the field and calculating pay quantities. MD&B's Blasters' interpretation of pay quantities did not always agree with the engineers' and frequently created surprises at requisition time and disagreements with our customers.

In the late '90s we formed our own Engineering Department to help with the project engineering which is now responsible for doing quantity takeoffs for estimating purposes, generating scope of work, checking layout, and proactively reaching quantity agreement with our customers in advance of any surprises. These "in house" services have helped minimize disagreements over quantities and in return strengthen relationships with our customers. Additionally, in the past MD&B was only able to put a best guess on the work that had been completed vs. what

remained, often yielding surprises at the end of the project with unanticipated results. Today's Engineering Department also prepares "Cost to Completes" (CTCs) for MD&B's Leadership. CTCs are used to provide a view of the actual vs bid quantities for comparison to original takeoff. CTCs are also used to determine a snapshot of our financial performance at any point in the project, and in addition, also provide the anticipated financial result at the project's completion. Over the last 20 years, as the Company has grown, so has our Engineering Department. Under the leadership of MD&B Chief Engineer/Professional Engineers (Steve Blaisdell, and then Bill Scott), MD&B has become a "Go To" company for its customers, often relied upon for scope of work area, accuracy of top of rock elevations and progress billings with precise rock quantities using computerized Total Station and GPS equipment that has accuracy to 1/100th of a foot.

Another Project Management tool that has become a necessity for relaying project information to the field at project Set Up is the "Grab and Go." Project set up from the Company's beginning through the late '90s was also primarily informal, relied on the experience, common sense and good judgement of the Blaster in charge, and often left items such as scope of work and pay limits ambiguous. MD&B has adapted by generating a job set up folder named the "Grab and Go." The "Grab and Go" is prepared by Engineering along with the Divisional Leadership and reviewed in advance with the Blaster on the project. Its contents include safety items, local regulations, and specific and necessary project information.



Repump Bulk emulsion is introduced in some quarry and minimal construction applications before retracting for greater developments.



Hydraulic drills become the mainstay.

OPERATIONAL



Drilling



Explosives/Blasting



Memorable Projects

FINANCIAL



Acquisitions



Economic Struggles

MAINE DRILLING & BLASTING TIME LINE

Early 1990s



With the continued advancement of computer technologies, the Company works with an independent programmer and writes its own custom estimating system on a DOS platform. This system incorporates flexibility with types of equipment, accessories, explosives and wages without program customization for each change. This program provides the variable characteristics that previously were so hard and often prevented the time for "what ifs" or other options. Coordinated with the Company's evolving internal costing system, the estimating system allows multiple users, significant estimating productivity gains, the ability to price more work, more accurately and more consistently.



I-89 in Northern VT – early 1990s.



1989-1991 Recession, savings and loan banks and real estate failures. MD&B reorganizes to survive. MD&B dances with the devil (RECOLL & Key Bank). All available assets are tapped. Post 1992 MD&B embarks on fastest growth period in its history.

1990



Green Mountain Explosives – (New England).

1992



Our first Contract Administration system is implemented.

1993



Estimating Program is revised outside of spreadsheets.



Quarry Planning takes shape as a value added service.

1994



Developed Driller & Blaster Training Programs. MD&B packages quarry planning services to benefit cost and relationships.

Mid 1990s



Rte 2 & 32 Norwich, CT.

1995



Sub leased storage to explosives suppliers based on relationship: Atlas, GME.



Walmart Distribution Center in Raymond, NH (initiation of big box store expansions).

1996



Auburn Mag Site is purchased. Founder Ted Sr. and Judy retire from the Company.



A new telecommunications system is installed, with voice mail capability and remote access. Direct Deposit for payroll is introduced.



Capital Drilling & Blasting (NH, VT, ME, MA).



MAINE DRILLING & BLASTING TIME LINE

1997

 An Advisory Board is formed to support growth and dynamics. Internal Blaster Training Program is developed.

 A new Accounting Software is implemented called Timberline Software. This system was popular in the construction industry and is still widely used today and known as Sage 300.

 EMC Corporate Expansion, Hopkinton, MA.

1998

 MD&B sets a stake in the ground in CT with permanent personnel structure.

 Lotus 123, an electronic spreadsheet, is launched replacing the DEC system.

 Estimating Program is revised from DOS platform to Windows platform.

 The Company matures its move away from dynamite with Atlas emulsion technologies, again advancing results in safety and economic gains.

 The “New Driller” is developed to be able to meet the demands of the hydraulic drill, training is received from Atlas Copco on start-ups and troubleshooting and relied on in-house “Drill Mentors” to develop new Drillers.
7 Series Atlas Copcos becomes MD&B’s workhorse.
MD&B becomes fully staffed with self-contained hydraulic drills.
The 742 R replaces the 712 removing the operator’s controls from

the front of the mast to a swinging control panel and provides rod handling.

Self-contained Ingersoll Rand ECM 370 hybrid (air powered hammer with hydraulic maneuvering) replaces the remaining pneumatic drills.
Ingersoll Rand ECM 490s .

 MD&B contemplates Ownership Succession and builds early plans.

Mid to Late '90s

 The position of a Drill Trainer and a formal Driller Training program is established.
With the acquisition of Capital D&B: The Tamrock Tiger becomes a construction drill, Tamrock 1100 becomes part of our quarry drill fleet and the Tamrock Commando (rubber tire small hammer drill) begins to replace jackhammering on small jobs.
Atlas Copco 860s (DTH cabbed units with onboard air) becomes a part of the quarry fleet.
The 642 replaces the 612, the AC ROC 748HC-01 W/ 1850 remote control replaces the 748 replaces the 742 and the F7 and F9 cabbed units with 51 series steel replace the 812.
IR 590s (Rod Handlers) are introduced.
Self-contained IRs become a major part of the construction fleet with YH hammers and on board air.

Late 1990s

 Wrentham Mall, Wrentham, MA (1st job with DW White).

 The Company looks to advance its risk management profile better supporting Contract Administration and Blast Plans. The Company is very good at aggressively pricing work, especially

OPERATIONAL

 Drilling  Explosives/Blasting  Memorable Projects

FINANCIAL

 Acquisitions  Economic Struggles

MAINE DRILLING & BLASTING TIME LINE

when it can get paid for what it does. The Company can estimate work better than it can manage the units/quantities it is being paid for. Similarly, it likes lump sum work and finds the risk opportunities to be a strategic opportunity, but also realizes it needs to more successfully get paid for what it is performing. Ultimately, it is the coordinated risk management and engineering piece that follows our newest Windows-based estimating version and provides the greater risk management support and capacity the Company needs. At the turn of the century it will be the acquisition of a dedicated and experienced engineer that best helps coordinate our project management.



With the end of the '90s, MD&B initiates a move from electric detonators and sequential blasting machines to non-electric detonators, which takes until the turn of the century. By the end of the '90s, a less sensitive form of dynamite is materializing, but use is on the decline with the exception of challenging trench applications.

Additionally, through the '90s, repump Bulk emulsion is introduced in some quarry and small construction applications before retracting for greater developments.

2000s



With the addition of an in-house IT person, more advanced technology is introduced during this time. Prior processing of data for payroll, job costing and billings was done manually in the 1990s. With IT knowledge, MD&B is able to start importing data into Timberline rather than manually entering the data.

MD&B's electronic spreadsheet system is upgraded to Excel.



From 2000 to 2010, the Company continues to grow, better manage project risk, advance its territory and its market share, and most importantly evolve its total project management. The Company completes another rewrite of its estimating program around 2006 and is in the process of refreshing its current version again today while celebrating its 50th anniversary. Focused on continuing to advance the opportunities provided through technology and advance our productivity and information systems for internal users and delivery to customers.

Early 2000s



The Company invests in diversification with directional drilling in 2001 - Exits directional drilling in 2003 because it proved to be a distraction to the core business.



Following years of growth and organizational investment, by 2004 the Company has the internal infrastructure that enables the Company to provide its own explosives distribution network. Being basic in strategic storage locations and critical mass enables MD&B to be recognized by manufacturers as a distribution/user market leader. With such, the Company's self-reliance and investment mobilizes the latest technological opportunities and moves to distance itself from the market.

In support of its expanding and growing operating footprint, the Company's explosives network included the acquisition of multiple strategic explosive storage locations throughout the Northeast; the development of regional distribution networks, including internal Bulk Emulsion blending; and a fleet of large box delivery and bulk emulsion trucks. The Company is well positioned to best support quarry and large construction projects



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from its distribution points in New England and New York, bringing greater economies and a competitive advantage.

 ECM 720, IR's top hammer quarry drill with 51 series steel enters our quarry fleet.
The AC tethered remote control D3 replaces the 642 and the D7 begins to replace our workhorse 748.

 2000-2001 Recession, Technology Bubble
MD&B's financial strength takes advantage of weak economy.

2001

 West Point stadium rock bolts NY.

 Dirigo Drilling & Blasting (ME, NH).

 MD&B establishes strategic presence in Bloomfield, CT with facility.
Establishes a Leadership Development Program.

2002

 Krysa Blasting (ME, NH, MA).

 Explosive Distribution Network begins to move internal.

2003

 DocStar, an electronic filing system, is implemented. This system eliminates the need for manual filing of job files, billings, and accounts payable invoices. It is also used for filing of safety reports, payroll and HR reports and other documents. The

Company is able to dispose of filing cabinets and increase storage space and save valuable time. DocStar is still being used today.

2004

 MD&B begins development of Quarries in NY.

2004

 MD&B forms ESOP.

2005-10

 Bulk Emulsion Technology and use advances for MD&B with the construction of an emulsion blend plant in Auburn, NH, increasing the quality and quantity of the product. This plant is the first of its kind for a D&B company in the country.

2005

 American Drilling & Blasting (NH, ME, MA)
Prime Detonation/McNamara (MA)

 The first CFO is hired in September.

 Marketing is moved internal.

2006

 Jim Purington retires.
MD&B opens regional distribution center and strategic business presence from Argyle, NY.

OPERATIONAL



Drilling



Explosives/Blasting



Memorable Projects

FINANCIAL



Acquisitions



Economic Struggles

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 MD&B designs, builds and trademarks the first prototype Micropumper, a small bulk explosive pump system on a trailer for construction, enabling Bulk Emulsion Technology to be placed in the field at the blaster level on projects as small as cellar holes.

 Mars Hill Wind Farm in ME - The first wind farm for MD&B.

 Initiate Rockbolt installation service.

 The Company completes another rewrite of its estimating program.

2007

 Tom Purington retires from MD&B.

 Atlantic Drilling & Blasting and facility in Milford, MA (MA, RI, CT and NH).

 From 2007 through 2009 the Company advances the Micropumper system and its uses, growing to nine. Similarly, the Company expands its reach with bulk explosives, creating the first emulsion pumping unit on a skid and then on a remote Komatsu crawler, enabling bulk to be used in remote mountain work for projects like wind farm construction. MD&B continues to explore and expand the use of electronic detonators as the technology advances, recognizing safety, vibration and productivity benefits. Electronic Detonators begin to be tested in the construction environment to see if they can produce benefits similar to those achieved in quarry environments.

2007/2008 the Company completes its first full-scale construction job with electronics. While the job was a success, an "Achilles heel" was discovered whereby the computer chip is compressed in a decking application and there is a failure in the bottom deck creating tight digging.

MD&B works with the supplier to create a functional solution, utilizing a protective sleeve for the detonator inside the booster. This sleeve system eliminates the problem, paving the way for more wide-spread use in construction environments. This innovation also sets the stage for the deployment of these units to MD&B's largest single project, a hydroelectric project in Holtwood PA, with great success.

Today this sleeved design is a standard in the explosives manufacturing industry.

 With the acquisition of Atlantic D&B, the Company surpassed 100 hydraulic drills.

2008

 Organizational Training & Development moved internal.

 Timberscan, an electronic invoice routing approval system, is introduced in 2008/2009. This program interfaces with MD&B's accounting software, Sage 300, to route invoices for approval and eliminate the shuffle of paperwork. It also leaves an audit trail of activity in processing an invoice from the date received to the date paid. An image of the invoice is attached to the Sage 300 AP invoice record, saving time in invoice retrieval.

 Kibby Mtn. Wind Farm in ME.



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2008-2009

-  Great Recession, Financial Collapse.
MD&B positions itself with a Business Compression Plan in 2009.
MD&B again utilizes its fiscal strength to expand and grow.

2009

-  Move into PA market.
-  Field Data Capture (FDC) is introduced to capture “real time” data from the field. Using electronic equipment, MD&B can gather and report on payroll hours and production activity and import the data into Sage 300.
FDC replaces paper time cards and cost reports.
Electronic blast reports (EBR) are also created, eliminating the manual calculations and paper.
Electronic DSR’s replaces the manual job cost report.
-  Rte. 17 Liberty, NY - 2009-2010.
Holtwood Hydro in PA - 2009-2013 .

2010

-  With the Quarry's growth it evolves from one division (New England & NY), to two divisions in 2010 (New England, NY & PA).
-  Pennsylvania Rock (PA), with office in Myerstown, PA.
-  Millennium Pipeline in NY.
Merrimack Premium Outlets in NH – 2010-2012.

Mid to late 2000s

-  CM 780Ds enter the fleet as IRs DTH quarry drill.
L8 replaces the 860 as MD&B's AC DTH quarry drill.
The AC RRC (radio remote control) drills begin to replace the tether remote controlled D 3s and D7s.
AC T 15s replace the Commando 300s.

-  Rebranding of Maintenance Department as the Equipment Service Group.

2011

-  A Joint Venture Partnership with Dyno Nobel is formed.

2012

-  With the acquisition of Dyno's Northeast Retail business in 2012, the Company needs an invoicing system to bill out retail sales.
MD&B purchases Sales Order System (SOS) as a billing program.
It is so easy to use and interfaced with Sage 300 that we decide to use it for Construction and Quarry billings in 2013.

-  Dyno Northeast (Northeast States).

-  The Micro Pumper fleet grows to 12 units.

2013

-  Paperless Pay is implemented, providing electronic pay stubs to employees, eliminating the weekly mailing of employee check stubs and enabling employees to review their earnings online.
An automated blast call system is introduced to notify neighbors

OPERATIONAL

 Drilling  Explosives/Blasting  Memorable Projects

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of blasting times. This process eliminates the need for manual phone calls to each individual, a great time-saver on large call lists.

2014



Replicon, an electronic time card and expense report software, is implemented in the Fall for Departments and Corporate employees. This eliminates the need for manual time cards and expense reports.

Quarries grow to 4 divisions in 2014 (Northeast).



West Point barracks, NY - 2014.

2011 to present



Electronic Detonator technology continues to advance measuring opportunity with benefits to cost.



SANDVIK Di550 DTH replaces the IR 780.
AC FLEXIROC T45-10 is the larger hole top hammer quarry drill.
60 mm drill rods are introduced.
Atlas Copco T30 replaces the D3.
Atlas Copco T40R (D9RR) Replaces the D7.

2016



Creation of the Foundation Services Group to build on rock anchor and micro pile business



The Company has grown to a diverse geographical presence, and currently has projects in 13 different states, more than double the number of states compared to 15 years ago.



MD&B has and will always be interested in delivering a better product to customers by assisting Project Leadership with tools and information to help them make better decisions.



The Company today has expended its depth over the Northeast to a diverse geographical presence in 13 States, 6 Regional Offices/8 Distribution Facilities/over 20 remote storage locations; a fleet of over 65 Heavy Delivery Vehicles handling, from 250K #s of explosives in 1982 to 50M #s and over 1 million detonators annually; and an unmatched technical department.

Electronic Detonator technology continues to be advanced, measuring opportunity benefits to cost.



The Company is in the process of refreshing its current version of our estimating program (Nitro).



The Company today has a very diverse fleet of hydraulic drills with a count of over 75 top and DTH (Down the hole) hammers.



The Company entered the quarry market in 1983 and today services over 180 quarries and mines in the Northeast and Mid Atlantic US.



NOTES

