

RENEGADE

DENVER CITY



FIRE EXTINGUISHER





YES MEN

DENVER CITY PRIDES ITSELF IN
NEVER TURNING DOWN A JOB.



There was never any doubt that Renegade would have a district in Denver City, when the time was right. After establishing offices in Pennsylvania and Levelland, it was only natural for Renegade to seek out a location in the robust market. The key was the people who would make it happen.

As the people started to come together, the full picture came into view—a district that could provide consistent top-quality service day in and day out.

Initially, Denver City was an extension of Renegade headquarters in Levelland. Matt Gray, president at Renegade, knew it was important to capture the market in Denver City as it was known as a “sweet spot.”

“That’s where companies go after downturns,” Gray said. “There are a lot of wells real close to town and they’re fairly shallow, easy to work on. They do well there, so we do well there.”

In the beginning, Denver City was more of an outpost than a standalone yard. As the company began gaining traction in the area, the need for a full-time team became evident.

“I was moving people over there consistently,” Gray said.

The question was who would lead the team and build the district into the successful district it is today. The Gray family turned to a few names who had the experience necessary and the gumption to get it done.



WE NEVER TELL THEM NO

FINDING THE FIT

Steve Gray, Matt's father and previous owner at Gray Wireline, knew Mark Phillips could bring connections and management experience that would help build loyalty within and outside the company.

"Mark was the glue," Matt said. "His relationship with personnel in the oilfield goes back many years. Half of the workforce in Denver City worked with or for Mark Phillips or his brother at some point."

Phillips began his career in 1978 at ProLog in Denver City as a rigger. In 2006, the company was acquired by Gray Wireline where Phillips had advanced to manager. He came on with Renegade in 2012.

"He's our hometown connection," Matt said.

Next, Matt Cavana joined the team and helped grow the Denver City district. Cavana was one of

few managers the district has had through the years, and remains with the district in sales, which Gray says was the right fit for him.

"That's where Matt needed to be," Gray said. "He's really good with clients and knows what he's talking about."

When the pandemic hit, the Denver City district was in full force and was put to the test with the severe downturn in the market. After that, it was important that like its namesake, the district rise from the ashes.

"It was basically built, and then torn down and rebuilt all over again," Gray said.

With perseverance, loyalty, faith and some prayers, Denver City returned to its full glory and beyond thanks to those involved in seeing the vision through to the end.





DIAMOND IN THE DIRT

Most can agree that Denver City is a hidden gem in the robust Permian Basin—"a rare find," "a field within a bigger field," and "accessible for employees and customers."

"Denver city is unique, it's rare to have a field that old that's still making oil," Austin Locklin said.

"It's basically its own market in a sense," Cavana said.

While all the districts associated with Renegade deal with the ups and downs of a volatile market, Denver City is unique in that it is seldom without work. They're also rarely without the resources necessary to get on a job within minutes of receiving the call.

"So many yards have focused on other things but we're here, day-to-day," Manning said. "We can take care of whatever you need."

With enough trucks in the Permian Basin to pull from, Manning says Denver City can have someone on location every single day.

"We never have to tell a customer no," Manning said.

Employees are drawn to the Denver City yard for its proximity to most of the work, with drivers typically driving less than an hour to location every day. Howard Brazil, an engineer at the Denver City yard, has been with the Gray family since Gray Wireline and continued with Renegade for the culture, along with the fact that there is always something to be done.

"All the work is here," Brazil said. "For the most part, everyone stays around here because we're so busy."

Right now, Brazil says he has more than 90 trucks in the Permian Basin to pull from. But, because there is so much work to be had, oftentimes there aren't enough employees in the yard.

"We have to pull from the other districts a lot to make sure the job gets done," Manning said.



RENEGADE

SERVICES

LOYALTY

Building a loyal workforce takes dedication to an environment where people want to work. The Gray family has the experience and values that have transcended the overall culture that precedes the Renegade name.

"Our strategy has always been to grow the company by bringing in people and giving them a place where they want to work, where they feel appreciated," Cavana said.

The proof of this support is in the field as much as it's in the administration. Brazil, who is officially an engineer, doubles as a sort of "field manager." He takes it upon himself to go out with the employees to set up jobs, providing an added layer of insurance that everything is up to standard.

"I make a point to go out there and help them rig it up," Brazil said. "If I see something that might potentially go wrong, I'm going to stop them and advise them what could happen. If someone shows them the right way to do it the first time, they'll do it that way every time."

Manning said his disdain for corporate culture is what drove his desire to be a manager at Renegade after its initial success.

"Where I was, I was just an employee number," Manning said. "Here, I can pick up the phone and get any of the owners or a board member on the phone immediately."



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LEADERSHIP





The support Manning receives trickles down to the employees. Everyone is capable and expected to help.

"If there's a guy who needs help, I'm going to help," Manning said. "If I can't, I'm going to find someone who can help."

It's not hard to find an answer to a question at Renegade with a team that comprises hundreds, if not thousands, of years of experience in the wireline industry.

"Between everyone at Renegade, I think—I know—we have at least a thousand years of experience between all of us," Cavana said.

As a manager, Manning said it's important to trust the employees to do their job without micromanagement. That takes faith in not only the employees, but also in himself as a manager to trust they know what to do.





"If we don't let these guys go out and experience it, they're not going to learn or grow as a person," Manning said. "You have to trust yourself and know the employees have been trained and are capable of doing their jobs well."

Employees believe in the model and values set at Renegade, which motivates them to not only care about the quality of their work, but also think about their future at the company.

"I had always heard the Grays are good to work for, that they take care of their people, and 12 years later, I'm still here," said Rueben Villegas, engineer.

It's hard not to believe in a company and the support they promise when the president of the company is out in the field with the employees instead of behind a desk in an office.

"How often do you see the president of a company go out and run a truck? Here, nobody is above anybody else," Villegas said. Matt Gray is willing to go out and get dirty...He knew we needed someone to go out and run a truck and jumped right on it."

CONTACT

Chris Manning
cmanning@renegadewls.com

Mark Phillips
mphillips@renegadewls.com

Matt Cavana
mcavana@renegadewls.com



SERVICE OFFERINGS

- Down Hole Logging
- Perforating
- Pipe Recovery
- Injection Profiles
- Slick Line
- Braided Line

FUTURE IN SU

With more than 10 years under their belt, Renegade decided in 2023 that it was time to solidify a future for employees and provide something they could look forward to after dedicating years of service to the company. They implemented an Employee Stock Ownership Plan, providing an option for employees to invest in the company.

It also serves as an incentive for employees to stay with the company and continue upholding its dedication to quality work.

"It shows that through their hard work, they're deciding whether it works or not. The quality of our work can directly affect how much the company is valued at," Cavana said.

Right now, the ESOP is in its infancy and employees may not realize the full impact it will have on them and their futures. Cavana and others remain adamant that it will pay dividends in the years to come.

"While it's going to take time, that will set us apart down the road," Cavana said.

In the meantime, the district will continue to support its people, clients, and reputation. To do that, it means not only thinking about the future of the company, but also the future of its workforce.

"If we can't retain good people, that could change," Cavana said. "Everyone needs to be training their replacement. As long as we keep moving in that direction, it's going to be successful forever."

Renegade is the land of opportunity, so long as employees are willing to capitalize on it.

"If you're willing to put in the work, you can move up," Villegas said. "It's all up to you."



IF WE CAN'T R THAT COULD C

IN SUSTAINABILITY



RETAIN GOOD PEOPLE,
CHANGE



RENEGADE

(806) 592-3321
renegadewls.com
contact@renegadewls.com

