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A photograph of a plumber with a beard, wearing a blue denim shirt and black gloves, working in a cramped crawlspace. He is looking towards the camera while holding a white pipe. A bright work light is visible above him, illuminating the scene. The background shows wooden joists and some debris.

TRUE CALLING

Rural nature of work area brings unique mix of jobs and customers to Virginia-based plumbing contractor Page 12

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On the ROAD

Going With the Flo

Leak-sensing system provides Colorado plumbing company with additional revenue and a competitive edge — and peace of mind for its customers.

- By Ken Wysocky



On the Cover

Jeff Matthews installs new lines for a modular home's main water supply after discovering it was too close to the service and had an unnecessary filter on it. Matthews is the owner of Precision Plumbing & Contracting Services, based in Temperanceville, Virginia. His company offers typical plumbing services, as well as sewer line, well water system, drain cleaning and hydrojetting services throughout the Eastern Shore of Virginia and five counties in Maryland and Delaware. **Photography by Kevin Blackburn**

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Cory Dellenbach

Opportunities to Grow

Trade shows, offering difference services, are just a few ways to help your company diversify and become a one-stop shop

If you are struggling to find a way to expand your plumbing company, a trade show coming up later this month could be a great one to attend and explore all the different options available to you.

One of the water and wastewater industry's biggest shows takes place this month as the Indiana Convention Center hosts the Water & Wastewater Equipment, Treatment & Transport (WWETT) Show from Feb. 20-23.

This show offers many equipment options that would allow plumbers to break into a new market. Over 200 manufacturers will be exhibiting at the show, representing products and tools specializing in drain cleaning to septic pumping and more.

Jeff Matthews knows the value in being diverse with his company's offerings. His company, Precision Plumbing & Contracting Services, which is profiled in this issue, needs to be a one-stop shop for its service area around Temperanceville, Virginia.

The region contains no significant metropolitan area — the population of Temperanceville is less than 400. Fewer than 45,000 people live within the company's 90-minute-drive service area that runs from the Chesapeake Bay Bridge-Tunnel on the southern tip of the peninsula to the Maryland state line to the north.

The company not only does typical plumbing work, but also has expanded to drain cleaning services and will serve as general contractor on larger projects where subcontractors are needed, such as when electrical might be involved.

Matthews purposely set up his company to be a one-stop shop as a way to help the community get the services it needs. Why not do that with your own company? It doesn't matter if you are in an area like Temperanceville or in a large city like Chicago or Los Angeles. Stand out to your potential customers.

NEVER TOO LATE

As Anja Smith says in her Industry Insiders column this month, it's never too late to set goals for this year. We're still in the first quarter of 2019, so sit down and plan what you would like to see happen to your company.

If you don't own your own plumbing firm, it doesn't matter. Sit down and develop a plan for your own future. Maybe you want to move up from being a journeyman to a master plumber, or maybe you want to start your own company or move into another area of plumbing — from commercial to residential or expand your knowledge into HVAC work.

Take the time and figure out your plan.

A FOCUS ON RESIDENTIAL


Speaking of residential plumbing, we've talked to many plumbers throughout these pages that focus on residential work.

We realize it is where many plumbers put their attention, so in our Product Focus feature this month, we put a focus on residential plumbing tools and equipment that could help your company. Some of this equipment will be available to see at the WWETT Show later this month.

In our Case Studies feature we keep that focus on residential as we highlight six jobs where plumbers face tough or unique circumstances and found a solution using specific equipment.

WHAT HAVE YOU SEEN?

I'm curious, what kind of changes have you seen over the years in residential plumbing, whether it be tools used or the methods used. Let me know your thoughts by emailing me at editor@plumbermag.com or call 800-257-7222.

Enjoy this issue, and enjoy the WWETT Show! 



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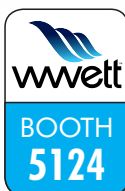
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PLUMBER OP/ED

New Construction Is Changing Society's View of Service Plumbers

In this online exclusive, master plumber and regular contributor Anthony Pacilla shares his thoughts about how problems that begin with cheap building methods ultimately trickle down to the service plumber.

▶ plumbermag.com/featured



COLLECTING ART

Toilet Seat Art Museum Finds New Home

We previously highlighted Barney Smith, a retired plumber in Texas who has spent a half-century amassing an expansive collection of decorated toilet seats in his two-room garage. But at age 97, he was looking to finally move on and find a new home for his toilet seat art museum. In this online exclusive, you can read about the buyers who stepped forward to preserve Smith's unique collection.

▶ plumbermag.com/featured

OVERCOMING BURNOUT

Put the Joy Back Into Your Work

Being a plumber can be a thankless job. You're often called upon in emergencies when people aren't in the best of spirits. If the daily grind has killed some of the passion you had when you first got started in plumbing, check out the tactics discussed in this online exclusive to get re-energized. ▶ plumbermag.com/featured

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TRUE CALLING

Rural nature of work area brings unique mix of jobs and customers to Virginia-based plumbing contractor

By Giles Lambertson | Photography by Kevin Blackburn



Precision Plumbing & Contracting Services, Temperanceville, Virginia

OWNER

Jeff Matthews

EMPLOYEES

5

SERVICES

Plumbing, hot-water heaters, sewer lines, well water systems, drain cleaning, hydrojetting

SERVICE AREA

Virginia eastern shore and five counties in Maryland and Delaware

WEBSITE

www.precisionplumbing.biz



▶ Precision Plumbing & Contracting Services staff members (from left) John Chandler, Brandon Barfield and Jeff Matthews, owner, stand near one of the company's Chevrolet 3500 vans, which are fully stocked.

Jeff Matthews always has his customers' best interests in sight, even when it seems to harm his company's bottom line.

Like the time when the owner of Precision Plumbing & Contracting Services was called to plumb the toilet of a 92-year-old woman who couldn't afford a much-needed overhaul of her house's entire plumbing system. Matthews worked it out to save the woman some money.

He gently persuaded his elderly client and her daughter that replacing the malfunctioning toilet was the practical solution to the dilemma. "The plumbing was in awful condition. I could have said, 'OK, let's do it all now.' But it wasn't in her best interests to spend all that money, not at age 92," Matthews says. "So I said, 'Let's do the toilet now, and we'll repipe it for you later.'"

This is Matthews' idea of serving his coastal Virginia customers. "If you keep your customers' best interests at heart when you are doing the job, it will all come out all right," he says. "That's the way we have always done business."

FINDING THE PLUMBING INDUSTRY

The company just celebrated its 10th year plumbing the homes and businesses located on the lower 70 miles of the Delmarva Peninsula. The low-lying land is separated from the rest of Virginia by the Chesapeake Bay. The region contains no metropolitan area of consequence — the population of Temperanceville is less than 400. Fewer than 45,000 people live within the company's 90-minute-drive service area that runs from the Chesapeake Bay Bridge-Tunnel on the southern tip of the peninsula to the Maryland state line to the north.

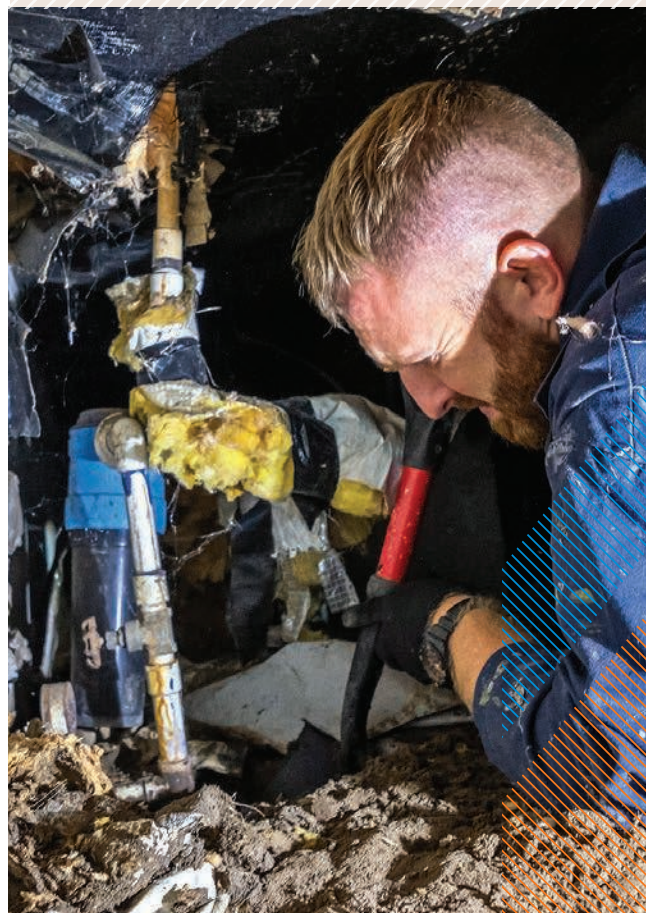
The geographic and demographic character of the area has shaped the company. Precision Plumbing is small (five employees), mobile and personal. Matthews ascribes to the general truth that success isn't fully earned; it is rented, and rent is due every day. "You have to work at it. We live in such a small, rural area and the people here depend on us. And we depend on them."

For a co-dependent, Matthews is a very independent entrepreneur. He talks of an early family life on the peninsula that found him pretty much on his own at 16, working before and after school and on weekends, mostly doing

“If you keep your customers' best interests at heart when you are doing the job, it will all come out all right. That's the way we have always done business.”

Jeff Matthews

▶ Jeff Matthews, owner of Precision Plumbing & Contracting Services, works in a crawl space of a modular home digging out the water main after discovering it was too close to the service and had an unnecessary filter on it. To correct this and give the customer better service, all of the old pipe, and filter, were removed and placed lower underground to protect from freezing.



carpentry tasks. After his high school years, he reluctantly helped a friend whose plumbing family needed an extra hand. “I remember telling him I didn’t want anything to do with plumbing, that nasty end of the construction business. But I helped him out and immediately realized that I really liked this.”

He also recalls realizing there were 15 carpenters for every plumber and that he would be smart to switch trades. He worked full time as a plumber apprentice, earning a master plumber license in 2008. Unfortunately for the young tradesman, the construction economy began to crash that year. To survive the meltdown, he went to work for NASA at its Wallops Island facility just up the road, working for five years as a utilities mechanic.

FROM NASA TO LAUNCH

Matthews didn’t abandon his plumbing, however. Rather, at age 24, he launched Precision Plumbing from his home in Temperanceville, taking on projects on weekends and in the evenings. “It was a crazy time,” he recalls. The two-job frenzy proved beneficial in the longer term: His years of work at NASA created a network of contacts who have since borne government contracts for his company.

Yet Precision Plumbing principally is a residential services company, with 80 percent of service calls to homes — old and new. The mix of housing stock can be a challenge. “I don’t know many places that you can

answer a call to a home with all PVC pipe running through it and 10 minutes later be at a home with nothing but galvanized pipe leading to a terra-cotta main drain,” Matthews says. “You really need to be prepared.”

The company’s response to this diversity is to have technicians arrive in something larger than standard vans. He runs Mercedes and Chevrolet 3500 trucks with outside bins and filled with a full assortment of tools and plumbing products.

“We are pretty intent on having a lot of inventory in our shop and in our trucks,” Matthews says. “Basically there are three supply houses in two states in our service area and they carry minimal inventory. We stock more in our shop than any supply store on the Eastern Shore. If we run out, we can’t depend on a supply house having it any sooner than a couple of days. That’s not going to work in an emergency.”

The company’s inventory is stored in a new 5,000-square-foot building erected in 2017 on 18 acres. The warehouse area is part of a building that also contains a four-bay garage/shop and a separate wing dedicated to administrative office work.

▶ Jeff Matthews pulls stock from his warehouse to top off his truck before heading out for the first job of the day.



For company and community

The mission statement for Precision Plumbing & Contracting Services talks about positively impacting the lives of employees and clients, elevating customer expectations and satisfaction, contributing to the community and "old-fashioned craftsmanship." It isn't just talk.

Owner Jeff Matthews says what his company is mostly known for is good work. "People call when they want a job done right," he says. "Regardless of what it is — a faucet installed or a drain cleared — someone else didn't do it properly and people call us to have it done right. Or they call us to have it done right the first time."

So that speaks to the craftsmanship part of the mission statement. Matthews also has taken on the huge problem in the trades and construction industry of dwindling interest in such careers. He has lobbied Eastern Shore Community College to nurture more trade careerism and arranged with the state of Virginia for Precision Plumbing to become an official apprenticeship program. Any unlicensed employee of the company is enrolled in the apprenticeship program and works toward a license. In addition, Precision Plumbing can sponsor the apprenticeship of other young tradespeople working elsewhere.

Matthew also works with a local Boys & Girls Club. And backing up his mission talk with money, he donates \$5 from each service call to www.water.org, an organization dedicated to providing clean water to people around the globe.

"I did a bit of traveling when I was younger," says Matthews, now a home-guy with a 10-year-old and 12-year-old under his roof. "I made it to China, where I got a bacterial disease from bad water. Here, we take clean water for granted."

How about impacting the lives of employees? So far, Matthews hasn't been able to develop much longevity in his staff of technicians. "The guys I have now have only been here a couple of years. One reason is that I take a very firm stand on the company being drug-free and a good work environment. As so I do drug testing and have found that a lot of people seem to have some kind of drug problem. It has led to a lot of releases, but I want to keep my company standards."

Which, of course, goes back to the mission's statement about elevating "overall customer satisfaction."



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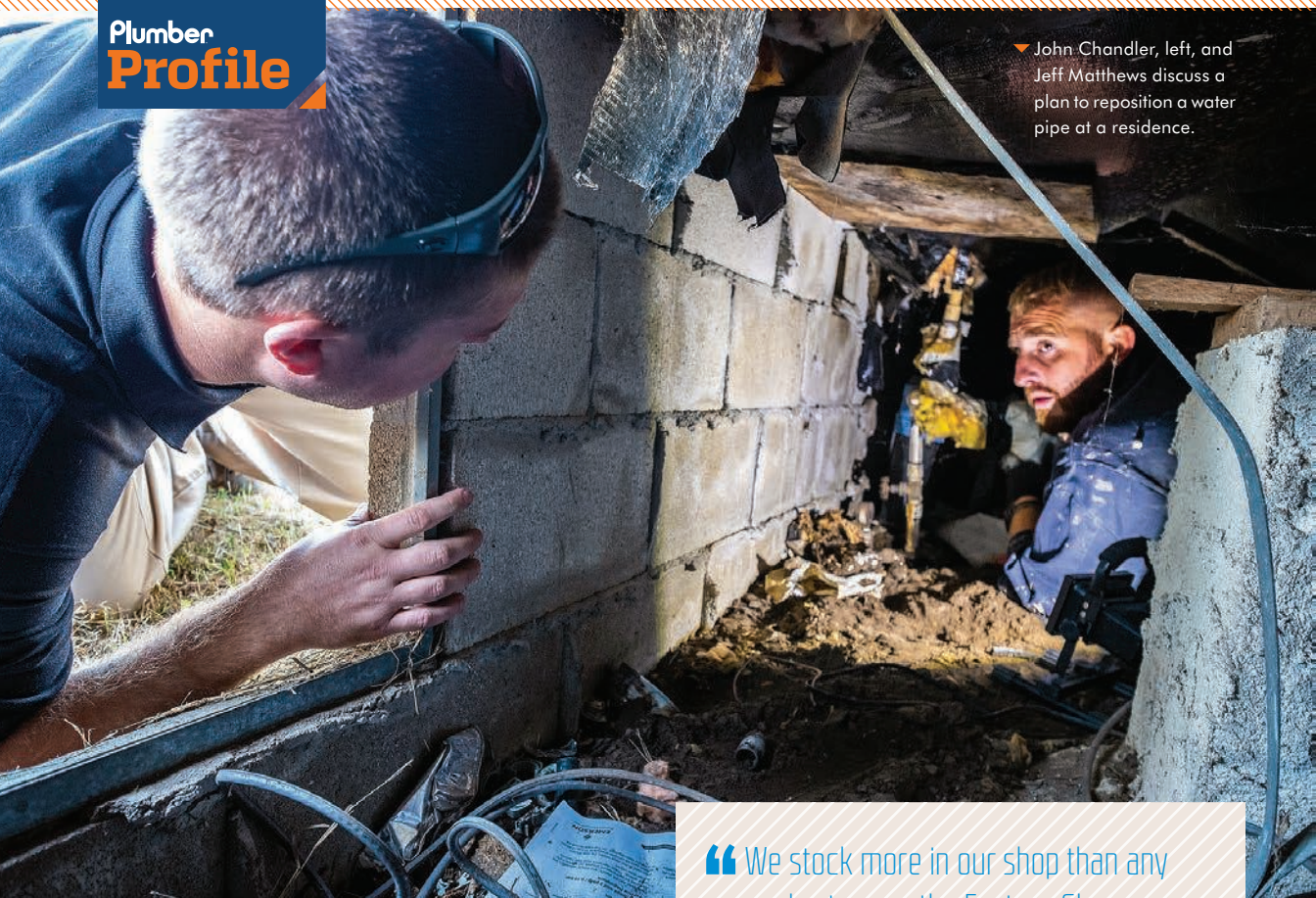
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▼ John Chandler, left, and Jeff Matthews discuss a plan to reposition a water pipe at a residence.



UNIQUE CHALLENGES

From this headquarters, Precision Plumbing technicians head out to meet the somewhat unique needs of Eastern Shore customers. Because of the rural nature of the southern peninsula, municipalities supply just 30 percent of water to the population. The other 70 percent depends on wells, meaning that Precision Plumbing does a lot of well work, repairing or replacing submersible pumps and other aging well components, including water filters. “We do a tremendous amount of filtration systems.”

Even more pervasive are septic tank systems because some townships that run waterlines don’t offer sewer systems. Consequently, every other week or so Precision Plumbing techs are working on a sewer lateral or waterline. The absence of strict water and sewer regulations and enforcement has meant that systems are allowed to become more derelict and deficient. With an average annual household income under \$40,000, property owners generally do the minimum, so when a plumber is called, the resulting project is not minimal.

Does the combination of big projects and relatively meager income mean that Precision Plumbing gets stuck with unpaid bills? “We don’t have to write off a bunch of stuff,” Matthews says. “When we get to a home, every-

“We stock more in our shop than any supply store on the Eastern Shore. If we run out, we can’t depend on a supply house having it any sooner than a couple of days. That’s not going to work in an emergency.”

Jeff Matthews

thing is upfront. We determine what will be involved, give them an estimate, they sign off and we get paid when we are done.”

He says his customers are sort of prequalified because Precision Plumbing has the reputation of being the professionals in the business and of not being the cheapest. The company also does a lot of financing through a third-party company, offering customers no-payment, no-interest loans for 12 months. “It has been a tremendous tool for us.”

The barrier island character of Virginia’s Eastern Shore — with the highest point perhaps 50 feet above sea level — also means that the company doesn’t run into much rock in their excavation of property for lines. There is no blasting of the sand or anything of that sort. Yet, Matthews says, “It is very difficult to do ground work.

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▲ Jeff Mathews, left, and John Chandler load inventory for a job. Each of the vans owned by Precision Plumbing & Contracting Services carries a large inventory to keep the team efficient while covering a large area like the Delmarva Peninsula.

▼ Plumber Brandon Barfield installs a new faucet for a longtime client in their brand-new home. Barfield, a certified master mechanic, has been with the company 10 years. Barfield gets to keep his mechanical skills in tune by maintaining the fleet of trucks, vans and excavators.



We are always in water. We constantly encounter sandy, watery conditions or soil that has lots of shells.” Matthew laughingly admits to doing a lot of shoveling, but the major ground or site work is accomplished using a Kubota mini-excavator and Kubota tractor fitted with blade and bucket. A Ford F-350 and trailer haul the equipment.

Service calls can vary from down the block in Temperanceville to a home on a spit of land or an island. Consequently, responses have to be tailored to local conditions such as how much rain has fallen in an area and tidal considerations. “If the toilet isn’t flushing, maybe it is a toilet problem, but how does the tide affect it? Where is the property located?” Matthews says. “You have to be aware of weather disturbances. We don’t just have the luxury of digging a hole wherever we go.”

The island of Chincoteague is served by Precision Plumbing. It is most famous for its wild pony penning festival in July, when feral horses on neighboring Assateague are herded across shallow water separating the islands, paraded through town and then released back to Assateague. The island community of less than 3,000 swells to crowds of 55,000 during the pony penning. “Making service calls that week is always a nightmare,” Matthew says. “It is very, very congested.”

In winter months, the island is frequently visited by Precision Plumbing technicians to free up frozen pipes. “Being surrounded by water, when it is cold here, it is miserable there. Other areas are more geographically protected, but on the island, there is nowhere to hide. So, it never fails in winter: We will have multiple calls to homes with busted pipes.”

Continued ►



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► Jeff Matthews stands in his new shop in Temperanceville, Virginia. He founded Precision Plumbing & Contracting Services in 2008.

“I had an interest in the trade, and it becomes a part of you. I was good at it, had a knack for it and enjoyed being able to help people. Providing the service is my niche.”

Jeff Matthews

BIGGER WORK

Other special equipment in the Precision Plumbing equipment yard includes an array of products from General Pipe Cleaners/General Wire Spring — “I think we’ve got about everything they make” — including line-clearing jetters, ground-penetrating radar pipe locators, mini-video camera pipe inspection systems and the relatively new Gen-Ear leak detection instrument. Matthews says jetting is being recognized as a line-clearing preventive measure. “We finally are seeing that start to catch on with the public.”

The “Contracting Services” part of the company name comes into play periodically when the magnitude of projects means the company techs will be on site for an extended time and may have to sub out certain portions of it, such as electrical work. In those situations, Precision Plumbing is the general contractor. “We undertake such projects maybe two or three times a year. It’s pretty rare. We stick to plumbing. If we have to do it to win a project, fine. Otherwise, we’ll recommend someone else.”

MAKING IT ENJOYABLE

Plumbing is almost an avocation for Matthews in the sense that serving people is what he most enjoys. “I had an interest in the trade, and it becomes a part of you. I was good at it, had a knack for it and enjoyed being able to help people. Providing the service is my niche. We do commercial and new construction — we do all that, but I enjoy doing the service for people in their homes.”

To serve more people, Matthews is excited to have earned his master plumber license for Maryland, to go along with his license in Virginia and Delaware. The company is setting its sights on operating in five counties of the two states north on the peninsula. The state line is just 10 minutes from Temperanceville. The population in the three Maryland counties is twice Virginia’s entire Eastern Shore population.



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“We’re not looking to take Maryland by storm,” he says. “We want to grow organically and build a happy customer base. I think we’ll be able to handle it. One thing is that in Maryland there are supply houses everywhere. It is a better supply system for us.” At this point, he doesn’t envision the company opening a satellite office in the northern end of its new service area.

Life on the Eastern Shore seems good. The whole peninsula is vulnerable to Atlantic Ocean hurricanes, of course, such as Florence, which just struck the Carolinas to the south. Yet historically, Virginia’s shore is spared the full brunt of hurricanes, probably because of warm water patterns in the ocean, though nor’easters and the outer edges of hurricanes produce some flooding. “If we ever had anything above a Category 3 hurricane,” Matthews says, “we wouldn’t be here talking.” 📍

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Going With the Flo

Leak-sensing system provides Colorado plumbing company with additional revenue and a competitive edge — and peace of mind for its customers *By Ken Wysocky*

Statistics show that plumbing leaks in American homes — whether catastrophic or tiny — waste trillions of gallons of water and cause billions of dollars in property damage annually. Similarly, many plumbing companies also suffer from leaks: Unrealized revenue that silently trickles away because they fail to take advantage of advanced water leak-sensing technology.

Carl Kelly is not one of those plumbers. The co-owner of Carl Kelly Plumbing & Heating Services has been installing FloLogic leak-control systems for more than a decade, primarily at high-end homes in the company's home base of Telluride, Colorado.

The company charges about \$2,000 per installation, and the devices offer good profit margins and add revenue to the company's bottom line. They also create repair opportunities that might otherwise go unnoticed — perhaps for long periods of time, in the case of tiny leaks, he says.

"I was skeptical at first," says Kelly, who co-owns the business with his wife, April. They established the company in 2009, and its primary focus is residential new construction plumbing and residential service and repair work in a 30-mile radius around the ski-resort town. "It's hard to make someone's home a guinea pig for new products.


"But the learning curve for the FloLogic system was short, and its user interface is a lot better than other systems," he says. "And the product performance has been great and so has the tech support."



▲ Ty McLain, technician at Carl Kelly Plumbing & Heating Services, installs a FloLogic leak-sensor system at a home near Telluride, Colorado. The FloLogic device features a solid-brass ball valve that's installed where the main waterline enters a home or building. A key feature is the unit's ability to automatically shut off the water supply when it senses a leak. It's sensitive enough to detect leaks as small as 1 tablespoon of water per minute. (Photo courtesy of Carl Kelly)

"We can set it up so we get a notification, too. You need some redundancy when it comes to water leaks."

Carl Kelly



! Telluride, CO

COMPANY	Carl Kelly Plumbing & Heating Services, Telluride, Colorado
OWNER	Carl Kelly
DEVICE	FloLogic leak-sensor system
FUNCTION	Water-leak detection
FEATURES	Solid-brass ball valve; automatically shuts off main waterline when leaks are detected; sends notification to homeowners and other relevant parties; requires a standard 120-volt electrical outlet for power; easy installation/programming; seven-day battery-power backup; designed to fit on 1- to 1-1/2-inch diameter pipes
COST	About \$2,000, depending on currency-exchange rates
WEBSITE	www.ckplumbingandheat.com

HOW IT WORKS

The FloLogic device features a solid-brass ball valve that's installed where the main waterline enters a home or building. It's designed to fit on both 1- and 1 1/2-inch-diameter pipes and includes union fittings on both ends. It requires a standard 120-volt electrical outlet for power and includes a battery that provides seven days of backup power in case of electrical outages.

A key feature is the unit's ability to automatically shut off the water supply when it senses a leak. It's sensitive enough to detect leaks as small as 1 tablespoon of water per minute. If it detects a leak, an audible alarm sounds.

If the unit is integrated into a home-monitoring system, it will send out alerts to designated contacts, including the company that does the monitoring; if the unit includes the optional FloLogic CONNECT module, it will send alerts to homeowners' mobile devices. "We can set it up so we get a notification, too," Kelly says. "You need some redundancy when it comes to water leaks."

The great thing about the device is that when it alarms, it actually shuts off the water, says Kelly, whose company

employs nine people and runs six service vehicles — two Chevrolet cargo vans, a RAM ProMaster 2500 and three Dodge RAM pickup trucks outfitted with utility bodies made by The Knapheide Mfg. Co. "With some other leak-sensing products, you get an alarm when there's a leak, but the water keeps flowing."

The FloLogic units are easy to install and program, Kelly says, noting that it usually takes about four to five hours to pipe one in, connect the wires and program it. "The programming is pretty self-explanatory after you read through the operator's manual," he says.


Another benefit: The device can be programmed to ignore sudden and/or intermittent water usage that occurs, for instance, when an irrigation system goes on or a water softener starts to operate. "If the parameters are set too low, you can get an alarm," he says. "You have to program it to account for different things in different homes, such as fountains, pools, humidifiers and even stand-alone icemakers."

For convenience, homeowners can hook up the FloLogic unit directly to a home security system; that way, every time they disarm the security system, the device automatically switches from "away" to "home" mode without the need to go and manually change the setting on the unit's control panel, Kelly says.

NOT A HARD SELL

Customers usually don't require a hard-sell pitch to buy into the concept. Most of the homes Kelly installs the device in are worth well north of \$1 million and their owners know full well how much damage water can do in a short amount of time. "They know it makes good sense to have one installed, plus they get a price break from home-insurance companies if they install one," he says. "So eventually the device could pay for itself."

Kelly has tried other systems with the auto-shut-off feature, but says the FloLogic's ease of installation, longevity and tech-support team set it apart. As a bonus, parts from earlier models are still available, too, so even older models are easy to service and maintain, he adds.

"We've probably installed more than 100 FloLogic sensors and had very few complaints," he says. "Overall, it's a very good product that's definitely worth putting into a plumber's portfolio. You've got to be diverse to stay busy, and this is a good product to carry. It's really nice to be able to offer this kind of protection to our clients and help them protect their assets." 



Anja Smith

It's Not Too Late to Set 2019 Goals

Having reachable benchmarks will help you and your crews manage those goals that are being set *By Anja Smith*

In case you haven't been paying attention — 2019 has started. If the end of 2018 flew by in a whirl of drain cleaning, gifts and glitter, you aren't alone. Heavy workloads and holiday chaos don't leave plumbers much time for end-of-year planning.

Maybe 2018 was a disappointment, or maybe it was a record-breaking year. Either way, your chance to change the outcome of last year has passed.

It's the first quarter of a new year. That means we get a fresh start. Don't let another year get away from you. If you haven't set 2019 goals for your plumbing company yet, it's not too late. Consider these dos and don'ts to improve your chances of an excellent year ahead.

Don't let another year get away from you. If you haven't set 2019 goals for your plumbing company yet, it's not too late.

Do: Remember Quantifying Leads to Quality

Beware of vague words like "more" and "less." How much more? How much less?

A good goal has a measurable outcome. You'll never reach your goal if you ask for "more" because there is always "more." Clarify your goals by deciding the degree of change you'd like to see.

Example: Instead of "make more money," say "increase revenue by 20 percent."

Do: Have a Strategy

The difference between a dream and a goal is a plan.

It's OK to believe in big ideas. If you want to double the size of your business this year, you can. No goal is too big if you have a strategy.

"Strategy" is a fancy word for "how the heck will you accomplish that?" It's the plan that will get you across the finish line.

Here is a hint: You achieve goals by changing behavior. That's true whether you are trying to lose 20 pounds or increase your revenue by 20 percent.

Maybe your marketing behaviors need to change. Maybe your billing, hiring or purchasing behaviors need to change. Maybe a combination of things needs to change. Identify those things when you are setting your goals.

Don't freak out if you don't have all the answers or if you aren't sure if something will work. Stephen Covey, business coach, is famous for this example: An airplane is off course 90 percent of the time it is in the air. Sure, it knows precisely the coordinates it is headed, the time it will land and how to get there.

However, real-life conditions force pilots to adjust constantly. Real life has turbulence. Imperfect conditions that force you to correct course as you go.

Don't: Spread Yourself Too Thin

Sometimes we are impatient for change. There may be a lot you'd like to see improve, start or stop in your company. Chances are, you want it now.

There is no right or wrong to how many goals you should set. Consider though, that the bigger the goals, the more behavior change it will require. Ask if you are putting too much pressure for change on yourself or your employees. If your goals aren't realistic or require too much change at once, everyone is going to be stressed and overwhelmed. One big goal may make more of an impact on your organization than a dozen small goals.

Don't: Try to Do It Alone

Goal setting should come from the top of the organization. However, getting your team on board will make achieving goals a lot easier. Staff buy-in starts with helping them understand why you've set a specific course.

"We want to increase revenue this year" isn't very motivating for employees. However, "we want to increase revenue this year so we can increase benefits" is very motivating. Not every company goal is going to have a direct benefit for the employee, but don't be afraid to share your reasons. Inspire your team with your vision for the future.


Once you have everyone in the company on board, it is wise to include them in the strategy.

Do: Create an Accountability Plan

Have you ever heard the phrase "what gets measured gets managed"? We already talked about the importance of data-driven goals. Now that we have something to measure, we can manage it.

We also know that you will likely need to course correct throughout the year. Regular check-ins and benchmarking can help you know when changes are due. That way you don't get to February 2020 and wonder what happened.

Accountability can be as simple as a calendar event reminding you to check your accounting report. It might mean meetings with managers or a call with an accountability partner. How often you check in on your goal progress depends on the situation. Monthly is a recommended place to start.

Whatever you do, don't give up on your goals. Progress may not look like a straight line. Your strategy may need adjusting. 

Anja Smith is the managing partner at All Clear Plumbing and writer/speaker at Tradebiz Toolbox. Contact Anja at www.tradebiztoolbox.com.

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Walt Grassl

Rally the Troops to Boost Production, Raise Morale

Follow these simple ways to get your crew invested in the success of your plumbing company *By Walt Grassl*

Mike worked for a medium-sized business and went to work every day happy to have a job. But he wasn't too enthused about his work environment. Employee morale was so-so because most longtime employees were merely going through the motions.

Greg was a friend of Mike's from school, and they ended up working in different industries. They stayed in touch on social media and decided to get together for lunch.

Mike picked Greg up at his workplace. He felt inspired when he entered Greg's building. There was an energy that was hard to describe. It was definitely not the same as at his company. He was warmly greeted by the receptionist and waited in the pristine lobby for Greg.

At lunch, Mike asked Greg about his job and what he liked about working there. Greg mentioned that the company has a management philosophy that every employee is important, like the links in a chain. They believe in sharing information that reinforces that message.

WE ALL HAVE A PURPOSE

Every employee plays a role in the company's performance. It is important that they know their role. This gives them a sense of purpose. It answers the question: "Why does it matter?"

Some people always take great pride in their work. They know it reflects on them. Some people only push themselves when others are relying on them to do their part. Sharing the big picture helps to get the most out of these people. Getting the small things right leads to bigger success.

Here are five different strategies you as a small-business owner or manager can use to foster a workplace where every employee feels valued and can contribute to the overall vision of the company:

1. Include all employees in strategy meetings

To the extent possible, involve employees in strategy meetings. When you are contemplating a change in your company, modifying one or more processes, or seeking new methods to improve service, involve the people who perform the tasks before decisions are finalized. They are liable to push back. When they do, use your wisdom and judgment to determine if the pushback is valid.

If it is valid, figure out a better path forward. This will prevent mistakes, save time and reduce waste. If the natural reaction is to resist change, deal with it now. You will avoid passive-aggressive behavior that will sabotage the path forward. Done right, you will earn the respect and buy-in of your workers. However, things like impending job actions (layoffs, promotions, transfers) must never be shared until it is time. When you are otherwise open, the need for discretion will be respected.

2. Stress the importance of every position

A good manager knows how every employee contributes to the performance of the company. Some employees interact with customers. Others work in the office. Drivers and technicians are your front-line service workers. All the employees play a part in the success of the company. Good leaders praise the individuals and the teams, both in public and in private, for their significant contribution. This is important. Over time, those who are not key service providers in the field may forget the significance of their role. They need to be reminded.

3. See the big picture

There is a common fallacy in the workplace that one job contributes more than others to the success of the project or company. It is a great thing when employees realize that what they do is important. It is not so good, however,

Continued ►

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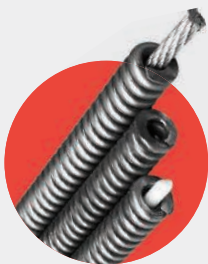
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when the needs of others in the workforce are discounted. Managers should step up and explain the big picture and recognize the important role played by everyone from the receptionist in the office to the equipment operator on the job location.

4. Your business story

The most powerful story for any business is the story of why the company exists. Who founded the company? What problem did the company originally solve? How did the company evolve into its current state? This works for businesses of all sizes. This is effective in external sales presentations. It is also effective in keeping employees motivated. When that story is known and repeated, employees will realize that they are part of growing or preserving a legacy.


5. Maintain an open-door policy

When you involve employees in strategy sessions, communicate the importance of the roles of each employee and talk about where they fit in the company's success. The staff will see you as someone who not only talks communication, but also communicates. You can further enhance that relationship by having an open-door policy. Set boundaries and let people know, but invite people to approach you with their concerns or questions. Maybe they come to you. Maybe you walk around and catch them doing things right.

All the employees play a part in the success of the company. Good leaders praise the individuals and the teams, both in public and in private, for their significant contribution.

A FINAL WORD

When you share the big picture, every employee feels valued. They know they play a role in the success of the company. Job satisfaction increases. It costs little to do this, and it brings back big returns.

Driving back to work, Mike realized that this aspect of work culture was missing from his company. He thought about his role and how it fit into the bigger picture. He felt better about his job. He vowed to look for ways to help his fellow employees understand their roles in the bigger picture as well. 

Walt Grassl is a speaker, author and performer who hosts the radio show, "Stand Up and Speak Up," on the RockStar Worldwide network. For more information, visit www.waltgrassl.com.



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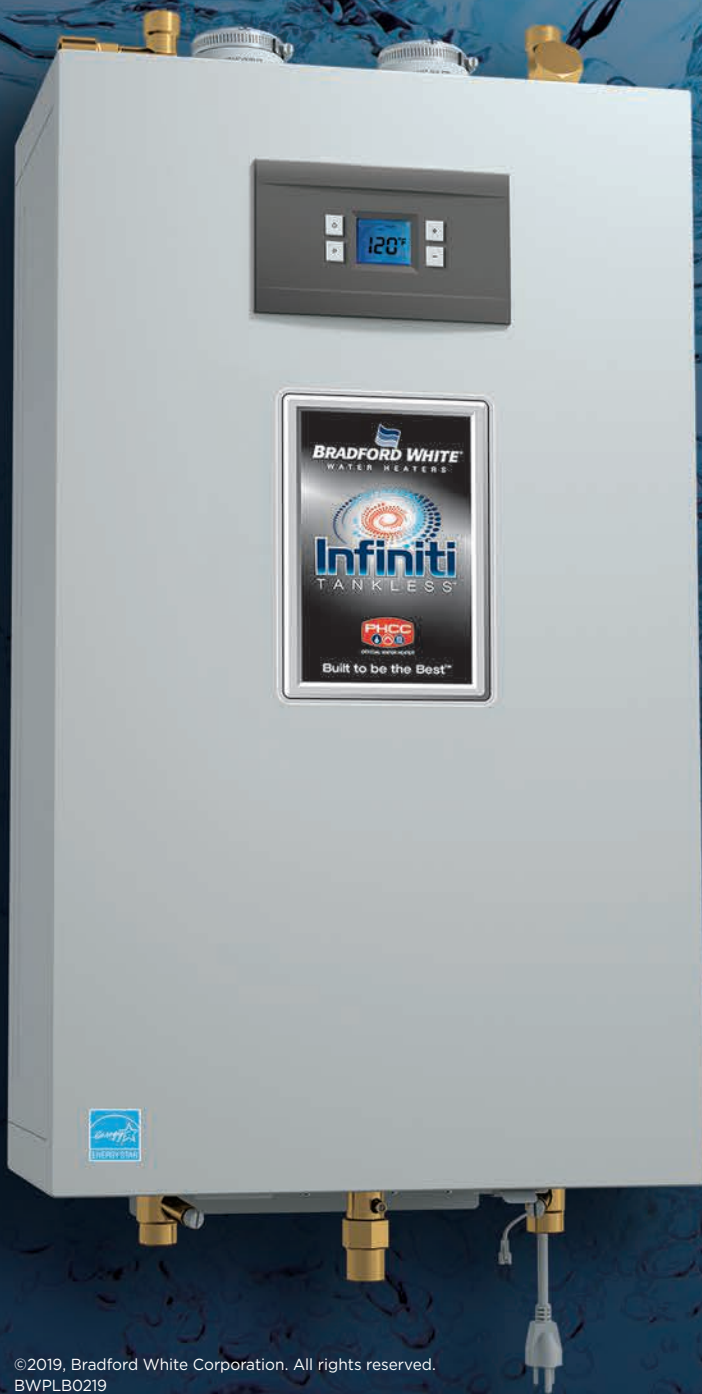
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Paradigms of Productivity

Restructuring a shop or finding employees willing to adapt can lead to increased production for your plumbing business *By Jared Raney*

As a former Navy man, Ric Rice of Perry Plumbing knows a thing or two about organization. That and a background in information technology made him the perfect person to implement a new inventory system for the California plumbing company.

Resupplying is often the biggest bane of time management for those in the plumbing field. That's why warehouse and shop productivity are key to making the most of your schedule.

"You can tell that they save time, a lot of time, instead of going to the supply house whenever they have a job," Rice says.

By the same token, finding employees who can make the most of internal systems and procedures is paramount for industry veteran Kevin Walker.

"I refused to hire anyone with experience because they're bringing in all these bad things," Walker says. "Changing those old habits, whether they're good or bad, wasn't really going anywhere."

BUILD A FRAMEWORK

As a plumber, you wake up in the morning ready to get on the job, but first you need to stock up on supplies

"That's the first problem they had: They kept running around to supply houses. So I said, 'OK, well we need to stop them running around town all the time, and get them going from one job to another.'"

Ric Rice

— if your warehouse doesn't have what you need, it's a stop at a supply house, then you finish one job and it's back to the supply house before the next.

Perry Plumbing, a full-service plumbing and HVAC company serving the San Diego area, saw how much time they were wasting with that running around. After years losing time, the company's new inventory management system ensures that when plumbers come into the shop every morning, all the parts they will need for their first few jobs are ready to go.

"That's the first problem they had: They kept running around to supply houses," says Rice, who helped develop and implement the company's new system. "So I said, 'OK, well we need to stop them running around town all the time, and get them going from one job to another.'"

As they use parts on various jobs throughout the day, they mark it in the system, and those parts are automatically included in the next order. It's not time wasted chasing down restocks at a supply house, it's a simple automatic request that keeps inventory up.

"What's not in the cage gets automatically ordered through one of our suppliers," Rice says. "Then usually what happens is either I go get it or they deliver it the same day — depends where we get it from — and then the technicians will have the parts the next day when they come in, before they get dispatched."

A barcoding system catalogues all their parts and supplies, then they use an app from the main supplier, Ferguson, to manage that inventory. Perry Plumbing keeps truck inventory standardized across the fleet, which also simplifies restocks and increases productivity.

"Now technicians get a fully loaded truck, they go out, they know what's on their truck because we provide all the items on the truck, and they know what it costs us," Rice says. "What we're also trying to do is get what we don't use as frequently out of stock, so we can stock up on items that we use all the time," Rice says.

LINE IN THE SAND

For Walker, former head of O'Connor Plumbing's drain division with nearly 20 years' experience in plumbing shops, finding the right staff is the most important productivity-enhancing factor.

He believes that finding employees who are able — or perhaps more important, willing — to adapt to the company's programs and procedures is just as important as those methods on their own.

"Some plumbing companies that I've been associated with, if you didn't work out that first week, you were gone," Walker says. "Some companies have to write them up so many times before releasing them, and I just felt like that was a big headache. They want to keep their unemployment numbers down, but in the meantime, you're magnetizing your other good employees by holding on to a bad one."

Finding talent in today's workforce is tricky, and hiring can be expensive, so often trade companies have to find the line between sinking more and more money into training or cutting the losses. Walker's solution is to draw that line in the sand early on for new hires.

"You've got to drill it into them," Walker says. "I'm going to beat it into their heads, this is the black and white of what I want to do. You can take my way and add to it and get better, but this is the way I want it done."

Bad habits can ruin a new hire if they aren't willing to adapt and change, but the bigger concern is bad attitudes. Walker is a firm believer in cutting off the bad fruit to protect the group.

"If you've got someone who brings that negative culture, then it spreads like wildfire," he says. "Go with your gut. You know you've got a good employee when you have one, and if you do have that person, just take care of them the best you can and do as much as you can. If you've got that bad feeling on a new employee, it's probably just best to cut your losses and move on."

MAKING CHANGES

It's not too late for anyone to make the changes that Rice and Walker have to improve their companies.

If the shop is not organized, take the last two hours of the workweek and devote it to straightening up and taking inventory of what you have and what you need and create a spreadsheet that can be easily updated.

Rice has been working at Perry Plumbing for about a year, starting part time and officially transitioning to a full-time position last July, around the time they

"It's very hard because no one wants to be the bad guy. You've just got to be very consistent and very black and white with what you do."

Kevin Walker

implemented the new inventory program. "When I got here, everything from the cage was spread out. They didn't know what they had and where everything was at," he says. "Eventually I ended up barcoding everything in the cage."

If it's an employee issue that is hurting production in your shop, then take the steps to make sure that employee knows how you want things done, clearly.

"It's very hard because no one wants to be the bad guy," Walker says. "You've just got to be very consistent and very black and white with what you do." **PI**

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Putting Together the Support System

From back-office staff to software tools, finding ways to make the business run smoothly is important to you and the customers

By Joan Koehne

Jeff Logan describes his office staff as the heartbeat of his business. From making the pivotal first contact with a customer to arranging a work schedule, dispatching the fleet and handling the money, a smooth-operating office staff is essential to a plumbing company's success.

"We couldn't do it without them. We wouldn't want to do it without them," says Logan, owner of Scenic City Plumbing in Hixson, Tennessee.

"I didn't just jump in and hire a bunch of people. It was definitely a slow and gradual building process."

Jeff Logan

Logan remembers his early years in the plumbing business, when he didn't have the support of an office staff. "When I started out in 1987, it was just me and a checkbook and a book that kept my helper's hours," he says. "I was the one who was answering the calls, going on the calls, doing the jobs, paying the bills, sending out the invoices and doing all the paperwork. There wasn't a lot starting out, but still, it was enough to keep me busy in the evenings."

Trying to wear so many hats was a challenge. Logan remembers working under a house when the phone rang. He had to stop what he was doing, answer the phone, take notes and determine how to handle the job.

It was a headache, but it was the only arrangement he could afford. He set aside time in the evening or during the workday to catch up on paperwork. When the workload was too demanding, he hired a secretary part time. Scenic City Plumbing hired a full-time office manager a few years later.

"I didn't just jump in and hire a bunch of people," Logan says of his early years in the industry. "It was definitely a slow and gradual building process."

FINDING THE GOOD PEOPLE

The inability to handle back-office operations is where most new businesses fail, says Dave Kaster, principal at Fidelis, a certified business advisory service in Green Bay, Wisconsin.

Continued ►

◀ Scenic City Plumbing co-owners Jeff and Jacqui Logan stand at their shop in Hixson, Tennessee. When Jeff Logan started his company in 1987, it was just him, but over time he learned he needed a dependable office staff and software to make his business even better. (Photography by Martin Cherry)



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PEX-One™ 12V Battery PEX Tool



- One-Handed Operation
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- Multiple-Size Connections, ½"-1"
- Operates at full power through 150+ crimps

RP 241 Press Tool



- Multiple Size & System - RIDGID has the only compact press tool that can go up to 1 ¼" on Copper & Stainless Steel; up to 1 ½" on PEX tubing; and up to ¾" Iron Pipe
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- Press connections can be made on a "wet" system
- Flameless system eliminates the need for hot work permits
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Standard Series ProPress® XL-C™ Rings

- Patented ring design to make pressed connections for 2 ½" - 4" copper or stainless steel tube
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“It doesn’t mean a plumber can’t do that, but you have to have a system to handle it,” Kaster says.

To make it work, a plumber needs the right software plus the right training. Knowledge of accounting, finance and insurance are key. “More than anything else, you need some sales skills,” Kaster says. “You need to understand what a sales cycle is and how to spin off of a sale from one client to the next one.”

Before you hire an office assistant, Kaster recommends considering two things. First, are you good at administrative work? If not, then finding someone to handle these responsibilities makes sense. Second, are you maxing out your productive time to 30-35 hours a week in the field?

“Obviously, if you don’t want to work 80 hours a week, you need to hire someone,” Kaster says. When looking for an office employee, Kaster recommends hiring someone with good communication skills. “Someone may be a wizard on the computer ... but they may turn people off if they’re talking to them on the phone.”

Scenic City Plumbing looks for office workers who are quick thinkers capable of working in a fast-paced and sometimes chaotic environment. “Sometimes the phones get so crazy,” Logan says. “You have four lines ringing at the same time.”

Being sympathetic to the customers’ concerns is a good starting point for phone conversations. “They’re not calling to say hi; they have problems,” Logan says. “We start out, ‘I’m sorry to hear that.’”

The office work at Scenic City Plumbing is managed by Logan’s wife, Jacqui Logan (company bookkeeper for 30 years); his sister, Susan; and niece, Joslyn. Jeff Logan trains each new hire, sharing information about water heaters, pressure-reducing valves, clogged drains and so on until the employee has a basic grasp of terminology for troubleshooting. Staff members watch YouTube instructional videos to learn more about what the plumbers are doing in the field. All of this training helps them diagnose problems and answer customers’ questions over the phone.

“Our goal for customer service is to respond as quickly as possible and to be sympathetic and attentive to their needs,” Jacqui Logan says. “And of course, to thank the customer for choosing us and trusting us to handle their problems.”

MORE THAN JUST PEOPLE

In addition to good people, you need good office equipment, including software, Jeff Logan says. Scenic City Plumbing uses Smart Service software for scheduling, dispatching and billing. The company also uses Fleetmatics software to track the location of the technicians.

“That’s a real help. That way we can see exactly where the guys are at and how long they’ve been there,” Logan says. The software also sends alerts for truck maintenance, like tire rotations and oil changes.

“You can be the greatest plumber in the world, but if you don’t have the service — the back office to make sure everything is functioning smoothly — then it’s going to be a constant stress for you.”


Dave Kaster

BRINGING IT TOGETHER

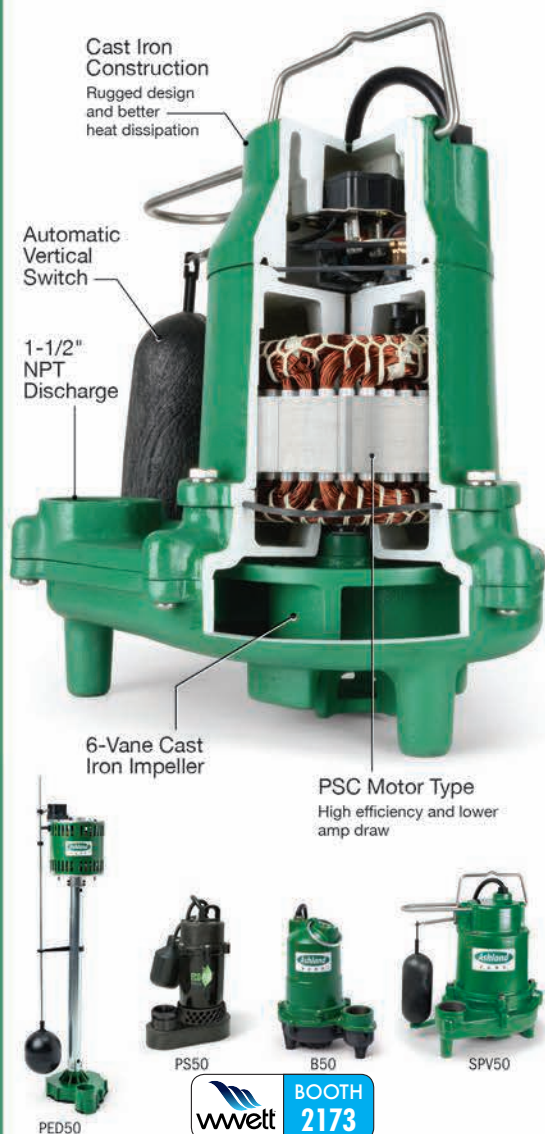
Customers are typically unaware of the behind-the-scenes, inner workings of a plumbing company. They just want to feel good about the plumbing job once it’s completed, Kaster says.

“For any business owner, the main question isn’t ‘How can I make more money?’ It should be customer-focused: ‘How can I make your life easier? How can I reduce your stress?’” Kaster says.

A competent and customer-focused office staff closes the loop to great service overall.

“You can be the greatest plumber in the world, but if you don’t have the service — the back office to make sure everything is functioning smoothly — then it’s going to be a constant stress for you,” Kaster says. 

Like Mama always said...
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 on the inside
 that counts!"**



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Residential Plumbing

By Craig Mandli

Boilers

LAARS Heating Systems Pennant

The **Pennant** line of fan-assisted, modular boilers and volume water heaters from **LAARS Heating Systems** are available in seven sizes from 500 to 2,000 mBh. They are fueled by natural or LP gas and deliver efficiency levels up to 85 percent, with stage firing of up to 4-1, and cascade with auto redundancy. Systems also qualify as low-NOx emission-rated, below 10 ppm. They include the LINCTM intuitive control system with an auto cascade setup feature that easily configures lead lagging of up to eight units. The color touch-screen homepage displays key boiler performance measurements, easy-to-use and -navigate control structure, USB input, easily connects to building automation systems via BACnet and a quick start option. Units can be vented from the top, or back, and can be installed indoors or out and racked on top of each other for up to 4,000 mBh in a small footprint. **800-900-9276; www.laars.com.**



Parker Boiler 204WW Direct Fired Hot Water Wall Boiler

The **204WW Direct Fired Hot Water Wall Boiler** from **Parker Boiler** is available in sizes from 500,000 up to 2 million Btu input with a bent tube all-welded design. The efficient units are designed to fit through a standard 36-inch doorway without disassembly. They are available as straight gas fired, straight oil or combination gas oil with a conventional power burner. The "L" Model has a specially designed premix metal fiber burner system for sub 20 ppm NOx levels. The Low NOx models are SCAQMD 1146.2 certified and incorporate a variable-speed blower. **323-727-9800; www.parkerboiler.com.**



Coatings/Linings/Sealants

Perma-Liner Industries vertical connection lining system

Perma-Liner Industries' vertical connection pipe lining system offers a way to approach and repair vertical pipelines in residential and commercial markets, making the process easier in less time. The system cures in one hour using compact, electric steamer or vacuum pump. The system offers uniform thickness throughout. The host pipe does not need to be dry prior to installation, which lessens the installation and cure time. The materials come in kit form, eliminating measuring and waste, and an experienced crew can easily install five or more per day. **866-336-2568; www.perma-liner.com.**



Pipe Lining Supply AIPPR Standard IGC351-18

Environmentally friendly **AIPPR Standard IGC351-18** from **Pipe Lining Supply** provides for the noninvasive rehabilitation of drain, waste and vent piping in sizes of 1.5- through 15-inch-diameter pipe. The process uses non-VOC polyurea resin applied to cast iron, galvanized, clay, PVC and ABS piping to seal leaks, prevent future scale from forming and restore the pipe to a new 50-year design life. The resin is applied by brushes that serve two purposes: to mix the resin where it is delivered in the pipe and to spread it over the surface of the pipe by applying a 1/2 mm of material per coat, allowing the applicator to build to a design thickness to achieve the quantity needed for the rehabilitation. A 50-linear-foot line can be coated to a 3 mm thickness in about an hour from start to finish. **888-354-6464; www.pipeliningssupply.com.**



Fittings

Ad Waters ALT ThermOne

The **ALT ThermOne**, distributed by **Ad Waters**, is a UPC-approved thermostatic shower valve that offers volume and temperature control with one single handle, just like a pressure balance. The THERMO-DRY thermostatic cartridge technology avoids any risk of hot/cold water cross-contamination and is factory preset for the hot water to never exceed 108 degrees F. A suitable solution for health care facilities and senior housing where laws require specific hot-water temperature control to prevent scalding, it can safely be used in any type of residential or commercial project, such as condominium and hotel projects with hot water and energy cost-saving objectives. The temperature is adjusted precisely, every time, no matter how cold or hot the water supply is during the year. **888-239-9336; www.alt-aqua.com.**



Infinity Drain Compact Clamping Floor Drain

The **Compact Clamping Floor Drain** from **Infinity Drain** allows easy installation of a linear drain against the shower wall. Instead of a 6 1/2-inch diameter, it has a 3 1/4-inch diameter with two flat sides. With traditional clamping floor drains, a complicated process of furring the wall out over the flange of the clamping floor drain was needed to reposition the finished wall closer to the linear drain. This smaller footprint makes it easier to achieve a desirable look with no flooring material between the linear drain and wall tile. Cast iron, PVC and ABS options are available with 2-inch throat and 2-inch outlet. **516-767-6786; www.infinitydrain.com.**



Brasscraft Safety+Plus 2

The **Safety+Plus 2** thermal excess flow valve from **Brasscraft** maintains the properties of the company's original excess flow valve but adds further protection against gas-related fires and explosions that provides even more protection for home and family. In the event of a catastrophic rupture or disconnect, unrestricted gas flow forces the diaphragm to firmly position itself against the seat. This immediate action restricts gas flow to help avert a hazardous buildup of gas. The thermal excess flow valve uses a thermal ring that will stop gas flow through the valve when it is exposed to temperatures of 400 degrees F or greater. **877-272-7755; www.brasscraft.com.**



John Guest USA ProLock Fitting Range

Designed for use in the domestic plumbing market, the **John Guest USA ProLock Fitting Range** is available in 3/8- to 1-inch CTS sizes. Manufactured from high-quality engineered plastic with EPDM O-rings, the fittings can be used with any combination of copper, PEX or CPVC pipe; require no tools; and are UV-resistant for outdoor use. The push-to-connect fittings incorporate Twist-to-Lock technology, which provides users with extra security when the fitting's cap is twisted a quarter turn into the locked position. Fittings also have an audible click with visible alignment arrows to assure plumbers with a leak-proof connection. Proven to reduce installation times by over 40 percent, they are code-approved and approved for behind-wall use. **973-808-5600; www.jgprolock.com.**



Fluidmaster 400A Universal Fill Valve

Fluidmaster's 400A Universal Fill Valve has an ergonomic adjustment screw, preinstalled components and an easy-to-follow booklet of step-by-step instructions. In less than five minutes, homeowners can repair the toilet fill valve, which saves time and money. The end result is a quieter tank that fills up faster. It is best for toilets that date prior to 1994 with flush volumes between 3.5 and 7 gallons per flush.





Mainline Backflow Products Straight-Fit Backwater Valve

The **Straight-Fit Backwater Valve** from **Mainline Backflow Products** eliminates problems with snakes destroying gates when cleaning through the valve and allows easy access at any depth without the requirement of a manhole for access. Its Smart-Curve

Gate technology allows sewer cleaning cables to pass in and out through the valve body without damaging the gate, while its Smart-Curve body cleat also allows drain cleaning through the vertical riser of the valve. The magnetic gate insertion couldn't make gate insertion any easier, as the technician simply needs to lower the gate into the vicinity of the holder and the magnets pull and direct the gate into the slot, assuring the gate is properly set each time. The extendable body with extendable gate makes this valve accessible at any burial height with easy ground level access. **877-734-8691; www.backwatervalve.com.**

SharkBite EvoPEX System

The **SharkBite EvoPEX System** is a push-to-connect plumbing solution for new or retrofit residential construction. It allows installers to plumb an entire structure without the need for special tools, crimping, glue or solder, improving job site efficiency and reducing the risk of installation errors. Designed as a PEX pipe system, it extends beyond traditional pipe-and-fitting solutions to include fittings, PEX pipe, outlet boxes, valves and other accessories needed to install a complete potable water plumbing system from meter to fixture. A green-colored visual indicator ensures the pipe seal has been permanently engaged and that the connection is sound, resulting in cleaner installations, fewer potential leak points and fewer chances of customer callbacks. **877-700-4242; www.sharkbite.com.**



Uponor Phyn Plus smart water assistant + shutoff

The **Phyn Plus** smart water assistant + shutoff from Uponor helps homeowners protect their home from leaks, conserving water and saving money. Installed on a single-family home's water main by professional plumbers, the device automatically measures tiny changes in water pressure 240 times per second.

The device automatically alerts homeowners the moment a leak is detected to help diagnose potential problems before they become a larger issue. A mobile app notifies homeowners in real time and gives them the power to turn off their water remotely. **952-891-4739; www.uponorpro.com.**



Watco Hi-Flo Brass Strainer Body

The **Hi-Flo Brass Strainer Body** bathtub drain from **Watco** has crossbars that are twice as thick and much stronger than traditional drain crossbars. This means the crossbars

resist breakage and last longer. Importantly, the drain flows up to 20 percent faster than traditional four-bar strainer bodies. This allows tubs to drain quicker and reduces the risk of a tub overflowing. **816-796-3900; www.watcomfg.com.**



Webstone, a brand of NIBCO Magnetic Boiler Filter

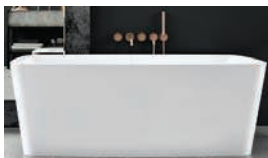
The **Magnetic Boiler Filter** from **Webstone, a brand of NIBCO**, is designed to protect system components and maintain efficiency. Its high-powered 12,000 Gauss magnet captures ferrous debris from the system before it reaches the boiler. It has G1 union connections with the choice of Press, FIP, MIP or SWT join to system piping. Service is made simple, with an included service tool and optional isolation valves available on G1 unions. **800-255-9529; www.webstonevalves.com.**



Fixtures

BainUltra VIBE

The **VIBE** contemporary bathtub from **BainUltra** has an ergonomic design engineered to fit the smaller bathrooms common in urban living spaces without impacting the quality or comfort of the bathing experience. Its clean lines and minimalist style combine with artfully sloped walls. Hydro-Thermo Massage can ease muscle pain and increase circulation, while Illuzio chromatherapy uses colorful lighting to soothe, energize and balance. The free-standing version measures 58 by 28 by 21 inches and is offered in a glossy white, UltraVelour matte or a black-and-white finish. It is also available as a drop-in with undermount option, measuring 60 by 30 by 19 inches or an alcove model that is 60 by 30 by 19 inches. All are crafted of durable acrylic that comes in a glossy white finish. **800-463-2187; www.bainultra.com.**



detects leaks, and shuts off the water supply automatically when a pipe bursts and water consumption passes a certain threshold. It also conducts periodic micro leakage tests by measuring and tracking pressure drops in the waterline so that the homeowner can detect leaks — through a notification via the GROHE ONDUS smartphone app — immediately before major damage can occur. **800-444-7643; www.grohe.us.**

Mansfield Plumbing Products Summit Pro

The **Summit Pro** toilet from **Mansfield Plumbing Products** has a color match metal trip lever and faceted tank lines to blend nicely with any decor. It uses 1.6 gallons per flush and is available in five bowl configurations in 10- and 12-inch rough-in sizes. Right- and left-hand tanks are available. It includes a Fluidmaster fill valve, and its 3-inch Rigid Flapper flush valve requires less force to flush, is more consistent and uses a simple, universal repair part/seal. Its SmartFasten tank-to-bowl connection system installs quickly and provides a sturdy, leak-free connection between tank and bowl. It has a PuraClean easy-to-clean glaze. **877-850-3060; www.mansfieldplumbing.com.**



MTI Baths Hudson

The **Hudson** from **MTI Baths** has a vintage-inspired design embellished with a raised linear detail. It is constructed from a mineral composite material crafted from a blend of high-grade minerals mined from quarries in Georgia. Each piece is treated with a high-performance polyresin coating resulting in a high-gloss white finish that is highly insulating for luxurious soaks that stay warm longer. The nonporous surface is durable, resistant to stains, scratches and UV damage, and it is easy to clean and maintain. The mineral composite tubs are engineered with generous proportions, deep bathing wells and strategic lumbar support for a comfortable bathing experience. **800-783-8827; www.mtibaths.com.**



BK Resources Evolution Series

Evolution Series faucets from **BK Resources** offer T-304



stainless steel precision-machined construction, making them rust- and corrosion-resistant. Stainless steel is more durable than brass, giving these faucets superior longevity. They are lead-free and safe for all types of drinking water. They are available in 4- and 8-inch on-center, as well as splash and deck mount. A full list of replacement parts is available. **888-310-4393; www.bk-resources.com.**

GROHE Sense Guard

The **GROHE Sense Guard** water management system offers reliable protection against costly water damage by notifying homeowners about excess moisture or leaks using a convenient smartphone app. It uses multiple sensors to track water pressure and the flow of water and to measure general water consumption. It automatically turns off the water supply when it exceeds a specific maximum set by the user. Installed by a professional installer directly to the main water pipe of a home, the smart water controller measures the system temperature to indicate the risk of frost,



Novanni Stainless Elite

Novanni Stainless Elite sinks are manufactured from 18-gauge stainless steel. The steel is 30 percent thicker than traditional 20-gauge steel, which results in a quieter, heavier, more durable product that will better withstand the everyday wear and tear that only a sink endures. They offer factory-installed sound-deadening pads, and drop-in models feature SynkSeal — a formed-in-place foam gasket that is an antimicrobial and antifungal material applied to the underside of the sink before being boxed, saving the installer valuable time during installation. This state-of-the-art, foam gasket guards against potential water damage to the countertop by creating an air-locked, tight seal between the bottom of the sink and the surface of the countertop. **800-661-1795; www.novanni.com.**



Woodford Manufacturing Co. Model 22

Woodford Manufacturing Co. Model 22 and the V22 (vertical version) freezeless hot and cold faucets allow homeowners to have hot and cold water outside. These faucets are an easy upgrade, allowing homeowners to fill kiddie pools, wash dogs, clean garages, windows and more. Both are maintenance-free and include a pressure relief valve that prevents the faucet tubes from bursting in freezing conditions, even with a hose attached. They can be mounted outside or inside the garage using the PC/ABS Woodford Drywall Mounting Plate. **800-621-6032; www.woodfordmfg.com.**



Tools

Bionetix International ECO-DRAIN Drain Maintainer

ECO-DRAIN Drain Maintainer from Bionetix International is a natural drain maintenance option to improve flow and prevent clogging of pipes without the use of harsh chemicals. The citrus-fragrance liquid contains microorganisms and biological nutrients and stimulants that, when applied on a regular basis, reduce the accumulation of grease, fats and a variety of other organic matter in pipes, sumps, drains, traps and garbage disposals. By degrading the grease and organic



buildup, water is free to flow through the system. Regular use keeps pipes clean, prevents emergency blockages, saves on line jetting and reduces odors. Apply once a month by pouring down the sink or toilet at a dosage of 3.4 ounces per 2-inch pipe. It works best when applied at night so the microorganisms have time to establish a healthy biomass at a time of low pipe usage. **514-457-2914; www.bionetix-international.com.**

Drain Rehab Solutions ZIP-ZIP REVOLUTION



The ZIP-ZIP REVOLUTION from Drain Rehab Solutions is designed for plumbers, contractors, and drain and sewer professionals, allowing them to clean out root infiltrations, scale, debris and grease clogs quickly. An all-aluminum, rustproof drain cleaning machine weighing 120 pounds, it is equipped with 66 feet of high-quality flexible shaft cable in either 3/8 or 1/2 inch. All cables are extendable with T-slider quick connectors up to 130 feet. It can be used at either 1,500 or 3,500 rpm and cleans all types of pipes (clay included) from a direct 1 1/2-inch clean-out to 8-inch pipe diameters. It is operated by an electric foot switch pedal. **514-379-3544; www.drainrehabolutions.com.**

IRWIN VISE-GRIP IRHT82636

Suitable for plumbing applications, the IRWIN VISE-GRIP IRHT82636 pliers wrench offers smooth jaws to help provide damage-free installation to chrome or plated fittings. Compared to traditional adjustable wrenches that are difficult to access/adjust in confined spaces, a GrooveLock mechanism feature allows for fast and easy adjustment in tight spots. The tool offers anti-pinching ergonomic handles that help provide comfort and control. It replaces metric and imperial spanners up to 1 1/2 inches with one convenient tool, eliminating excess equipment on the job site. **800-866-5740; www.irwin.com.**



Continued ►



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Koul Tools Surseat P-51

The **Surseat P-51** lapping tool from **Koul Tools** removes irregularities in tubing flares, providing a suitable surface for seating the tube with flare fittings. A diamond-dust coated lapping head with a precision 37- or 45-degree angle literally polishes the flare smooth to perfection. It can be used to perfect newly flared tubing or to repair the seal on an existing connection. Simply clamp the tube with the provided collets, insert it into the tool's yoke and then swipe the lapping head back and forth until the flare's surface is cleaned up. It works on 3/16- to 1/2-inch steel, stainless steel and copper tubing. **928-854-6706; www.koultools.com.**



Lenox Tubing Cutters

Lenox Tubing Cutters are ergonomically designed for professional performance. Featuring a four-roller tracking system that keeps tube from threading, they won't walk while cutting. For professional deburring, the cutters cleanly and easily deburr pipes with the replaceable machinist's reamer. In addition, a full-stop feed system prevents wheels and rollers from coming into contact so that there's no damage to cutting wheels. They are also easy to use, with wheels that can be changed out quickly. They also provide convenient storage with a compartment in the handle for stowing an extra cutting wheel. **800-628-8810; www.lenoxtools.com.**



Makita U.S.A. XAD03

The **XAD03** brushless cordless 1/2-inch right-angle drill from **Makita U.S.A.** is powered by two 18-volt LXT lithium-ion batteries. It can take on the most demanding applications, like drilling up to 6 1/4-inch holes with hole saws and 4 5/8-inch holes with self-feed bits. Users can remain in one battery platform, using the same fast-charging batteries as they use across the LXT cordless system. Its BL brushless motor combined with X2 LXT technology delivers no-load drilling speeds of 0 to 350 rpm and 0 to 1,400 rpm. Under load, the Automatic Speed Change technology adjusts drill speed and torque during drilling for optimum performance. Added features include an electric brake and a built-in clutch that reduces gear



damage by disengaging gears if the bit binds (low speed only). It can deliver up to 160 2 9/16-inch holes per charge. **800-462-5482; www.makitausa.com.**

Milwaukee Tool M12 ROCKET

The **M12 ROCKET** dual-power tower light from **Milwaukee Tool** is the first stand light on the M12 System. Its rotating light head can be extended over 5 feet 8 inches and rotated 210 degrees vertically or pivoted 270 degrees horizontally. Collapsible to a length of 2 feet 7 inches, the light increases portability and efficiency when going from project to project. It provides dual power functionality by giving users the ability to operate it for up to 10 hours on one M12 XC 6.0 pack or off AC power through a standard extension cord. **800-729-3878; www.milwaukeetool.com.**



RIDGID Telescoping Basin Wrench

The **RIDGID Telescoping Basin Wrench** incorporates a built-in, water-resistant LED light to illuminate dark, tight spaces and make undersink applications easier to complete. Its telescoping design, featuring easy push-button activation and spring-loaded jaws of forged alloy steel, allows for fast, one-handed ratcheting. The tension plug holds heads in any position up to a 90-degree angle. It has a large-diameter rotating swivel T-handle for comfortable gripping and easier access to tight spaces. The T-handle is also removable and includes a 3/8-inch square drive connection to integrate with other drivers. **800-769-7743; www.ridgid.com.**



Continued ▶

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Infiniti K Series tankless water heater from **Bradford White Water Heaters** uses STEADISET Technology to keep water temperature consistent and virtually eliminate the “cold water sandwich” with no internal buffer tank. It offers venting lengths of 2- or 3-inch PVC or polypropylene up to a max length of 280 feet; Scale Reduction Technology, or SRT, that provides improved performance, longer life and lower maintenance costs versus conventional tankless; and modulation in a 22-1 turndown. It works efficiently even at low flow rates and activates at just 0.45 gpm. It is easy to install and includes convenient top connections and built-in flush ports, and it has 1/2-inch gas pipe capabilities up to 24 feet. No combustion analyzer is needed to install. The series delivers efficiency up to 0.96 UEF, which helps maximize the financial benefits of choosing tankless. 215-641-9400; www.bradfordwhite.com.



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Residential Plumbing

By Craig Mandli

A hot water solution for resort community

Problem: Wyndham Branson at the Meadows resort needed to replace outdated water heating equipment with a solution that ensured guest satisfaction, as excellence in customer service is a cornerstone of the resort's operations. Limitations in available space, varied layouts and narrow closet doors presented the greatest challenge, as new, 80-gallon tank-type units would no longer be an option. The resort needed to find a way to produce the same amount of hot water with a different technology.

Solution: Eemax was able to offer a solution with the **AutoBooster**. When paired with a 50-gallon electric tank, the system delivers hot water equivalent to an 80-gallon capacity output. They installed 105 AutoBoosters, which have been in operation for over a year with zero callbacks.

Result: Outcomes from the first phase of this project being so favorable, plans were initiated to further expand the installation of AutoBoosters. In addition, Wyndham Branson established a long-term goal for the next three to five years to supplement any unit repair or maintenance with AutoBooster. **800-543-6163; www.eemax.com.**

Tankless water heater helps during high-demand times



Problem: A Cape Cod, Massachusetts, homeowner has several kids and grandkids who visit this home every summer. When everyone was in town, the old tank-style water heater could not keep up with the high demand for hot water. Outside of summer, when there was not a high demand for hot water, the tank-style water heater would continuously heat the water, lowering efficiency and wasting money.

Solution: The homeowner had a **Navien NPE-240A** 199,900 Btu/h condensing tankless water heater with ComfortFlow technology installed. It provides endless hot water only when there is a demand, and the built-in ComfortFlow internal buffer tank and recirculating pump eliminates the "cold-water sandwich" found in other tankless water heaters. Condensing technology within the NPE-A reuses flue gases to preheat the water, increasing efficiency and lowering exhaust temperatures.

Result: Now when the family is in town, they never wait long for hot water thanks to the recirculation technology and always have an endless supply of hot water. The homeowner also saves money on the utility bills from the efficient condensing technology in the NPE-A and only heating water when there is a demand. **800-519-8794; www.navieninc.com.**

Continued ▶

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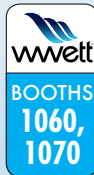
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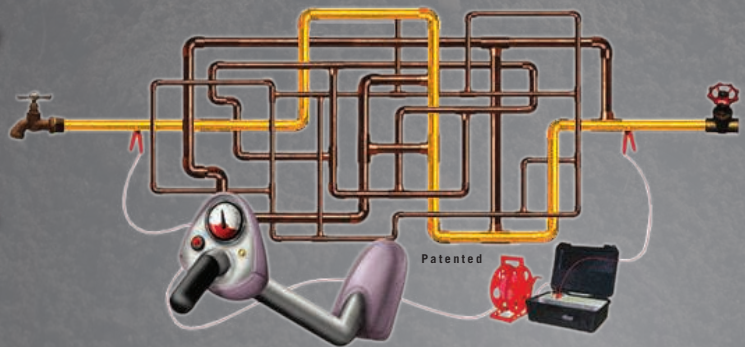


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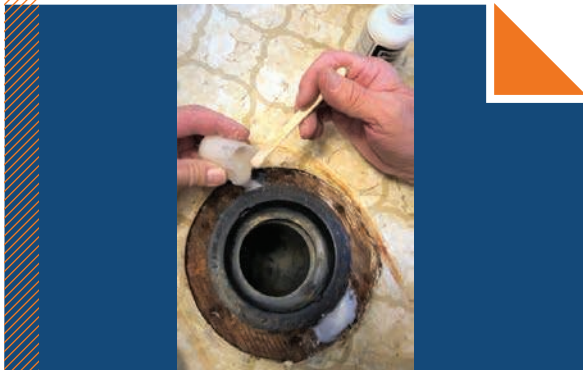
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Rocking toilet fixed with repair plastic



Problem: Wood rot from a water leak caused a toilet to loosen in a home in Estes Park, Colorado. The leak was slow, though, and went unrecognized until the toilet began rocking back and forth, as it was no longer rigidly attached to the floor. By that time, the soft rotten wood had affected the screw holes holding down the flange, making repair more complicated. The plumber needed to restore sufficient structural integrity of the damaged wood floor to support the toilet.

Solution: **Plast-Aid Multipurpose Repair Plastic** was used to solve this problem. It is a two-part powder and liquid that forms a strong, durable, waterproof acrylic plastic in about 15 minutes. Upon mixing, it changes consistency as it cures from a thin pourable liquid to smooth flowing glue, to formable clay and finally hard like a screwdriver handle. The rotted wood was first removed with a chisel. The damaged areas were coated when Plast-Aid was creamy like glue. As the substance thickened, it was layered and packed into place to make it level with the floor. It took three batches and about 30 minutes to restore the wood. Pilot holes were drilled through the Plast-Aid to rigidly attach the flange with self-tapping screws.

Result: The homeowner was pleased. Although the wood was badly damaged, using Plast-Aid enabled restoration of the floor structure with minimum cost, time and effort. 703-577-1000; www.plast-aid.com.

Plumbing system installs quickly in cold, rainy conditions



Problem: Across the harbor from Vancouver, British Columbia, stands 3730 Edgemont, a community of seven town homes that takes full advantage of its enviable climate and surroundings. Features including living rooms with operable glass walls and rooftop decks draw the outdoors into the midcentury modern structures. Designers sought a plumbing system that was easy to install and fit the construction dynamic.

Solution: The developers chose the **REHAU PEXa** plumbing system, which was installed by Scott Rowland of PipeCraft Mechanical. The design combines **EVERLOC+** compression-sleeve fitting technology with **RAUPEX UV shield PEXa** pipe to give owners and installers reason to be confident in the security of their plumbing system. "From all the products I've used, **EVERLOC+** is by far the fastest and simplest for my employees," Rowland says. "They are always scared to try something new, but once they did a few joints with it, their fear went away and they've loved it ever since."

Result: Despite the cold, rainy conditions on installation day, the crew was able to work efficiently. "With other products I've used, you have to wait for the pipe to shrink back down," Rowland says. "With **EVERLOC+**, you expand the pipe, put the fitting in and pull the sleeve over top. You know it's secure, it's done." 703-777-5255; www.everlocplus.com.

Continued ▶



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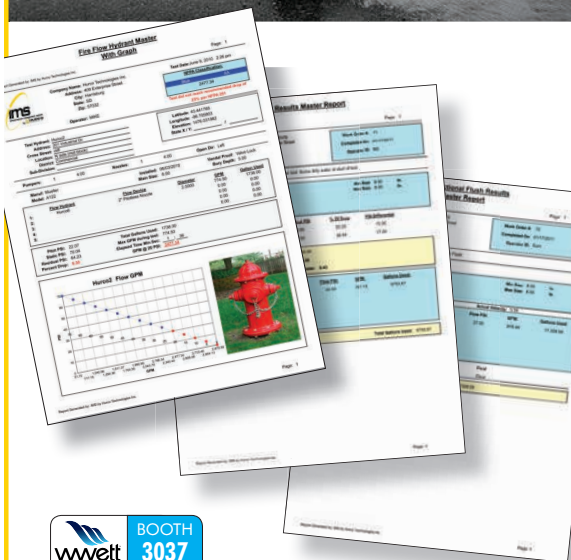
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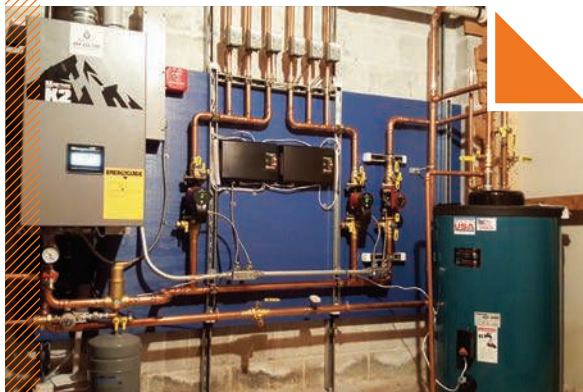
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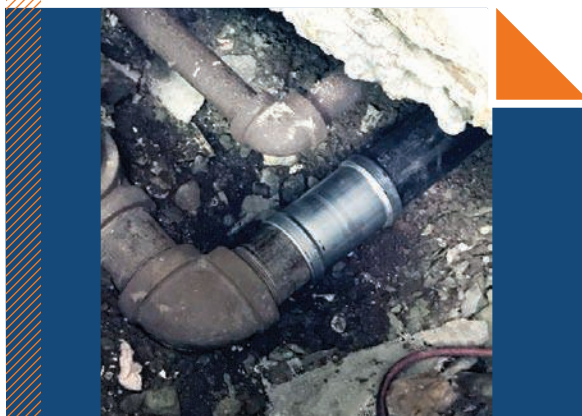


Problem: Patriot Water Heater in Quarryville, Pennsylvania, was hired to replace an old oil boiler in a single-family residence. Fuel expenses were high, comfort was low and Tom Soukup, the company's owner, found later that the cast iron boiler was condensing. The two-story home was split into two heating zones, but the home was zoned horizontally, right down the center of the house, instead of being zoned upstairs and downstairs.

Solution: The company installed a 100 mBh K2 condensing boiler from **U.S. Boiler Company Inc. - Burnham Brand Boilers**. The unit has a 10-1 turndown and provides 95 percent AFUE. "We selected the K2 boiler because we've had great experiences with the unit," Soukup says. "We also installed U.S. Boiler's Sage Zone Controls. I think being able to provide an integrated solution is important." Soukup also broke the existing supply and return piping into six zones, and he added a seventh zone for domestic hot water. An Alliance SL tank was used for nearly limitless hot water, long service and the fact that the tank features top connections.


Result: "I visited the home on the morning after I fired the boiler, and the customer mentioned how nice it was to have even heat throughout the home," Soukup says. When he visited the home, the outdoor temperature was 31 degrees F. The boiler was running at 20 percent input. "This boiler installs quickly and easily," Soukup says. "We spent far more time repiping the zones." 717-397-4701; www.usboiler.net.

Water restored quickly with press fittings



Problem: In a Pittsburgh-area apartment building, management discovered a leak on a 3-inch steam line. That meant no hot water or heat to a first-floor store or the 30 apartments located above it. Bob Marchione with Mozart Management was tasked with the fix.

Solution: Marchione called his local distributor, unaware that **Viega MegaPress XL** was available, and gave the distributor the situation, asking for the quickest way to get his customers back up and running. "The distributor had the fittings and I got on the site the same day with the booster and conducted a training right there," says Justin Young, Viega district manager. "Bob was really impressed with XL. He and the other three installers on site had never seen anything like Viega MegaPress XL before and were amazed." Young says the repair had to be made in the crawl space under the building but they were able to get into the tight spot with the PressBooster tool. It was a much better — and quicker — solution, he says, than having to use a flame in such a cramped place.

Result: Life for residents in 30 Pittsburgh-area apartments was only slightly disrupted thanks to a quick fix via three Viega MegaPress XL fittings. "They were under the assumption there wouldn't be hot water for the whole day," Young says. "But within an hour, they had all the fittings pressed and hot water back to all 30 apartment units." 800-976-9819; www.viega.us. 



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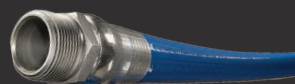
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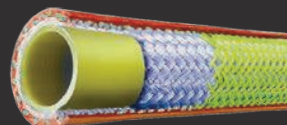
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Product Spotlight

Boiler unit's focus is energy efficiency

By Craig Mandli

In smaller, single-family homes, apartments and condos, space is important. That's why it's important that utilities take as little as possible. The AquaBalance boiler unit from Weil-McLain is an ideal solution, as its sleek, compact design is small enough to fit in a closet. Yet, its high-efficiency condensing technology has the power to supply hydronic heat for up to a 2,500-square-foot home while supplying enough hot water to run two showers and a dishwasher simultaneously.

The wall-mount line of combination and heat-only boilers feature an energy saving AFUE rating of 95 percent. The units combine the warmth of space heating with the convenience of on-demand domestic hot water (combi version) in a reliable, space-saving, easy-to-install package. The units feature stainless steel, titanium-infused heat exchanger technology and are ideal for retrofits or new construction in single-family homes, apartments or condominiums.

"AquaBalance combi units feature an advanced condensing technology to deliver efficient, worry-free space heat and domestic hot water in a sleek, compact design that's small enough to fit in a closet," says Mike Boyd, product manager with Weil-McLain. "The AquaBalance Series 2 boilers have been awarded the Energy Star Most Efficient designation in 2018 — rated



to deliver maximum operational cost savings to homeowners and provide qualification for local utility rebates, if available."

The units are available in three sizes — 80, 120 and 155 mBh input — in both combi or heat-only versions. The AquaBalance 155 combi-boiler produces a constant supply of hot water up to 4 gpm. The boilers also feature an aesthetic design and simple, user-friendly controls, making installation and operation easy.

"When choosing the combi version, the AquaBalance streamlines the installation process by eliminating the need to connect a separate boiler and hot-water tank," Boyd says. "Fewer pipes and less connection points translate into reduced setup time and a more efficient installation."

The unit has a low NOx rating, easy-to-navigate boiler control with digital display, simple electrical connection points and plug-in cord, removable sides for easy service, a heavy-gauge insulated jacket for quiet operation and a three-in-one vent adapter approved to readily accept PVC, CPVC, stainless steel or polypropylene vent materials. It is able to satisfy various venting challenges and orientations, and while it ships as a natural gas unit, it is simply converted to propane with a conversion kit. 855-248-1777; www.weil-mclain.com.

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Navien high-efficiency condensing fire-tube boilers

The new NFB-175 and NFB-200 high-efficiency condensing fire-tube boilers from Navien are in-house designed and manufactured with Navien parts. The patented stainless steel heat exchanger with a one-piece combustion chamber eliminates high-stress point welds that are prone to corrosion. It is rated AFUE 95 percent and has advanced user-interface controls with intuitive text display and a click wheel simplifies boiler setup. It has built-in hardware to connect a boiler pump, three zone pumps or three zone valves integrated into the unit, so there's no need to add extra zone panels. **800-519-8794; www.navieninc.com.**

U.S. Boiler Company Alliance LT indirect water heater

The new thermoplastic-lined, indirect-fired water heater from U.S. Boiler Company Inc. - Burnham Brand Boilers - is for residential and light commercial applications. It is a corrosion-resistant tank designed to provide thermal performance. The tank is light, offering ease of transport and installation. By utilizing a proprietary, double-bonded thermoplastic tank liner, the Alliance LT can withstand even the most aggressive water conditions without the use of an anode rod. The Alliance LT also features 1 inch of dense foam insulation, providing minimal standby heat loss. Bolted, topside connections provide easy access to the coil without the need to drain the tank. It is available in five sizes from 30 to 119 gallons. **717-397-4701; www.usboiler.net.**



Fluidmaster toilet repair kits

Fluidmaster Performax Toilet Fill Valve and Flapper kits come in 2- and 3-inch sizes and also a tower (piston-style) system. The 2-inch kit includes a fill valve and flapper with built-in adjustability, so water levels can be fine-tuned for a stronger flush. The solid frame flapper offers reliability and will provide a secure seal. The 3-inch kit includes a fill valve and flapper with a silicone seal that lasts up to 10 times longer than standard flappers. The tower system has different flush valves than the other two and can be identified by the tower object with a round



colored seal where the flush valve opens and lets the water out of the tank. The seals will be either red, blue, yellow or clear. **949-728-2000; www.fluidmaster.com.**

Water Cannon 19K02 portable skid pressure washer

The 19K02 portable skid pressure washer unit from Water Cannon Inc. - MWBE is a totally self-contained system designed to fit into the 6-by-6-foot box of a pickup truck. Forklift slots and a lifting eye make loading easy and efficient. There is also a built-in winterization system, making year-round cleaning and transportation possible. It features 4 gpm at 3,500 psi and has a 14 hp Kohler gas engine with key start. The unit has a powder-coated frame, 225-gallon poly water tank, 10-gallon winterization system, stainless steel unitized valves and a Thermo Pump Protector that engages at 140 degrees F. It also comes with a manual hose reel and five spray nozzles. **800-333-9274; www.watercannon.com.**



Webstone spring check valves

The new in-line spring check valves from Webstone, a brand of NIBCO, have a self-automated design to prevent backflow via a stainless steel spring, and an FKM soft seat prevents leaks. Made from lead-free dezincification resistant brass, the valve can withstand up to 250 degrees F and 200 cold working pressure and is ideal for use in potable and hydronic systems. The valves are available in SWT and FIP connections, with sizes ranging from 3/8 to 2 inches. **800-255-9529; www.webstonevalves.com.**



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HammerHead Trenchless and Per Aarsleff announce partnership

HammerHead Trenchless, based in Lake Mills, Wisconsin, and Per Aarsleff Pipe Technology of Aarhus, Denmark, have signed a long-term, strategic partnership agreement that includes plans for HammerHead Trenchless to produce and distribute the Bluelight LED Curing System for CIPP to markets outside of Europe and Russia.

Mr. Rooter Plumbing announces franchisee award winners

At its annual convention in Dallas, Mr. Rooter Plumbing announced the winners of its franchisee awards, given to the top-performing franchisees for significant contributions and accomplishments throughout 2018. The winners were: Franchisee of the Year, Derek and Pamela Moreland, Mr. Rooter Plumbing of Greater Toronto; Woman of the Year, Stacy Franken, Mr. Rooter Plumbing of Williamsburg, Virginia; and Excellence in Leadership, Scott Hobbs, Mr. Rooter Plumbing of Northwest Florida.

REHAU expands BIM capabilities

The REHAU BIM (Building Information Modeling) library is now available on cloud-based UNIFI, the industry's leading BIM content management platform. This allows architectural and engineering firms to design with REHAU PEXa plumbing and radiant heating and cooling content directly in Autodesk Revit models.

GPS Insight integrates with FieldPulse

Field service software provider FieldPulse has partnered with GPS Insight to provide in-depth fleet tracking and fleet management features for its platform. Through this integration, FieldPulse users will be able to track their company vehicle locations directly from the FieldPulse dashboard.

FieldPulse serves as a digital hub for contractors allowing them to manage their entire business through a single web and mobile application. FieldPulse helps contractors go digital by combining customer management, estimates and invoicing, digital signatures and payments, scheduling and dispatching, GPS tracking, timesheets and more.

Triangle Tube announces new operations director

Triangle Tube announced the appointment of Andy Sutton as operations director. He comes from Triangle Tube's parent company, Groupe Atlantic, where he held several roles including customer service manager, quality and production director, and program and quality director.

Weil-McLain names new vice president/general manager

Weil-McLain announced the appointment of Mike Doorhy as vice president/general manager. In this role, he will be responsible for executing Weil-McLain's ongoing product line expansion, channel management and customer support strategies designed to meet the evolving needs of building owners, installers, specifiers and channel partners. Most recently, Doorhy served as executive vice president for the largest business unit within Panduit, a global manufacturer of physical infrastructure equipment supporting power, communications, control and security systems. At Panduit, Doorhy also held leadership positions in engineering, product management, operations and business development. 



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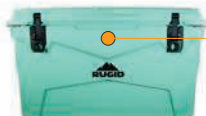


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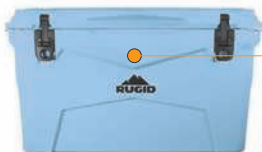


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Visit www.ie3show.com.

Feb. 19-21

The Kitchen & Bath Industry Show (KBIS),
Las Vegas Convention Center, Las Vegas.
Visit www.kbis.com.

Feb. 19-21

**National Association of Home Builders (NAHB)
International Builders' Show,**
Las Vegas Convention Center, Las Vegas.
Visit www.buildersshow.com.

Feb. 20-23

**Water & Wastewater Equipment,
Treatment & Transport (WWETT) Show,**
Indianapolis Convention Center, Indianapolis.
Visit www.wwettshow.com.

March 3-7

**Mechanical Contractors Association of America
(MCAA) Annual Convention,**
JW Marriott Desert Ridge, Phoenix. Visit www.mcaa.org.

March 22

Illinois PHCC Expo & Education Day,
Drury Lane Conference Center,
Oakbrook Terrace, Illinois. Visit www.ilphcc.com.

March 23

Flow Expo 2019,
Fairplex, Pomona, California. Visit www.flowexpousa.com.

May 7-9

National Hardware Show,
Las Vegas Convention Center, Las Vegas.
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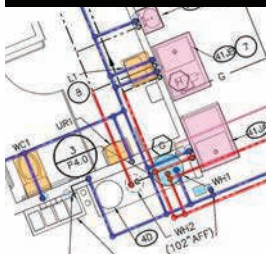
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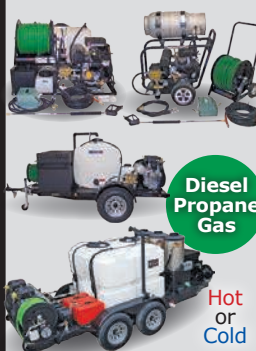
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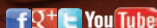
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