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Forward-looking Drive

making employees better leads to success and growth for Georgia company.

- By Giles Lambertson



On the Cover

Henry Plumbing Co.'s JaWuan Brown inspects the pipes and hoses as the team works on a renovation project at a seafood restaurant in Savannah, Georgia. Henry Plumbing, based in Savannah, is owned by Todd and Tonya Reed and has 27 employees. The company, going on 54 years of service, offers residential, commercial, municipal and industrial plumbing services throughout a 50-mile radius of Savannah. (Photography by Matt Odom)

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Review your first quarter and adjust annual goals as needed to ensure your company stays successful. - By Cory Dellenbach

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FROM THE EDITOR



Cory Dellenbach

Don't Settle In

Review your first quarter and adjust annual goals as needed to ensure your company stays successful

his year is already flying by. We're coming up on the end of the first quarter of 2022 already. Yes, tax season is just right around the corner, but the end of the first quarter also brings a good time to do an early evaluation on your company and see if it's starting off the way you wanted it to this year. If not, there is still plenty of time to make corrections and get back on track.

Looking at where you are now with your quarterly goals is important as you work towards your annual goals you have for your business. Like with anything, accomplishing the short-term goals — like the quarterly ones — is easier and builds towards those big annual goals.

LOOK AT EVERYTHING

Take some time and pull out the company financials for the quarter and see how your plumbing business is doing compared to the goals you set for yourself in January. The first quarter is important because it sets the pace for the rest of the year. If you want to hit the annual goals, you must understand your numbers from the first quarter.

If you are seeing that you aren't hitting those numbers already in the first quarter, you can either adjust your annual goal to reflect that or you can try and take steps to increase those numbers in the second quarter by increasing rates, cutting costs or other methods.

MAKE 02 BETTER

Whether or not you are happy with where your company is at the end of the first quarter, you should make a commitment to make the second quarter better.

Adjust your annual plan to how your first quarter went. If you've had a great first quarter and you want to try and ride that wave all the way to the end of the year, adjust the goals for the rest of the quarters to reflect that. If you're a

little behind where you want to be, you may need to adjust the next quarters goals to make up for that.

Update your annual plan and let the entire staff know what you've done and why. Discuss how new goals will be implemented going forward and emphasize the importance of committing to your business goals.

DON'T GET OVERWHELMED

The biggest thing here is don't get overwhelmed. It doesn't have to be rocket science to look at how your company did in the first quarter and make even the most minor of changes to try and flip that.

Whether or not you are happy with where your company is at the end of the first quarter, you should make a commitment to make the second quarter better.

Don't de-assemble everything you put in your annual plan. Odds are your adjustments won't have to be that major.

Take your time and use careful decision-making in adjusting the goals and like I said early, talk to the rest of the staff. They might see something that you aren't.

WHAT ARE YOU CHANGING?

Are you adjusting anything after the first quarter with your company? If so, how do you approach those changes. Let me know by email me at editor@plumbermag.com or call me at 715-350-8436.

Enjoy this issue!



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EMERGENCY RESPONSE

Wildfire/Winter Storm Combo Wreaks Havoc on Plumbing

In early January, some Colorado residents were inundated with plumbing problems after a wildfire destroyed homes and knocked out electric and gas service, which immediately transitioned into a winter storm that froze pipes. A local TV station chronicled the efforts of one company that helped out in the aftermath.

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GAINING KNOWLEDGE

Plumbers Offer Advice and Insight

Recently, we looked back at some of the profiled contractors of the past year and did a compilation of the industry knowledge they shared in the pages of the magazine. Check it out and see if there is something you can learn from their experiences.

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PROS/CONS

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Wheeled skid steers' popularity peaked in the mid-2000s. Since then, compact track load-

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50-mile radius of Savannah www.henryplumbingco.com From left, Todd, Tonya and Tanner Reed. Todd and Tonya own Henry Plumbing Co., based in Savannah, Georgia, while their son, Tanner, works with the company. Tanner is the fourth generation of the family in the business.

lumbing in the Savannah, Georgia, area is almost synonymous with the Henry and Flanders families. Henry Plumbing itself dates from 1968, but the families' heritage of plumbing extends beyond that.

"We definitely have history with a lot of properties in Savannah," says Tanya Reed, co-owner with her husband Todd, of Henry Plumbing. "The history really comes into play when a new homeowner purchases an existing property. Since we go back so far, we might have done the original plumbing on the structure or put in a water heater in the last year or two."

The company doesn't try to leverage its experience advantage. It merely welcomes a new homeowner to the neighborhood with a refrigerator magnet and best wishes. After all, the fact the company has been around for more than half a century speaks for itself.

Twenty-three years later in 1968, Henry started his eponymous plumbing house with his son, Henry Jr., and son-in-law, Winston Flanders. History began to repeat itself when Flanders' son-in-law, Todd Reed, joined the company. Like Henry Sr., Todd came to Georgia in uniform, met a Savannah girl, Tonya, and forsook his native state, Oklahoma in his case. "Men who meet Savannah girls don't leave," says Tonya Reed, half-joking.

So, a third generation of the Henry-Flanders families began to work through the company. Tonya Reed says it was mostly happenstance that she and her husband joined the firm when they did. They had planned to retire from the military before possibly getting into the family business. However, her father — Winston Flanders — became ill and died and the Reeds decided to exit the Army early.

"Todd had no clue about plumbing," Tonya Reed says of her husband's entrance into the company. "So, he went

FAMILY HISTORY

No need to dwell on its history because Henry Plumbing is forward-looking. Yet a glance back at its beginning is instructive. Robert Henry Sr. was a glider pilot out of Mississippi who, in 1941, was stationed in an Army air base near Savannah. He married a Savannah girl and, following the war, the couple returned to Savannah to make their home. He started working for his father-in-law at Hutson Plumbing.





 Plumber Bryan Louis levels a pipe for an installation at a restaurant in Savannah, Georgia, that is undergoing a renovation.

to work on a commercial plumbing truck and began to learn the business from the ground up." Eighteen months later, he started learning operational responsibilities, with Reed's grandfather teaching her husband how to read blueprints and bid commercial jobs.

Clearly, Henry Plumbing leadership has some deeply planted familial roots in the local trade, and that's without mentioning Tonya Reed's great-grandfather, who also was a plumber. A fourth generation of the family in the business is the Reeds' 29-year-old son, Tanner. After five years in the Army including two tours in Afghanistan, Tanner Reed worked a while in a plumbing supply house before coming aboard. "He learned the materials side of plumbing hands-on," his mother says.

Of this longstanding family heritage in the trade, Tonya Reed simply concludes that "it's in the blood, I guess. And plumbing never goes out of fashion. It's a necessary and needed skill. We just continue to try to make companies and property owners happy."

A CHANGE OF PACE

Henry Plumbing is a full-service plumbing installation and repair company with residential, commercial, municipal and industrial customers. Yet half of its business and more than half of its revenue comes from laying pipe and stubbing out walls and floors on new residential and commercial construction job sites.

This was not the mix of the company's work back in 1968. When Henry Plumbing opened its doors, it worked

Continued >

All in the Family

Henry Plumbing stretches the definition of "family business." Yes, there are generations of Henry and Flanders family members embedded in the company history, but the glue that keeps families together is liberally shared at the company.

"When we hire young men, we emphasize that we not only want to help develop their job skills, but also to help them understand finances and understand life," says Tonya Reed, co-owner of the Savannah, Georgia, company. "We sort of take them in to raise them and to develop them into better citizens, better husbands and fathers. It is a really rewarding feeling."

Case in point: JaWuan Brown was 26 when he was hired as a helper. Sixteen years later, he is the company's lead commercial plumber and married to a woman who went on to earn a nursing degree. Stability at work and at home. Perhaps the most notable example, though, is

John Nesmith.

Nesmith was 24 when he "just showed up one day on his sister's pink bicycle," Reed recalls. He was hired as a warehouse worker. His work ethic so impressed management that he soon became a plumber's helper. Six years later, he runs his own plumbing truck and will apply for his journeyman license in 2022. The rest of the story: Nesmith is hearing-impaired. Henry Plumbing is working with a nonprofit group to get him hearing aids.

This sounds a whole lot like family, but also like an employee-centric and successful business. Reed says it stems from the commitment of herself and her husband and co-owner Todd Reed. "Todd and I have a great working relationship. We share the common goal of wanting the business to succeed and to make better men of those who work for us."

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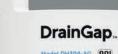
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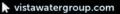






VISTA WATER GROUP









◀ Keith Mann, a plumber with Henry Plumbing in Savannah, checks and repairs a meter at a residence in Savannah. The company's vans carry all the supplies the plumber will need, including drain cleaning tools.

Plumber Tihomil Kraker cuts a pex pipe in order to conduct a repair in a crawl space at a home in Savannah. The company offers services in residential, commercial, municipal and industrial plumbing.

66 We give the new hires a chance to learn hands-on at job sites. As they gain skills, we eventually let the helper take over on a project supervised by the lead plumber, and they continue to learn."

Tonya Reed

exclusively on construction sites. That changed 40 years later. "We have had to evolve and one of the biggest changes came in 2009-10 when a lot of house-builders went out of business," Tonya Reed says. "We had to figure out a way to get some fast money."

Because service calls have a much shorter turnaround time for payment, Henry Plumbing expanded its business model to include plumbing installation and repair for residential and commercial customers. Starting with one service van, the company now sends seven vans on service calls.

The company is equipped to handle most emergency or routine service work, as well new construction contracts. Besides the van, it has nine work trucks and, as needed, can trailer to job sites a Hotsy Cleaning Systems hydrojetter and two Kubota mini-excavators. Most of its cabling and video inspection equipment is RIDGID.

It hasn't yet gotten into trenchless repair work, though doing so remains a possibility. Tanner Reed likes to explore new technologies and equipment and could take the company in that direction, Tonya Reed says.

The company's service area actually ranges as far as 50



miles outside the city. Todd Reed is licensed to work in South Carolina, just across the Savannah River from the city, and the company currently has three projects underway there including a county athletic stadium. Shortly after Henry Plumbing was founded, the founder opened a satellite office in South Carolina because of a surge of work at Hilton Head. Tonya Reed says history could repeat itself if the demand for their services grows in the Palmetto State.

GROWING FROM WITHIN

A notable strength of Henry Plumbing besides family is the methodical way it trains and instills loyalty in new employees. New hires just learning the trade are systematically turned into lead plumbers and long-time employees.

This success story can be summed in a statistic: Fully half of its lead plumbers started with the company as helper apprentices. The new help usually ranges in age from posthigh school to mid-20s and tends to hang around, year after year, teaming up with a lead plumber to learn the ropes.

"All of our crews have a lead plumber and a helper apprentice," explains Tonya Reed. "We give the new hires a chance to learn hands-on at job sites. As they gain skills, we eventually let the helper take over on a project supervised by the lead plumber, and they continue to learn. When they are ready to take on their own truck, we know they have been taught the Henry Plumbing way."

Though some of the new employees know which area of plumbing they want to focus on, that is not always where they will start out. They are put to work first where there is a need for help — and then, as training continues, are allowed to gravitate toward an area of plumbing specialty.

All the plumbers and apprentices are cross-trained, though, for flexibility in assigning work. Even so, there are carve-outs. One lead plumber has gone through all the training Rinnai tankless water heater systems offers and is considered the local expert. As a company, Henry Plumbing enjoys preferred status in repair of A. O. Smith water heaters.

Georgia requires a person to have three years of experience in plumbing before being granted a journeyman license. Most of the Henry Plumbing apprentices take from three to five years to develop the needed skills, so the timing works out. Licensing follows fairly intense testing in Macon, Georgia. Three successive weekends of Saturday-Sunday, eight-hour classes are required.

As an incentive for employees to take the tests and become licensed, Henry Plumbing pays the approximately \$2,000 cost of doing so. Tonya Reed is working with Work Source Georgia to win a grant to partly offset some of the cost. If an employee wishes to go on and become a master plumber, he must pay for that licensing.

Its successful apprenticeship program is not the only investment Henry Plumbing makes to grow the available local workforce. Savannah, after all, faces the same challenge as elsewhere, with construction and utility industries struggling to hire capable people. Upcoming generations are turning thumbs down on blue-collar careers.

Over the last couple of decades, Tonya Reed has watched disheartened as local high schools have de-emphasized vocational education among students in favor of a college degree. Now, though, she is seeing some reversal of that trend.



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RAISING THE STANDARD







▲ The plumbing team includes, from left, JaWuan Brown, John Nesmith, Tonya Reed, Jordan Harris and Ty Lovett. Harris has just joined the company's apprentice program. The company has a total of 27 employees.

"It is slow progress, but we have at least three high schools with trade programs that they didn't have before," Tonya Reed says. "It definitely is coming back and that's exciting." Savannah Technical College offers a few basic introductory classes on plumbing, but Reed sees more value in the local ACE Mentor activity.

ACE is a national program for high school students that aims to inspire youth to pursue architecture, construction and engineering careers. About 9,000 students across the country have been mentored by ACE to date and some \$15 million in scholarships awarded. Reed serves on the Savannah ACE board. "The last two years have been a problem (because of COVID) but going forward, we are ramping up for a new school year."

TRAINING AND RECOGNITION

The Reeds' belief in education includes intensive weekly training sessions for its crews. Todd Reed has an unrestricted master plumber license and brings his experience to bear every Friday morning. Session topics include compliance with codes and dealing with any issue that has arisen during the week. Company reps train crew members on new products. Atlanta Gas sometimes demonstrates techniques in working with its lines.

"And everyone gets a biscuit," adds Tonya Reed.

Henry Plumbing isn't an esteemed plumbing house in Savannah because of its biscuits, however, delicious as they may be. It is company leadership that's credited with keeping the business in the forefront of the industry.

> Tonya Reed was singled out for praise in 2021 by the Coastal Empire chapter of the National Association for Women in Construction. She was presented NAWIC's President's Gavel Award for her service to women in the industry. Though no women presently are plumbers or

We believe in providing the best plumbing repairs for our customers, the best plumbing contracting for our construction customers and the best continuing education for our plumbers to be their very best."

Tonya Reed



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apprentices at the company, "we would be happy to have them," the co-owner says.

She is effusive about the three women who work in the company office — office manager Janine Hand, assistant manager Kim Bennett and part-time assistant Meghan Reed, who happens to be her daughter-in-law. "We couldn't do without them."

A more sweeping recognition of Henry Plumbing's success in 2021 was the Georgia Business Journal company's salute to the company: In November, it was named Best Plumber in the State of Georgia. The title came through a statewide vote by plumbing house customers.

"We believe in providing the best plumbing repairs for our customers, the best plumbing contracting for our construction customers and the best continuing education for our plumbers to be their very best," Tonya Reed says.

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Wrap It Up

An attention-grabbing service vehicle builds invaluable brand recognition Bv Ken Wvsockv

or plumbers who think that vinyl wraps are too expensive, Kathy Haffly offers a flip-side perspective: Poor brand recognition leads to lost

"We've always had all of our trucks wrapped," says Haffly, the former marketing manager for Signature Heating, Air Conditioning and Plumbing in West Chester, Pennsylvania. The company recently was acquired by Granite Comfort, where Haffly now is the director of integration.

"It's the least expensive tool you can use to get the greatest amount of exposure," she says. "Wrapped trucks are moving billboards that advertise your company wherever they go, and they get people's attention. It may not benefit you right then and there. But it'll keep you top of mind when those people need a contractor."

11 It's the least expensive tool you can use to get the greatest amount of exposure. Wrapped trucks are moving billboards that advertise your company wherever they go, and they get people's attention."

Kathy Haffley

Vinyl wraps, like the one here on a service van for Signature HVAC in West Chester, Pennsylvania, can make a small plumbing company seem like a much larger business because more people will notice it. (Photos courtesy of Signature HVAC)



Nancy O'Hare-Zika, the owner of Yellow Dog Creative in Marquette, Michigan, a marketing firm that specifically caters to contractors, agrees. Yellow Dog designed Signature's vinyl wraps.

"In the world of contractor marketing, vinyl wraps are your best form of visual advertising," she says.

In fact, vinyl wraps can make a small plumbing company with, say, three trucks, seem like a much larger business, which is attractive to customers who view size as a sign of success. Call it the multiplier effect; just four identically branded vans driving hundreds of miles a day while making six to eight or so service calls translates into a lot of exposure, O'Hare-Zika explains.

"Customers tell us all the time that their customers say, 'I see your vans everywhere," she notes.

CATCHING EYEBALLS

Founded in 2008, Signature runs about 30 service vehicles of various sizes. The wraps cost roughly \$2,200 on the low end for cars, about \$4,200 for service vans and around \$5,000 for larger box trucks. During the last 13 years, the company has invested roughly \$100,000 in wraps — and they're worth every penny, Haffly says.

The company tracks where customer leads come from by using unique phone numbers for different advertising mediums. For example, all the service trucks have the same phone number on their wraps, so when a customer calls that number, staff members can attribute the lead to the vehicle wraps, she says.

On average, the company's vehicles rack up about 400,000 miles on the road a year, so the wraps enable Signature to reach a broad target audience for minimal cost, Haffly notes.

"That's huge for us," she says. "Our trucks are constantly moving around town, seven days a week, 365 days a year, plus they're parked on jobs in the neighborhoods they service, which provides additional exposure, especially with more customers working from home.

"Millions of people a year see our trucks."

LESS IS MORE

The keys to a successful, eye-catching wrap are bold colors, a great logo and a simple design, O'Hare-Zika says.

"If it's easily readable, quickly tells a story and gets the name and brand across to the viewer, then it has done its job," she says. "Overall, less is more."

O'Hare-Zika doesn't think it's imperative to include a phone number. Instead, she believes the biggest value is the name recognition the wrap generates. She also advises listing all of a company's services if they're not obvious in the name of the company.

Clients typically want to include their company's phone number and/or their website address. But most people aren't in a position to write down that information while they're driving, she adds.

"All you need is a wrap that makes people remember your company's name," she explains. "If you must include a phone number, put it on the back door, because only people who are stopped behind you will have time to write it down."

fif it's easily readable, quickly tells a story and gets the name and brand across to the viewer, then it has done its job. Overall, less is more."

Nancy O'Hare-Zika



A typical vinyl wrap for a service van comes in pieces that fit a vehicle's quarter panels, two rear "barn" doors, the middle side sections and the hood. Plumbers that operate in big cities with tall buildings should also consider extending the wrap design onto the roof of their vehicles for aerial-view exposure.

FIND A REPUTABLE DESIGNER

It's important to use a designer with a good reputation as well as a company that's experienced at printing and installing wraps. A typical Yellow Dog client will pay about \$1,000 for design services and \$6,000 to \$8,000 to have the wrap printed and installed by a third-party vendor, she says.

At Yellow Dog, it typically takes about six weeks to go from design to installation. Designers can input a customer's vehicle identification number into a software program and get detailed specifications for the vehicle — things such as



the size of various vehicle panels, the exact location of side mirrors and the gas-tank cover and so forth, she notes.

"That way we don't end up with a gas-cap lid in the middle of, say, someone's face,' O'Hare-Zika says.

A typical vinyl wrap for a service van, for example, comes in pieces that fit a vehicle's quarter panels, two rear "barn" doors, the middle side sections and the hood. But plumbers that operate in big cities with tall buildings should also consider extending the wrap design onto the roof of their vehicles for aerial-view exposure, she advises.

"Only a small percentage of our clients do it, but for an extra \$700 or so, it provides an added benefit," O'Hare-

In addition, wraps are removable if necessary, she adds.

PAY FOR VIEW

While some plumbers won't invest in wraps because of the cost, O'Hare-Zika says there's a way to defray some of the expense: Ask a plumbing distributor or the manufacturers of items you use and endorse — think toilets, water heaters and the like — if they provide what's known as co-op dollars.

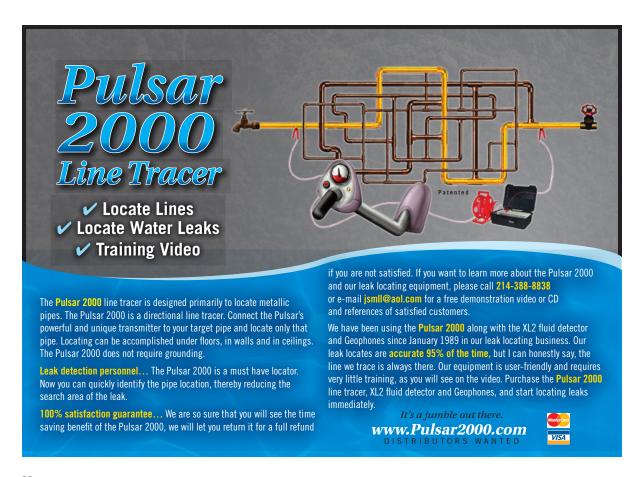
"Almost every manufacturer will pay for a portion of the wrap's cost if their name or a picture of their product is on the wrap," she explains. "Every manufacturer has different co-op requirements regarding the size of the displayed name or photos. It never hurts to ask if co-op money is available."

While it may be difficult to quantify the revenue gained from vinyl wraps, O'Hare-Zika says the best return on investment is brand recognition.

"Plumbing, heating and cooling are not call-to-action industries," she points out. "People don't just wake up one day and decide to install a new water heater or a furnace. So it's important to professionally brand your company so when those people do need your service, there's no question about who they're going to call. That makes a vinyl wrap an investment in future sales."

For Haffly, vinyl wraps are a no-brainer.

"They're the heart and soul of our marketing efforts — they're what people see first," she says. "If someone would tell me they can't afford them, I'd tell them they can't afford *not* to have them."





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Being Prepared for Any Water Heater Service Call

From different tools and methods to other ways of installing. water heaters installs can be made easier with helpful tips Bv Anthony Pacilla

service plumber's dream come true is to repair and replace water heaters all day, right? Pretty straightforward work after you get the hang of it. But what happens when things don't go your way?

What happens when the new one won't fit in the spot or when the old unit won't drain? What happens when the unit won't drain and you're on the second floor of a customer's house? What happens when there's no nearby floor drain to drain to? Any service plumber will tell you that these scenarios are all too familiar. An easy job turns into a fistfight. Here are some tips to make your workday easier.

Water Heater Won't Drain

Before you hook your garden hose up to the drain valve, first try to open the drain valve and see if you get a decent flow of water coming out of the unit.

If you get very little water coming out, first make sure you are breaking the vacuum by opening some hot water faucets upstairs and seeing if that helps. If it doesn't help, use a coat hanger, and try to stab it up into the drain valve a few times attempting to move the calcium buildup enough to get proper flow.

If the coat hanger trick isn't working, it's time to get some more serious tools. Keep a rig on your van that allows you to hook up an air compressor to a washing machine hose with a ball valve between the air compressor and the washing machine hose. You don't need a giant compressor; any small compressor will do.

Let the compressor build up pressure with your ball valve in the closed position. Hook the garden hose up to the drain valve of the water heater. Make sure you have a hot water spigot on and blast a shot of compressed air into the drain valve to forcefully blow the calcium buildup further into the water heater, allowing the water a free path of exit.

If the air compressor trick doesn't work, you can try hooking up a transfer pump to the drain valve. Sometimes

If you ever must insiall a water heater pan under a water heater there are a tew tricks you can employ to get the jub done faster. Pans can be ennoying to place especially it the water heater is old and couldn't be fully drained

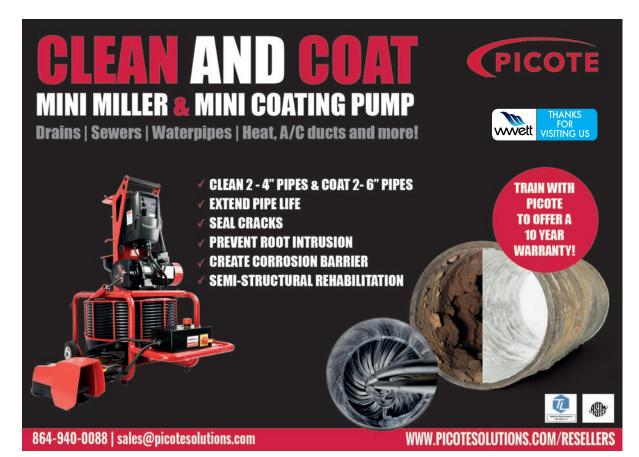
a transfer pump has enough power to pull the debris that is lodged near the drain valve out of the water heater and establish flow. Sometimes though the debris may clog your pump which is an expensive loss to your tool arsenal.

If none of the above worked there is one last sure-proof inethod of removal. This method requires you to keep a tool on your van that will be used to suck the water out of the water heater through the top using a field made din tube and a transfer pump. Keep a rig of 3/8-inch PEX tubing approximately 10 feet long and connect this PEX tubing to a washing machine hose. Connect the washing machine hose to your transfer pump. Remove the hot and cold piping from the top of the water heater and slide the PEX tubing down through the hot side outlet. Turn the pump on and pump the water out of the water heater through the top. Works every time.

installing a Water Heater Pan

If you ever must install a water heater part under a water heater there are a few tricks you can employ to get the job done faster. Pans can be annoving to place especially if the water heater is old and couldn't be fully drained.

You can keep a set of those furniture movers lifting straps on your van. Place them around the water heater and



follow proper lifting techniques to pick the water heater up kicking the pan under the unit and gently placing it back down. Most times you can do this by yourself because of the leverage of the lifting straps, but it is always better to have a helper for both the lifting as well as the pan placement.

New Water Heater Won't Fit

Since the passing of the NAECA water heater standards, replacing tank-type water heaters has become more difficult. The new standard of adding 3 inches of insulation to both the top and around water heaters has made some replacements in tight spaces impossible.

While you can always upsell the customer on a tankless water heater in a situation like this, there needs to be an option on the table for customers who don't want to spend that kind of money or don't want a tankless water heater.

Anthony Pacilla has been in the trades since he was 9 years old (family business). He started cleaning toilets, mopping floors and putting fittings away in the warehouse. As he picked up skills, he would add becoming a ground man and laborer. When he was ready. Pacilla became an apprentice and then a journeyman plumber. He graduated college with a business and economics degree and immediately wanted to come back to work in the family business. A few years ago, Pacilla become a licensed master plumber. To contact Pacilla, email editor@plumbermag.com







Dave Bailev

Adapting to a Changing Workforce

Your attitude and the way you run your company need to adjust to the new workforce in order to find new employees By Dave Bailey

imes are changing. As day-to-day operations slug it out with the status quo, things around us are constantly changing. If you fail to recognize those changes and adapt, your company will be left behind.

If you pay attention to plumbing social media posts, you see the old plumbers versus the new ones. Those seasoned veterans curse new technology while the less experienced embrace it. An example is the use of press tools to install and repair copper waterlines and various gas fittings. Regardless of what method you use to make those connections, the repair or installation will be done, and you can move on to the next project. Whether you chose or did not choose to adapt to newer technology in your plumbing business, your operations will continue. But what if you have not adapted to an even bigger change that contractors are facing today? What if you do not have workers to use those tools?

A younger workforce, combined with the aftereffects of COVID-19, have made hiring more difficult now than I can remember in my 20-plus years of working in the industry. But why the change? Aren't there still people that need work? Of course there are. Then why aren't people applying for jobs in the trades? The answers are comprised of many components.

When I started in the field, my motivation was a paycheck. I went to work, did what I was told, and I was awarded with a paycheck. That does not mean that younger workers do not work for a paycheck, but they want more than that. It is the "more" that employers need to understand to get applicants and keep younger employees. Here are some things younger workers are looking for:

1. They want to know what the future holds.

A well-defined career path is vital. They need to know that, if they fulfill certain obligations, they will earn the ability to advance in their career. This is a roadmap to their future. Without this roadmap, there is no clear path

You know your business better than anybody else does.

Gather your key people together and write out that roadmap. Make it clear to your employees how far they can go and how to get there.

A younger workforce, combined with the aftereffects of COVID-19, have made hiring more difficult now than I can remember in my 20-plus years of working in the industry.

2. They want someone that will listen to what they have to say.

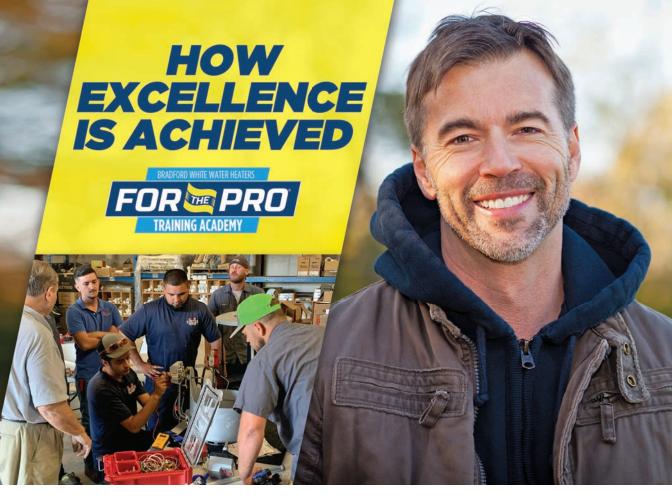
When there is strife within the company, they need an open-door policy. It is important that they have a safe place to air their concerns to someone that will take the time to listen. We are given one mouth, but two ears. Listening is the most important part of communication.

Invite your workers to walk through your "open door" so that they feel they are heard and that they are valuable to your company.

3. They do not want to work in an environment that will be physically taxing in the long run.

Many blue-collar applicants come from blue-collar families. They have seen the toll that a physically demanding job can take on a person after years of hard work. You cannot change the physical aspect of the trades. Attics will always be hot in the summer and sewer trenches will always be dark and unforgiving.

Get creative in how you schedule your field employees. Instead of 5–8-hour days, why not consider 4–10-hour shifts instead? You can stagger shifts to cover the entire week. Give them a chance to recover after physically demanding jobs.



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4. They feel that their time is almost as important as their paycheck.

What use is it to be paid well if they do not have the time to enjoy what they have earned? Do you need 24/7 coverage? Do you need to run service seven days a week? If your business model is built this way, you may need to reconsider. Maybe 24/7/365 should be reserved for your most important customers and not just someone that has one clogged toilet in a house with three bathrooms and wants service at 10 p.m.

5. They want to be recognized for a job well done.

This goes for employees of any age or position. They want to know that their hard work is acknowledged. They understand the role they play in helping to grow your business. Taking time to thank them will go a long way in creating a place where they enjoy working.

COMPANY CULTURE

If you have read this far and the words "company

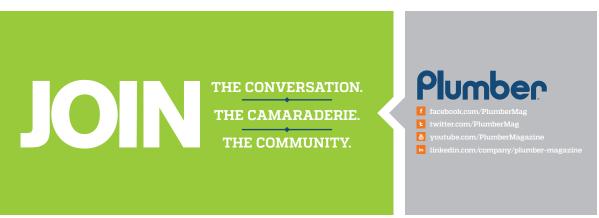
culture" come to mind, you have probably taken the time to solve some of the employment issues the changing workforce has thrown your way.

If, on the other hand, you have never considered the role company culture plays in today's workforce, stop what you are doing and think about where your company would be without a younger workforce that is willing to replace those that are aging out.

You can, with or without new technology, fix that leaky pipe, but unless you adapt to today's changing workforce, you will not have enough employees to take care of your customer's problems.

Dave Bailey is the plumbing market manager for Service Nation, which operates the best practices groups, Service Roundtable and Service Nation Alliance. Dave has been in the plumbing industry for more than 20 years and is currently a licensed journeyman plumber in the state of Texas. He is also a C-130 flight engineer with the Texas Air National Guard. His military experience, combined with his years of plumbing have given him a unique perspective on the need for written processes, procedures and the use of checklists to make plumbing companies run smoother and safer. You can reach Dave at dbailey@servicenation.com.





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Boston Standard Company

Mattapan, Massachusetts

hen Joseph Wood, owner of Boston Standard Company, was looking at vehicles, he wanted something that could be a mobile showroom. The company, based in Mattapan, Massachusetts, selected the 2021 Ford Transit 250 Mid-Roof because of space and technician comfort. The larger pallet serves the new and innovated ways the company delivers direct product options to customers. Boston Standard Company has nine vans in its fleet with four more on order from the factory as they continue to transition the rest of the 31-vehicle fleet. The vans have a Ranger storage rack system along with ladder tracks and tube carrier on the roofs. Wood, who is drawn to classic designs because of simplicity and recognition, along with a designer/good friend, came up with the logo and wrap design and had a local wrap company, Sign Art, bring it to life. The company has 59 employees. For more information on Boston Standard Company, go to www.bostonstandardplumbing.com.



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Pipeline and Lateral Rehabilitation

By Craig Mandli

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The PD-33M pipe bursting machine from Pow-R Mole Trench**less Solutions** is designed to replace existing underground pipes 2 to 6 inches in diameter. Its nonslip, cylinder-activated jaws prevent cable damage while providing 60,000 pounds of



pulling force. It offers a cost-effective alternative to opencut excavation, reducing customer disruption and increasing company profits. The process replaces the existing pipe with a fused HDPE pipe, which eliminates all joints and allows the operator to pull through bends such as 45-degree fittings. This system is modular and can be easily disassembled and reassembled for manhole and basement applications. With a compact design and very small footprint of only 20 by 20 inches, this unit can be used in tight locations. 800-344-6653; www.powrmole.com

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CIPP Equipment

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The Forced Control Cure Unit from Internal Pipe Technologies cures CIPP liners in one hour with a 30-minute blowdown. It is the ideal tool to cure under slab liners quickly and efficiently. The system is self-contained and suitable for



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exposed to finely calibrated UV light, allowing pre-impregnated liner assembly at the shop or on-site, eliminating pot life concerns and allowing for several installations in a single day. The UV resin systems are formulated to cure with UV light that offer superior mechanical properties and chemical resistance. As a part of the system, these resins are specially designed with suitable wet-out capability, ultra-low odor and are styrene-free. Systems are single-component resins designed to meet all specifications for a fully structural CIPP liner conforming to all applicable ASTM standards. 877-426-5948; www.maxlinerusa.com

NuFlow NuCure Cold Cure UV

NuFlow's NuCure Cold Cure UV features an enhanced double helix light rope for curing efficiency and dual power supplies to ensure light will fully penetrate the entire liner, from end to end. The resins cure densely in as little as 10 minutes, significantly speeding installation times and limiting the duration of thermal



energy release. The resin is shelf stable for a minimum of 10 months, allowing the contractor to pre-wet-out months in advance. Just recalibrate and the liner is ready to use. Its Resin Protection System protects the resin from sunlight or UV exposure, so the installer can work without fear of premature curing. 866-248-6880; www.nuflow.com

Waterline Renewal Technologies LightRay LRI System

The LightRay LRI System from Waterline Renewal Tech-



nologies allows complete operator control and closely resembles traditional ambient-cure inversion methods. It can accomplish throughput up to 6.3 feet per minute of casting with the light train, which incorporates cold LED lights that require no heat to cast the liner. The light train comes in a standard casting length of 50 feet, operates on a low-voltage DC platform and is internally protected to accommodate bends in pipes up to 90 degrees. Liners arrive ready to install without any need for refrigeration, which dramatically reduces the variability from mixing and preparing liners and eliminates the requirement for extra equipment in the field. The system uses nonthermal UV casting resin that is temperature-stable and only activated by UV light coupled with high-strength flexible fiberglass coated liners. 866-336-2568; www.lightrayinversion.com

Excavating

Soil Surgeon hydroexcavating tool

The Soil Surgeon hydroexcavating tool fits any sewer combination truck equipped with a telescoping 6or 8-inch boom. The tool has a 1-inch water connection. The operator controls water pressure and power through truck controls. It has a 6-foot Tuff-Tube with handles to guide the



unit down for potholing or side to side for trenching. Six jets boring inward cut the soil, while six boring outward bring the tube down. 949-363-1401; www.soilsurgeoninc.com

Fittings

REHAU EVERLOC+

The REHAU EVER-LOC+ compression-sleeve fitting system has 26 additional configurations, making transitions between pipe sizes more convenient in



single-family and multifamily residential plumbing projects. The system comprises RAUPEX UV shield PEXa pipe in 3/8- to 2-inch diameters, polymer and lead-free brass fittings, and power tools for reliable and safe connections. Designed for no-leak security, the two-step fitting expansion and compression process is performed quickly in any weather, making installation faster than other PEXa cold-expansion fittings and copper. The NSF/ANSI 14 and 61 certified system delivers safe drinking water with no mineral buildup, allowing contractors to create healthy and sustainable residential environments in less time. 800-247-9445; www.everlocplus.com



Pipe Relining Equipment

Flow-Liner Systems Neofit+

Neofit+Plus from Flow-Liner Systems is an environmentally friendly expandable pressure pipe system that helps maintain the life expectancy



of the existing service pipe. Designed for 1/2- to 2-inch diameters and up to 300-foot sections, it is made from a strong and durable virgin polyethylene terephthalate. The NSF 61-approved liner has two main uses: to keep drinking water pure and out of contact with the host pipe, such as lead or copper, and to rehabilitate pipes by sealing pinholes, cracks and small defects. It is a trenchless technology, thus its installation procedure avoids the risk of damage to other services since there is no disturbance of the ground around the pipe, also eliminating both the possibility of ground contamination and harm to existing plant and animal life. This no-dig, noninvasive system also preserves the property owner's aboveground structures, and can be installed in just a couple of hours. 800-348-0020; www.flow-liner.com

Warrior Trenchless Solutions Thermoform

Thermoform from Warrior Trenchless **Solutions** is a PVC-alloy structural pipe lining



system designed for the trenchless rehabilitation of failing sewer and culvert pipes. It is an environmentally friendly, styrene-free thermoplastic. There are no harmful emissions, and it does not rely on any chemical reaction during installation. Factory-controlled production with rigorous material testing ensures a consistent quality product that conforms to and exceeds the expected standards. The material is highly flexible, allowing it to expand and fit tightly to the host pipe, including changes in shape and dimensions. It is produced in sizes ranging from 4 to 36 inches in diameter, and the wall thickness can be varied according to the application. All installers must be accredited and audited to ensure the highest quality work possible. 716-601-7760; www.thermoformliner.com

Rehabilitation

Cherne Multi-Size Plumbing Muni-Ball Plugs

Cherne Multi-Size Plumbing Muni-Ball Plugs are ideal for the installation and repair of both residen-



tial and commercial piping systems. Made entirely of natural rubber, the plug offers suitable expansion, memory and full bypass for both testing and monitoring of pipe systems. Additionally, the plug can be used to block flow or as a back plug for sewer air testing. Just one plug can fit multiple pipe diameters with the ability to seal both round and out-ofround pipe and is made with a removable inflation valve. 800-843-7584; www.cherneid.com

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The Rotopuls 34 rotating nozzle from Enz USA produces hard vibration impact and pulsating jets. The resulting pulsations become so strong that hard deposits are disintegrated. It is



safe to use in pipes made of plastic, steel or concrete from 1.5 to 6 inches in diameter. The small size allows for navigating tough bends. It is available in 3/8- and 1/2-inch connections and operates on flow as low as 5 gpm. 877-369-8721; www.enz.com

Picote Solutions Dual-Color **Epoxy Brush Coating System**

The Dual-Color Epoxy Brush Coating System from Picote Solutions allows technicians to rehabilitate pipes from 1.25 to 12 inches for drains, sewers,



water pipes, electrical conduits, and heat and air-conditioning ducts by brush-casting a coating. The coating resin forms a pipe inside the original pipe that is tested, safe and environmentally friendly. The new pipe is damp-proof, corrosion-resistant and wear-resistant. It is ASTM and NSF certified (NSF/ANSI 61-5). It is a 100% solids epoxy, and the method allows for clear visual verification during the application process. Apply to small areas or all drains in multistory buildings. The system is practical and easily fits in tight places. 219-440-1404; www.picotesolutions.com

Reinstatement Cutters

CUES small and large Currahee Cutters



Small and large Currahee Cutters from

CUES are designed to reinstate wastewater service laterals, remove protruding taps and brush-finish existing cuts. The cutters function in a range of 5.25- through 36-inch pipe, are equally effective in CIPP or fold and form liners and can be installed on a CUES K2 truck-mounted cutter system. A 1.9 hp air motor for the small cutter line provides more power, increased productivity and a smoother cut when operating in 6- to 12-inch relined pipe. Kits are available to retrofit cutters for use with Kangaroo air-motors, and service kits can be purchased for regular maintenance intervals on existing motors. 800-327-7791; www.cuesinc.com



TRY TEK Machine Works T80

The T80 3-, 4- and 6-inch small pipe lateral reinstatement cutter from TRY TEK Machine Works is ideal for relining smaller diameter lateral pipes that run from buildings to the main lines. These smaller pipes crack, separate and break, and are responsible for

50% of the inflow and infiltration of groundwater to be processed by municipal sewage processing plants. Its water hydraulic cutting gives big power in a smaller package, while water hydraulics eliminate potential environmental hazards. It allows for access to pipe systems via clean-out ports or rooftop vents. Set-up and operation are quick and simple, and it includes 100 feet of working cable. 717-428-1477; www.trytek.com



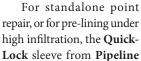
Oatey FUSION Single-Step Clear Self-**Priming Medium Bodied PVC Cement**

Oatey FUSION Single-Step Clear Self-Priming Medium Bodied PVC Cement is recommended for residential and do-ityourself plumbing projects. Saving time, money and cleanup, it eliminates the extra step of priming in PVC projects, while also



applying easily with included in-lid dauber and providing a neat, transparent finish. This clear, low-odor, medium-bodied cement can be used to solvent weld all schedules and classes of PVC pipe and fittings up to 4 inches and nonpressure applications up to 6 inches with interference fit. Fusion singlestep cement eliminates the extra step of priming in PVC projects. The formula is also clear, which provides a clean, transparent look at the end of the project. Its thicker, dripless formula provides extra time to align pipes and fittings perfectly before they fuse. 800-203-1155; www.oatey.com

Pipeline Renewal Technologies Ouick-Lock





Renewal Technologies offers a rapid, easy-to-install and economical way to repair failing pipe. It restores the host pipe's strength with heavy-gauge 316L stainless steel and seals out infiltration with a single-piece vulcanized EPDM rubber gasket. Suitable for sewer, water and industrial applications, it installs in minutes with minimal equipment and overhead. It is positioned inside the host pipe on a wheeled flow-through packer pushed by any standard CCTV crawler. Once in position, the packer expands the sleeve against the pipe wall to structurally reinforce it and to stop infiltration. Sleeves address a variety of common pipe problems, including infiltration, longitudinal and circumferential cracks, root intrusion, holes, leaks, offset joints and abandoned laterals. They are available in diameters ranging 6 to 28 inches, and in lengths of 16 and 20 inches. Multiple sleeves can be interleaved to perform longer repairs. 973-252-6700; www.pipelinert.com

Source One Environmental PipePatch RAPID

PipePatch RAPID from Source One Environmental is a no-dig pipe repair system with a curing time of about 30 minutes. Using it ensures guess-free work, which in turn delivers improved efficiency. Even though the resin used in the



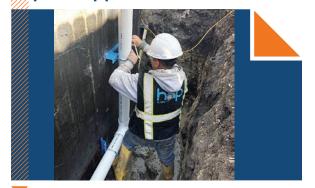
kit allows for short working times, it provides a very fast cure time. It is packaged with all component parts included, such as protective work surface, protective gloves, cut-to-size fiberglass mat, packer protection sleeves, tie secures, spreader and a two-part ready to mix rapid resin bag. The kit's resin cures in approximately 30 minutes, meaning a repair can be completed quick. Other items that accompany the Rapid Kit include repair packer, air regulator, pushrods and a pull cable.

877-450-3701; www.s1eonline.com



Pipeline and Lateral Rehabilitation By Craig Mandli

Pipe hanger with locking system prevents pipe movement failure



Problem: A Chicago resident had an underground pipe failure with the downspout and waste pipe connecting to the sewer. The pipe had moved and collapsed, causing flooding at the resident's property and the adjoining neighbor's property. The failure occurred because the original pipe had not been properly secured when initially installed.

Solution: AT Water Plumbing dug a trench and removed the old broken and improperly installed pipe. New 4-inch PVC pipe was installed and secured using the **PL-1111-V40 Large Pipe Hanger with Locking System** from **HAP System**. The plumber secured the hanger to the concrete wall by drilling holes, setting anchors with 3/8-inch rod and then fastened the hangers to the threaded rods. The new pipe was secured to the hangers using the rod assembly.

Result: The pipe hangers provided AT Water Plumbing a solution to hold and protect the customer's pipe, preventing future plumbing problems. **847-787-7777**; www.hapsystem.com

No on-site brazing or fire watch required on job



Problem: Pediatric Dental Health Associates in Chicago needed to add nitrous oxide and oxygen. Being on the 13th floor of a 42-story building posed many obstacles, particularly the use of a brazing torch in a building that is mandated as a flameless building.

Solution: All **MediTrac** straight fittings from **Omega Flex** were pre-installed to the medical gas outlets offsite and then bagged and sealed until ready for installation. On the Saturday of the install, the team from JPI MedGas arrived onsite with the prefabricated outlets and the MediTrac CMT tubing. The outlets were installed into the wall with minimal sheetrock removal. The tubing was then run from the manifold room up into the ceiling, where it split to run to the medical gas outlets in each of the two dental offices. The final connections were made and pressure-tested and the sheetrock was replaced.

Result: The use of flexible medical gas tubing allowed the project to be completed in one day rather than over more than six working days. The reduction in installation time was 80% compared to using traditional cleaned and capped copper — allowing the contractor a more efficient use of time and allowing the facility to return to normal operation with no closures or down time. **800-671-8622**; www.omegaflex.com

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Lining system used to eliminate discolored water



Problem: A new 8-inch unlined steel water pipe was installed beneath the RT 18 bridge in Wilson, New York. The bridge and pipe cross Twelve Mile Creek, which flows into Lake Ontario. Shortly after commissioning the new pipe, it was found the conveyed water had interacted with and attacked the steel substrate, causing the water to turn red. Due to the location of the pipe, there was no way to bypass it and prevent the red water from flowing further along the distribution system. The city looked for a quick, cost-effective solution to completely eliminate the issue.

Solution: Triton Lining Systems was contacted, proposing its spray-in-place process and NSF 61 certified, one-hour return to service, rapid-setting spray-applied polyurethane. The material was used to coat the entire interior surface of the host pipe, thus providing an impermeable, corrosion-resistant barrier between the conveyed water and the steel substrate, ensuring the red water was completely eliminated and preventing its return.

Result: Triton's approach afforded an efficient, low site impact solution to the problem. The subject pipe was cleaned, dried, CCTV inspected, spray lined and reconnected in one day. There was no need to remove or replace the pipe to eliminate the red water issue. 407-928-9339; www.tritonpipelining.com

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Watts promotes RuralWaterDirect.com program

For every order placed on RuralWaterDirect.com, the site will donate funds to the Planet Water Foundation to provide one person with access to clean water for an entire year. Planet Water is a nonprofit organization focused on bringing clean water access, water health and hygiene education programs to communities in need around the world. The products found at RuralWaterDirect.com are designed by farmers to withstand rough use and extreme weather conditions.

GPS Insight acquires FieldAware

GPS Insight acquired Field Aware, which produces madefor-mobile, cloud-based field service solutions. The acquisition advances field services and fleet-tracking capabilities for GPS Insight, allowing them to better serve customers of all sizes through a more comprehensive digital platform with capabilities to achieve operational insights and cost savings.

RWC completes acquisition of EZ-FLO International

Reliance Worldwide Corp. announced it has completed its acquisition of EZ-FLO International. Established in 1980, EZ-FLO has grown rapidly by continuously expanding its product range. In 2000, EZ-FLO acquired Eastman, a brand in appliance connectors, supply lines, stop valves and gas connectors.

Aqua-Rex names new rep in Indiana

Aqua-Rex has partnered with Arrow Sales to represent its product in the state of Indiana. Arrow Sales current line card is diverse and matches well with Aqua-Rex, which has units sized to be suitable for single-family homes, multifamily and all types of commercial, hospitality, health care and correctional facilities.

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"NUFLOW IS A NO BRAINER."

PROfile NuFlow Certified Contractor

Ray Michaels knew that adding pipe lining to his business would be profitable. After speaking with many pipe lining companies, he decided to become a NuFlow Certified Contractor.

"NuFlow's strength is their knowledge and helping you to really understand the process. After our initial training, we were ready to do it ourselves. We made our investment back in the first couple of jobs."

Since joining in 2015, Ray has continued to support his team with NuFlow's advanced training and education.

"We send everyone in our field crew to NuFlow training. Every time they go, you can see a considerable difference in their level of skill and their confidence on the job."

In addition to the education, Ray appreciates NuFlow's commitment of constant improvement.

"NuFlow is always looking for ways to make themselves better. It's nice to have an industry partner that shares the same values as we do. By continually improving, it keeps us ahead of our competition."

"NuFlow is a no brainer. Their support is unmatched and they just care more, period."



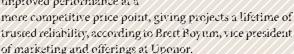
Grow with NuFlow. We Got You. www.nuflow.com | 866-248-6880





Product Spotlight

ot all ball valves are created equal. Especially in PEX piping systems, the type of valve the plumber installs can impact system quality and performance long-term. Newly redesigned ProPEX ASTM F1960 lead-free brass ball valves from Uponor offer improved performance at a



"Uponor is committed to providing customers with products they can trust," says Boyum, "These newly redesigned ball valves deliver on quality and reliability while providing greater value to help customers meet the performance and budget demands of today's residential and commercial projects."

The residential and commercial offerings provide superior quality and performance at a competitive cost. Manufactured from premium, lead-free, dezincification-resistant brass, these full-port ball valves feature positive tube stops that ensure installers insert the valve into the pipe far enough without overextension. The valves all feature a blowoutproof stem design to ensure a lifetime of trusted reliability. In addition, the ASTM F1960 connection method offers a solid, strong seal without the need for glues, torches or fire



watch, providing greater safety and cost savings on job sites.

The residential valves are available in sizes from 1/2 to 1 inch and feature a chrome-plated ball along with a stop and drain (waste) option.

"The residential valves feature a chrome-plated ball

for performance and longevity," says Brian Bollenbeck, portfolio manager, marketing for Uponor USA. "Their positive tube stops can be seen at both ProPEX ends and will ensure a proper connection every time."

The commercial valves are available in sizes from 1/2 to 2 inches and feature a stainless steel ball and stem along with stem extension kits to accommodate insulation thicknesses up to 2 inches.

"The commercial version of these valves come with a stainless steel ball to ensure they meet all commercial job specifications," says Bollenbeck. "That they can accommodate up to 2 inches of insulation makes them that much more versatile and efficient,"

Both ProPEX ball valve offerings meet IFC, UPC, and IRC building codes in addition to being listed to NSF 14, 61, 359 and 372 for residential and commercial construction. 800-321-4739; www.uponor-usa.com

Infinity Drain FCB linear drain series

Infinity Drain's FCB linear drain series combines both traditional and modern methods for double waterproofing protection. The series features a stainless steel flanged channel plus a

threaded connection to a clamping floor drain body. The durable 16-gauge, 304 stainless pre-pitched channel offers a choice of seven different grate styles, five finish options



and six different lengths from 24 to 60 inches. FCB linear drains come as a complete kit with decorative grate plus channel components for easy specification. Custom fabrication is also available via the company's Next Day Custom Pro-

gram or with limitless options through Infinity Drain's complete custom fabrication program, 516-767-6786; www.infinitydrain.com

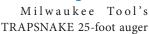
Dearborn True Blue Bath Waste kits

Dearborn, a part of the Oatey family of brands, announced its True Blue Bath Waste kits are now available in a brushed gold finish. Inno-



vative, flexible and designed with the plumber in mind, the True Blue Bath Waste line is made with integrated locking features that reduce the number of tools needed for installation, saving time and frustration. The new brushed gold finish enhances the existing portfolio of the True Blue line, which also includes bath waste kits in matte black, chrome, white, brushed nickel and oil-rubbed bronze. 800-203-1155; www.oatey.com

Milwaukee Tool TRAPSNAKE auger





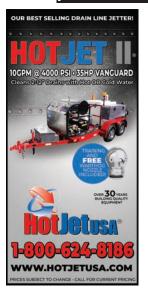
with CABLE DRIVE is compatible with the M12 TRAPSNAKE driver and features an automatic feed and retract to quickly reach and remove blockages in sink, bathtub and shower drainlines. The auger's inline design allows for easy access to drainlines through the fixture. The auger automatically feeds and retracts the cable to quickly navigate tight traps to reach and remove blockages. Cable lock holds the cable in place to give maximum control while working to clear the clog. Recommended drain sizes for the auger are 1/2- to 1 1/2-inches. 800-729-3878; www.milwaukeetool.com

Wavne Basement Guardian HALO sump pump

The Wayne Basement Guardian HALO smart sump pump is a smart home, Alexa-compatible device to give homeowners real-time control of and information about the operation of their basement sump pump. An embedded IoT controller constantly monitors the pump's electrical signature for issues and transmits the analysis wirelessly to a homeowner's Basement Guardian HALO mobile app. The dashboard displays metrics on the sump pump's frequency and duration of use and tracks its operating history. If there is an operating issue the app provides troubleshooting instructions. Using the electrical signature, HALO will give the homeowner advance warning to replace their pump before the pump stops working and a flood occurs. 800-237-0987; www.waynepumps.com

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CALENDAR

March 13-17

Mechanical Contractors Association of America (MCAA) Annual Convention.

Marriott Marquis San Diego Marina. San Diego. Visit www.ilnhcc.com

March 18

Illinois PHCC Expo and Education Dav.

Drury Lane Conference Center. Oakbrook Terrace. Illinois. Visit www.ilphcc.com

March 28-30

ACCA 2022 Conference & Expo.

St. Louis Union Station Hotel, St. Louis. Missouri. Visit www.accaconference.com

April 5-7

National Hardware Show.

Las Vegas Convention Center. Las Vegas. Visit www.nationalhardwareshow.com

"We work off of the three-win rule.

where the company, the employee and the customer all have to win. If just one loses, everyone loses. We live off this. If a customer is upset, for example. then the employee didn't make sure the customer won. Or if we don't provide a great customer experience. our profitability isn't as good, so the company doesn't win.

> Sometimes we even give customers their money back."

Richard Hart

Harts Services Tacoma. Washington

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7th Emerging Water Technologies Symposium.

Westin Riverwalk, San Antonio, www.ewts.org

June 27-29

Canadian Mechanical & Plumbing Exposition.

Metro Toronto Convention Centre, Toronto, Ontario. Visit www.cinh.com

June 12-15

AWWA Annual Conference & Exposition.

Henry B. Gonzalez Convention Center. San Antonio. Visit events.awwa.org

June 19-21

Canadian Institute of Plumbing & Heating Annual Business Conference.

Jasper Park Lodge, Jasper, Alberta, Visit www.ciph.com

June 27-29

Safety 2022 Professional Development Conference & Exposition.

McCormick Place, Chicago, Visit safetv.assp.org

Sept. 11-15

International Association of Plumbing and Mechanical Officials 93rd Annual Education and Business Conference.

Sheraton Charlotte. Charlotte. North Carolina. Visit iapmo.org/ibu/events

Sept. 17-21

American Society of Plumbing Engineers **Convention & Expo,**

Indiana Convention Center. Indianapolis. Visit www.aspe.org

Plumber invites organizations and associations to submit details about upcoming industry trade shows and conferences for our calendar of events. editoraplumbermag.com.



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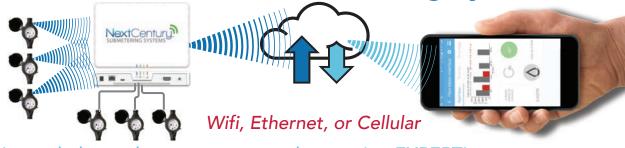


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