



THE PIPELINE

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HARNESSING THE POWER OF THE SUN

Local 12 and PHCC get \$300,000 green technology grant

There is plenty of activity up on the roof of Local 12's training center in Boston—and lots happening inside as well. As part of a \$307,000 government grant, a solar thermal system and a rainwater reuse system are being installed to serve as real-world learning models for new green technology classes.

Proposed by Rick Carter, Local 12's training director, and Hugh Kelleher, executive director of the PHCC of Greater Boston, the grant is being used to install the equipment and develop the training curriculum. "This is a quite a coup for us," says Carter. "It will help support our commitment to leading-edge training and keep our members in the forefront of green technology.

The solar thermal systems, which will be used to pre-heat the hot water in the training center, will consist of both traditional flat panel conductors and newer, more efficient evacuated tube collectors. The rainwater capture system will collect water that would have otherwise gone into the building's gutters and save it to flush water closets and urinals. The fixtures will be demonstration units in the training center, and class participants will learn how to install, test, and maintain

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Solar hot water is a bright idea -Faster payback, higher efficiency, and greater carbon offset than photovoltaic

According to a 2009 study conducted by an independent polling firm in conjunction with the Solar Energy Industries Association and Schott Solar, a whopping 92% of Americans think it is important to develop and use solar energy. Given the surge of interest in all things green, the results aren't all that surprising. While there is general consensus on the need for solar energy systems, there is less consensus on the type of systems we should be installing: photovoltaic (PV) or solar thermal (ST). More often than not, PV gets the nod. But ST actually makes more sense (as well as cents).

What are PV and ST solar energy systems?

When most people think of solar energy, it's PV they envision. Essentially a conversion system, PV uses solar panels and other semiconductor elements to produce voltage by converting the sun's radiation into electrical power. By comparison, ST, also known as solar hot water, is a collection system that uses the sun's energy to heat a liquid, usually water. While its marquee value may be lower, it turns out that ST is significantly more efficient than PV. And efficient-

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Construction unions boost state and communities

Construction unions such as Plumbers Local 12 work hard to advocate for and protect the rights and quality of life of their members. Also, by focusing on training and adhering to the highest standards, union building trades are able to do it right the first time and help bring value to employers and project owners. But a recent study shows that the scope of unions extends well beyond the construction industry.

According to "The Socio-Economic Impact of Construction Unionization in Massachusetts," a study conducted by Cornell University School of Industrial Labor Relations, union building trades have a ripple effect that pump billions of dollars into the local economy and bring other kinds of benefits to the larger community. By insuring that its 73,000 members were paid a living wage for example, building trades unions were able to inject \$4.8 billion into the state's economy in 2007. This included \$1.74

billion in increased income for all state residents on goods and services purchased by construction union members. The unions' wage premiums also put additional sales tax and personal income tax revenues into the state's coffers.

Among the panel of experts who participated in the study was Roger Gill, the administrator of Plumbers Local 12 Benefit Funds. He shared information about the union's pension funds, which, like other building trades unions, invests heavily in real estate development projects. Combined, the unions invested a total of \$1.56 billion, thereby boosting construction-related employment and contributing to additional income in Massachusetts. "I feel that we could be doing a better job communicating the positive impacts of unions," Gill says. "Rather than being on the defensive, it's great to have studies like this to showcase the ways we help communities."

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E. M. Duggan

CONTRACTOR SPOTLIGHT

Venerable plumbing shop changes with the times

One of the area's oldest still-operating plumbing contractors, E. M. Duggan began in a humble shop on Shawmut Avenue in Boston's South End in 1891. Edward M. Duggan and his crew did mostly residential work in the early years, offering service to the apartments and homes in and around the city. While the business has evolved and expanded considerably to become one of the region's largest and most successful contractors, it has maintained a connection to its past by continuing to work on projects where people live. The scope and size of the projects may have changed dramatically, from triple-decker walk-ups to high-end condos, but the residential component is a common thread that has sustained E. M. Duggan through the decades.

Elderly housing provides lots of work

Ed Duggan II worked alongside his father, William, and his grandfather from an early age. "By the time I was 14, I was driving the company truck around the South End, delivering stock," says Ed. "Of course I didn't have a driver's license, and the cops would stop me. But we became friendly. I can even remember that they would help me unload stock."

After Edward M. Duggan passed away in 1942, his son, William, took over until his death in 1948. Just back from serving in Europe during WWII, Ed then took the reins, along with his brother Bill. They moved the shop to Canton and initially operated out of their mother's basement.

In the 1960s, the brothers began working on elderly housing buildings and developed a

reputation as the go-to plumbing contractor for the popular garden apartment units and, later, structural block and plank housing. Several private developers were building the public housing complexes at the time, and E. M. Duggan expanded to accommodate the growing demand.

Designed according to Section 8 HUD specifications, the five-story structures, commonly 69 feet high to avoid the 70-foot height high-rise regulations, were all similar, and the company built its first pre-fabrication shop to speed the process and maximize profits. According to Paul Harrington, who joined E. M. Duggan in 1979 as its project manager, it was almost like an assembly line. "We would crank out hundreds of bath and kitchen frames, including sanitary and water piping, in our Canton shop and deliver them to multiple work sites for installation. The secret to these jobs was that they were repetitive and could be built quickly."

In the late 1970s and early 1980s, Harrington estimates that the company had about 20 to 30 plumbers, pipefitters, and sprinklerfitters in the field. The elderly housing buildings accounted for much of the company's workload, and a steady flow of new projects continued until the public funds for them slowed in the mid 1980s.

Sophisticated condos

"Ed and Bill always had their ears to the ground," says Harrington. "They knew where emerging markets would be opening up." Realizing that they needed to move in new directions, the brothers ventured into their first major non-residential project by partnering with a newly formed HVAC mechanical contractor, Gibbs-McAlister, on Marketplace Center, a 23-story office building near Faneuil Hall. Through that job, E. M. Duggan developed relationships with general contractors, engineers, and architects, which led to other projects and other markets.

Several lab jobs at MIT, for example, opened the way for projects such as Merck's Boston Pharmaceutical Research Center and Serono's Unity facility in Billerica. Jobs at Mass.

Memorial Hospital in Worcester and Boston's Beth Israel Hospital established the company's expertise in hospital and other



EDWARD M. DUGGAN stands on the far right, outside his shop in the South End around 1900.

medical facilities projects. Despite having lost much of the senior housing work and having to shift course, Harrington says that E. M. Duggan grew and had upwards of 100 employees by the late 1980s.

Appointed to vice president and general manager in 1985, Harrington became president of the company in 1991 when Ed Duggan stepped down from the top post. Ed remains chairman of the board. Harrington, with his team, continued to grow E. M. Duggan and added a number of high-profile projects to its portfolio, such as the Fleet Center (now known as the TD Garden). Wedged in on all sides by the existing Boston Garden, elevated T train tracks (which have since come down), the Central Artery, and highway ramps as well as below by North Station and the commuter rail tracks, the project posed lots of logistical challenges.

With the housing market exploding in the 1990s, E. M. Duggan circled back to its roots by picking up a number of luxury condo projects. "These were decidedly not Section 8 specs," says Harrington. "Things got far more sophisticated."

Among Duggan's prestige jobs was Millennium Place, a 30-story mixed-use property near the Boston Common that includes ultra-swank condos, a multiplex movie theater, and a hotel that is the very definition of sophistication: Ritz-Carlton. (The company also handled the renovation of the original Ritz-Carlton, now known as the Taj.) The most notable condo project, and, according to Harrington, the pinnacle—so far—for Duggan was the Mandarin Oriental, which opened in 2008 in Boston's Back Bay. "They claim their hotel merits six stars," he says, and adds that the property's condo owners are a veritable who's who of Boston's elite.

After 31 years at Duggan, including 20 years as president, Harrington stepped back from the day-to-day leadership role in 2010

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AMONG THE HIGH-END JOBS in E. M. Duggan's portfolio is the Mandarin Oriental.

Duggan profile

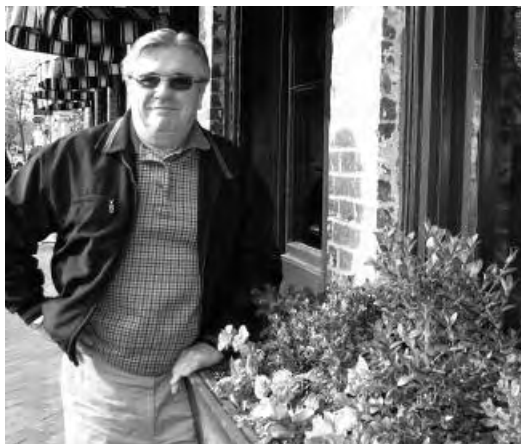
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and now serves as the company's senior advisor. Vin Petroni, a 31-year veteran at E.M. Duggan, is the current president and CEO. He had served as controller, treasurer, and executive VP & CFO. Petroni holds an MBA from Babson College and was a CPA before joining the family firm.

Petroni and his wife, Maureen Duggan, represent the fourth generation of the Duggan family. "I learned quite a bit from both Ed and Paul over the last 31 years," he says. "I also realize that it takes a team to run a company of this magnitude and have relied heavily on George Olson COO, an industry veteran of 40 years, and our team of divisional vice presidents."

Much has changed through the years, Petroni says, including technological advances, legal complexities, insurance, financing and today's difficult market. "But I intend to honor and continue the Duggan family tradition of hard work, honoring our commitments, and maintaining our cooperative philosophy." A fifth generation is being groomed to continue the tradition.

Whatever direction the 119-year-old company takes, it is likely that residential work will remain an essential part of its core mission.



PAUL HARRINGTON stands by one of the many flower boxes in Newburyport.

Paul Harrington takes a look back

After 49 years in the industry, 31 of which he served at E. M. Duggan, Paul Harrington recently stepped down as president and is now the company's senior advisor. Semi-retired, he reflects on his many years in the business.

When it was time for 17-year-old Harrington to sit down with his father and have "the talk" about what he wanted to do with his life, he told his dad that college was out, thinking he had about enough of school at that point. A Local 12 plumber himself, Harrington's father replied that the young man should pursue a trade. Hoping to follow in his older brother's shoes, Harrington originally wanted to be an electrician. But circumstances led him to C. H. Cronin, Inc. and a career in the plumbing industry.

Based on the drafting skills he had picked up in high school, Harrington originally was hired to do drafting work at Cronin in 1961. He went to Wentworth Institute of Technology, taking drafting courses at night. To learn the plumbing trade, he simultaneously enrolled in the apprentice program at Local 12. "For someone who wasn't all that keen about school, suddenly I was taking hours and hours of classes a week and holding down a full-time job," Harrington says with a chuckle.

In 1966, Harrington won the Local 12 apprentice contest. During his apprenticeship, he alternated his time in the field and in the office and became as adept at estimating and laying out jobs as he was handling the plumbing work at the jobs. In his 17 years at

Cronin, Harrington pretty much did it all, including taking on the roles of foreman and project manager.

He moved on to John J. Sullivan, Inc. as its heating and plumbing estimator. A couple of years into his stint with Sullivan, the Duggan brothers approached him about working for E. M. Duggan, and in 1979 he joined the company as project manager and estimator.

"I had never done any housing work, which is what Duggan was all about," says Harrington, who learned a lot about the market. "But when it was time for us to move into other areas, I brought plenty of commercial work experience. It was a good fit."

It was such a good fit, Harrington became vice president and general manager of the company, and then president, a position he held for 20 years. During his time leading Duggan, the company grew exponentially, expanded into new markets, and added many prestigious jobs to its portfolio, including the Fleet Center, Patriot Place, and the Westin Convention Center Hotel.

To help give back to the industry that had been good to him, Harrington became involved with the PHCC of Greater Boston and served as its president from 2001 to 2003. He was also a trustee of the Labor-Management Cooperation Trust, working with the PHCC and Plumbers Local 12 on

industry issues. "It was an honor to serve," Harrington says. "I especially worked to focus on smaller shops and the younger guys in our group. They are the future of our industry, and I wanted them to have a shot at the same success I've had the good fortune to enjoy."

Speaking of the future, Paul's son-in-law, Mike Gillis, is VP of engineering at E. M. Duggan, and his son, Russell, is its lead BIM mechanical coordinator.

Harrington and his wife, Betty, moved to Newburyport, Mass., and he says that they are getting in sync with the laid-back rhythm of the charming seaside community. Saying that his career in the industry has been "quite a ride," Harrington is adjusting to the semi-retired life and the newfound time he now has to pursue other interests, including art.

"When I was a teenager talking with my dad about what I wanted to do with my life, I didn't dare to bring up my passion for art," he says. "It just wouldn't have flown with him." But 50 years later, Harrington has set up a small studio in his condo where, among other works, he paints pictures of the lovely flower boxes found throughout Newburyport. "It's great to be able to shift gears," he adds. And, perhaps after spending so much time in the demanding construction industry, it's also great to be able to stop and smell the flowers.



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What happens when contractors don't play by the rules?

“THERE ARE NO EXCEPTIONS to the rule that everybody likes to be an exception to the rule,” according to television and radio commentator Charles Osgood. While that may be true, the rules, provisions, regulations, standards, and requirements that comprise the state's plumbing code are critically important for the industry. Among other things, the code helps protect the public, ensure worksite safety, and maintain a level playing field among contractors. Code violations compromise those safeguards.

Local 12 at UA apprentice contest

Plumbers with Boston accents and Red Sox caps are becoming something of a fixture at the United Association's Apprentice Contest. Two years ago, Local No. 12 apprentice graduate Gregg Petersen made it to the finals of the competition. This year, Local 12's Rob Snipes, Jr. took the District One gold medal, besting other apprentices from New England, New York, New Jersey, and Delaware.

In August, he went to Ann Arbor, Michigan and competed against the semi-final winners from the five other districts for an apprentice showdown. That put Snipes in an elite class of six out of the 40,000 UA apprentices throughout the US.

In order to make it to the Ann Arbor finals, Snipes first had to ace a written test given to Local 12 apprentices. In May, he and other high scorers from the state participated in a practical competition. Emerging as the victor from Massachusetts, Snipes then moved on to the District One competition in June. “This was the first time that the same local won the District One contest two times in a row,” says Rick Carter, Local 12's training director. “We're thrilled to be recognized.”

In addition to amending, updating, and maintaining the plumbing code, the state's plumbing board is responsible for upholding it. Violators who are caught flaunting the rules are brought before the board. When warranted, justice, in the form of license suspensions and fines, is served.

By far, the most common unlicensed practice to reach the board, according to its chairman, Paul Kennedy, is an insufficient number of journeymen plumbers at job sites. The code

At both the district and national contests, apprentices demonstrate their skills and expertise in all aspects of the plumbing trade, including the installation of pipe and rigging. “The events are rigorous,” says Carter. “They would challenge the most seasoned journeyman.” While Snipes didn't win the big prize, Local 12's training director says he performed admirably. “We were proud to have Rob represent us and make it all the way to the finals.”

Unions deliver economic benefits

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“Conventional wisdom focuses on union wages as costs, not as an injection of spending power in local communities,” says Maria C. Figueroa, Director, Labor and Industry Research at Cornell University and co-author of the study. “Various [other] scholarly studies have found that the cost increases resulting from union wages in the construction industry are largely offset by the higher productivity of union workers. Our contribution with this study is to highlight the potential of union wages to serve as a tool for regional and local economic development.”

In addition to the money unions help put into the economy, the Cornell study also

stipulates a one-to-one, journeyman-to-apprentice ratio. When local or state inspectors visit a job site and conduct a license check, they sometimes discover one journeyman practicing with many apprentices—or worse, no journeymen at a site filled solely with apprentices. The inspectors gather the evidence, document it, and call the plumbing board office to file a complaint.

From there, the case goes to the board for prosecution. In some cases, Kennedy says, the violation is not done intentionally. For example, a recently licensed master plumber may inadvertently sign time for an apprentice or journeyman even though the master plumber may himself have been a journeyman for part of the work period in question. “We understand people sometimes make mistakes,” says Kennedy. “We review the circumstances, and we can be lenient. But we can come down hard also.”

How hard? Fines can be \$1000 or higher per incident. But the board can also suspend a license for an extended period

of time—or indefinitely. The chairman says that when violators are repeatedly cited, and there is a pattern of deception, the board won't hesitate to act.

“If a journeyman doesn't know the rules, he should,” Kennedy says. “If a master doesn't know the rules, however, shame on him.” He regrets that apprentices sometimes get caught in the middle of a bad situation by unethical contractors. “They put poor kids in a terrible position,” says Kennedy. Desperate for work and presented with no other options by unscrupulous contractors, apprentices will sometimes knowingly violate the code. If caught, the violation is noted on their records, and the apprentice time they served on the job is voided, thereby delaying their license.

Dishonest contractors that willfully violate the apprentice/journeyman ratio requirement get no leniency from the board. “They try to beat the system and undercut a company that is playing by the rules.” Greed, however, can be their downfall. Kennedy adds, “They get caught on their own dime.”

demonstrated the social costs that the non-union construction sector imposes on the state. By scrimping on benefits and paying low wages, the burden is shifted to taxpayers to cover essentials such as health care for non-union workers. And by misclassifying workers as independent contractors or fraudulently classifying workers in lower-paying categories (i.e. journeyman identified as apprentices), some non-union employers also cheat the state out of revenue and payroll taxes.

According to research, union training programs do a better job attracting apprentices, providing quality training, and developing journeymen. The study indicated that, according to OSHA records, non-union contractors committed 88 per-

cent of violations between 2004 and 2009.

The Cornell study was released by The Construction Institute, a partnership comprised of building trades unions, union contractors, contractor associations, industry professionals, and skilled union crafts men and women in Massachusetts. “This study confirms what we already knew to be true,” says Mary Vogel, TCI's executive director. “Unionization in the construction industry not only creates middle class career opportunities in the building trades for Massachusetts residents, but results in significant economic benefits for the Commonwealth and the local communities in which our members live and work.”

Mike Kohler's New England connection

His distinct surname is etched on fixtures the world over and is synonymous with the plumbing industry. And in the late 1960s, he lived in the Boston area and developed ties with local people from the trade—ties that endure to this day.

In 1873, in Sheboygan, Wisconsin, Mike Kohler's great grandfather, John Michael Kohler, II, bought his father-in-law's interest in a small ironworks, which subsequently became Kohler Company. Mike joined the company in 1960 and began as a salesman in St. Louis. In 1966, he was transferred to Massachusetts to serve as Kohler's New England branch manager.

Mike says that he has fond memories of his time in the area. "People in the plumbing industry there are great to be with. There is a great sense of community." That's not to

say that he didn't have to work hard to sell his products. "New Englanders are also hard bargainers," he added.

One of the distributors who carried the Kohler line was Charles Manoog of Worcester. Describing him as "a wonderful gentleman," Mike says that he took interest in Charles' hobby of gathering interesting and unique plumbing fixtures and fittings. When Charles' son Russell built on the family's tradition and opened the Plumbing Museum in 1979, Mike worked with Kohler Company to donate various items, including a vintage "electric sink."

After leaving Boston, Mike held several sales positions at the firm's headquarters in Wisconsin before being appointed manager of Kohler Company's Spartanburg, South Carolina manufacturing facility. Now 75, he



MIKE KOHLER

Green technology grant

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the rainwater reuse systems. Part of the training, for example, will focus on proper pipe labeling to prevent cross-connections.

Local 12 and the PHCC have brought Kimberly Garside on board to help oversee construction of the systems, develop the curriculum, and manage the green technology training program. A member of the union for 14 years, Garside has been an instructor at the training center for the past nine years. She will be one of three instructors who will be teaching the green technology courses, which will begin in January 2011. "There is lots of interest among contractors and members for the program we are developing," Garside says. "Many want to be among the first to take the classes."

Garside's work in the field has included projects such as a Northeastern University dorm for American Plumbing and Heating Corp. that included many green components. She also worked on the Boston Convention Center for J. C. Higgins Corp., which included a syphonic roof drain system.

Each class will include 12 to 15 students, and Carter says that multiple classes will be offered at the same time. The modules,

which combined will offer 18 hours of training, will be open to both apprentices and journeymen. Eventually, Carter notes, the classes will be required for all apprentices. He foresees 250 journeymen enrolling in the training.

The grant funding, which is part of President Obama's American Recovery Reinvestment Act, originated in the Department of Labor. The grant process is being administered by Governor Patrick's Commonwealth Corporation and is part of the State Energy Sector Partnership. "This is a great example of federal stimulus funds at work," says Kelleher. "The training dollars will help make new job opportunities possible for our contractors and members of Local 12."

As a condition of the grant, the PHCC and Local 12 have procured matching, in-kind donations from Vanderweil Engineers of Boston, which is designing the rainwater reuse and solar thermal systems. PHCC of Greater Boston contractor, E. H. Marchant Co., Inc. of Quincy is installing both of the systems.

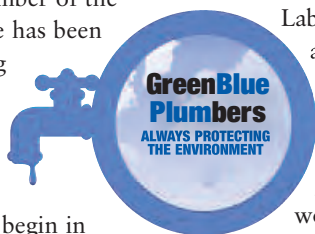
"We are seeing more and more demand for solar thermal," says Carter. "In addition to new construction and retrofitting green technology to existing buildings, there will be a great need for trained plumbers to maintain and repair these systems. This grant is helping us prepare for the future."

"People in the New England plumbing industry are great to be with. There is a great sense of community."

has retired in South Carolina, but stays in touch with friends from New England, including the Manoog family. Mike serves on the Plumbing Museum's board with Russell Manoog, and he was pleased to see the museum move, in 2007, to its current location in Watertown, MA.

"Thanks to the efforts of the PHCC of Greater Boston and the Cannistraro family, the museum is now in a splendid facility," Mike says. "It's a great place to maintain the heritage of our industry."

The privately held Kohler Company is led by Herbert V. Kohler, Jr., chairman and chief executive officer. His son, K. David Kohler, is president and chief operating officer. Mike served on the firm's board of directors for 39 years, and is now a director emeritus.



Solar hot water has greater efficiency than PV

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cy is key when comes to energy production.

In the solar energy industry, the sunlight striking the earth is expressed in kilowatt hours per square meter per day (kWh/m²/day), known as solar insolation. In the Boston area, the daily solar insolation ranges from about 1.5 to 6, depending on the time of year, weather conditions, and other factors, according to B. M. (Butch) York, president of NTS Solar, in Weymouth, MA. The average amount of insolation in the region is roughly 3.9 kWh per day. While it's below the national average and lower than areas farther south, it's sufficient to sustain solar energy systems in the region. The objective is to wring as much efficiency out of the energy while the sun is shining.

The ideal goal for any solar energy system would be to capture all of the sun's radiation. "But as we know, life doesn't work that way," York says. "On an equivalent basis, ST captures about 50% of the energy. The best PV system out there, however, may capture 20%." ST, therefore, is two to three times as efficient as PV. In addition to greater efficiency, ST systems typically cost less to install than PV systems.

That means payback, the Holy Grail for solar energy systems, is quicker with ST. Comparing the two types of systems in a residential application, "Home Power" magazine (October/November, 2008) concluded that an ST system's payback is about 2 1/2 times faster than a grid-tied PV system. At the same time that customers are recouping their investment in an ST system by reducing

their utility bills, they are reducing greenhouse emissions and pollutants. And once customers have offset the money they spent to install the system, the payback, both in terms of dollars saved and the benefits for Mother Earth, continues to accrue.

The Heat Is On for Solar Thermal

Comparing ST to PV, consider also that more than half of the energy we consume is for thermal purposes such as heating water; there are more energy dollars to offset with ST. So, given the triple whammy of higher efficiency, greater carbon offset, and faster payback, combined with the fact that we spend more money and burn through more fossil fuels generating hot water and other thermal needs, why is PV more popular?

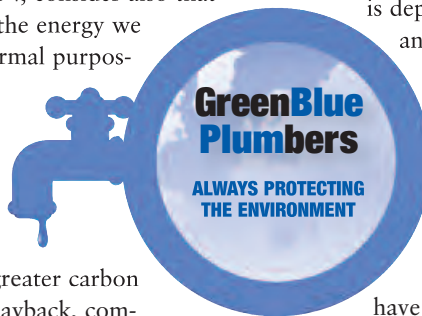
Partly, York says, it's an image thing. Solar thermal suffers from a lack of awareness. Government-sponsored tax credits, rebates, and other incentive programs have also tended to focus on PV systems, further diverting the spotlight away from ST. That's changing, however, as new subsidies and incentives are being developed and rolled out for ST systems.

New technologies are also making ST more attractive. The use of vacuum tubes, for example, are making ST systems even more efficient. The vacuum acts as a super-efficient insulator; once heat from the sun gets into a collector comprised of vacuum

tubes, it can't get out.

Encouraged by the new government programs and advances in technology, York hopes that ST can "take its rightful place in the renewable energy race." Financial incentives, more efficient systems, and greater awareness, however, are not enough to kick-start the ST revolution. "What we need now is deploy ST-trained plumbers to install and maintain the systems." That's where the PHCC of Greater Boston, Local 12, and its new green technology training program come in. (See "\$300,000 green technology grant" article in this issue.)

Of course, it doesn't necessarily have to be an either/or choice between PV and ST. As long as they have sufficient south-facing roof space and an ample budget, commercial project owners and homeowners could choose to install both types of systems. No matter the use, the less reliance on fossil fuels, the better for the environment and for utility ratepayers' pocketbooks. But given limited resources, ST clearly has the advantage and should be the go-to solar energy system of choice.



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