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"There is no other time in history that it's been more important for labor and management to work together."

– Michael Petrilli, PHCC of Greater Boston President

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Healthy outlook for Boston-area hospital projects

-Taking the pulse of healthcare construction work

UPON ENTERING MASSACHUSETTS GENERAL HOSPITAL'S MAIN CAMPUS IN BOSTON, the construction site, with its bustle of activity, comes into view. Crews are busy building a new 13-story, 530,000-square-foot clinical facility. Befitting the Boston area's reputation as the world's leading medical hub, construction cranes have taken up residence at a number of hospitals throughout the region. Despite the economic woes that have stalled development in other sectors, the healthcare industry is moving forward with building, expansion, and renovation plans and keeping many Local 12 plumbers and PHCC contractors busy.

Called the Building for the Third Century, the MGH project is scheduled to be completed in 2011, which also marks the 200th anniversary of the acclaimed hospital. Its services will include 29 new operating rooms and five floors of inpatient rooms. The construction schedule calls for simultaneously building three levels



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Here comes the sun: Solar energy gaining popularity

The drop in oil prices that accompanied the 2008 economic collapse helped the Boston area dodge a bullet this past heating season.

But the law of supply and demand dictates that oil and other non-renewable energy prices will eventually spike—perhaps dramatically. That and a host of other reasons (including the push for environmentally sound green alternatives, new tax credit programs, and the imperative to wean the nation off of foreign oil) have led to a renewed interest in solar energy systems. Among the PHCC of Greater Boston contractors now helping to install solar systems is A. J. Lyne, Ltd. of Abington.

first full solar system at Tufts University. As with a lot of construction projects, customer demand played a role in the decision to incorporate green technology. Tufts decided that it wanted to supplement the traditional hot water system at its new Sophia Gordon Hall dormitories with a solar system.

The college called in Lighthouse Electrical, a Massachusetts-based union contractor with expertise in solar, wind, photovoltaic, and other alternate energy installations, to perform the work. In turn, Lighthouse brought in A. J. Lyne to handle the plumbing part of the project.

According to Lyne, the Tufts project is an open-loop drainback system. Water is pumped up to 25 solar thermal panels on the dorm's roof where it is passively heated and drained back to a tank. A heat exchanger transfers the heated water to two 400-gallon storage tanks in the basement. The tanks'

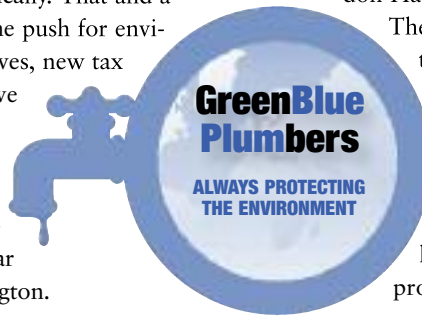
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The president of the company, Andy Lyne, Jr., initially became involved with solar energy when he purchased his first house in 1986 and discovered that its solar hot water system had been incorrectly installed. He revamped it, and learned about solar concepts and techniques in the process.

In 2005, the Lyne company began installing its

Michael Petrilli takes reins at PHCC

As the head of signatory contractor E. H. Marchant, along with his strong record of dedication and service to the plumbing industry, Michael P. Petrilli is well qualified to assume the presidency of the PHCC of Greater Boston. But his credentials go way back. In a way, Michael has been in training for the position since he was at least ten years old. That was his age when his father, Lawrence J. (Larry) Petrilli, Jr., began taking him to PHCC conventions.

“From my father, I got the sense that there’s a responsibility—an obligation—to the larger industry,” Michael says when asked why he has chosen to stay involved and lead the organization. Larry was the president of the PHCC of Greater Boston from 1995 to 1997 and also served in the top post for the Massachusetts State PHCC in 1991 and 1992.

Michael’s plumbing ties run deeper than his dad. His grandfather, Lawrence J. Petrilli, Sr., was a licensed plumber who worked at the Quincy shipyard, and his uncle and other family members were Local 12 plumbers as well. Although he has been around plumbing his whole life, Michael didn’t always want to follow in his family’s footsteps.

He says he always enjoyed the industry, but he vividly remembers the phone ringing at all hours in his house and his father often trudging off in the wee hours of the morning to tackle a plumbing emergency. Larry went to work at E. H. Marchant in 1955 and pur-

chased the company in 1968. Thinking that he didn’t want the always-on-call headaches that come with a business dedicated to 24-hour service, Michael went to school for marine engineering and worked briefly for the Exxon Shipping Company. Being away from home for months at a time, however, turned out to be more of a deal-breaker than being away from home for a few odd hours on a service call.

In 1988, Michael enrolled in the apprenticeship program at Local 12 and went to work alongside his father at E. H. Marchant. When Larry retired in 1998, Michael took over to run the company. Larry passed away in 2000.

Meeting challenges during challenging times

Coming on board for a two-year term as president of the PHCC of Greater Boston starting in May 2009, Michael is faced with the most difficult economy in decades, especially for the construction industry. He says that the difficult times, however, make the PHCC mission all the more critical. “Now, more than ever, we need to join together and support one another.”

The PHCC, he notes, helps drive legislation to benefit plumbers and the construction industry in general. And the training that Local 12 provides is essential to help plumbers and signatory contractors compete in a fiercely competitive environment. As an example, Michael points to the new 3-D CAD programs that Local 12’s training center is offering. “Plumbers need to do more in partnership with engineers,” he says. “We need to expand our scope and move more in that direction.” Since graduating from the apprenticeship program, Michael has maintained a keen interest in the training center. He spent a couple of years teaching at the center in the mid-1990s.

One of Michael’s goals as president is to encourage greater participation in the organization among member contractors. It takes time, he acknowledges, but there’s a great




MICHAEL PETRILLI, president of the PHCC of Greater Boston.

payback and sense of satisfaction that comes with helping the industry at large.

While he recognizes the sometimes grim reality that is forcing some contractors into panic or survival mode, Michael believes that the economy and the local industry will move in the right direction over the next few months. “We need to be realistic,” he says. “But, we also need to be optimistic. A lot of our difficulties have to do with perception and attitude.”

As part of his duties as PHCC of Greater Boston president, Michael serves as a trustee of the PHCC-Local 12 Labor-Management Cooperation Trust. He says that the joint mission of the two groups is essential. “There is no other time in history that it’s been more important for labor and management to work together. We need to maintain—and grow—our market share. We need to look out for one another.”



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NEW WEB SITE The Construction Institute relaunched its Web site, which can be found at www.builtbest.org.



REV. PATRICK SULLIVAN (L), the new executive secretary of The Labor Guild, with Rev. Bryan Hehir, the Social Justice Secretary for the Roman Catholic Archdiocese of Boston.

Boston's new labor priest

The Labor Guild, a Boston-area organization that acts as a conduit between labor and management to help promote communications and improve relations, welcomed a new executive secretary and chaplain, Rev. Patrick Sullivan, CSC. He filled the position that was vacated when Rev. Edward Boyle, CSC, passed away in 2008. Fr. Sullivan has been a longtime board member of the organization and knew Fr. Boyle, who had been with The Labor Guild for 37 years.

Fr. Sullivan brings a deep knowledge and many years of experience to his new job. He has been studying and teaching labor and social justice issues, most recently at Kings College in Wilkes-Barre, Pennsylvania. He was also a professor at University of Notre Dame and was the Catholic liaison for the landmark J. P. Stevens dispute with the Amalgamated Clothing and Textile Workers Union in the late 1970s.

Among Fr. Sullivan's published books is *Blue Collar, Roman Collar, White Collar: Catholic Involvement in Labor-Management Controversies*. He is currently working on a trilogy of books about "labor priests" which will include a profile of Fr.

Boyle. The books will explore the priests' relationship with the church as well as their roles in economic and political spheres, unions, and the labor movement.

Migrating from the academic side, where he has been on the outside looking in, Fr. Sullivan is now assuming the role of a hands-on labor priest himself. "I've been imbued with these issues from my research and teaching, so when I was asked to apply, it seemed like a natural fit," he says. "I value the historical role The Labor Guild has played and look forward to my work here."

The Labor Guild is perhaps best known for its annual Cushing-Gavin Awards, which honors individuals from labor, management, and legal counsel. Among its founding members, plumbers have a long history with the Guild. The organization has honored many industry representatives at its awards ceremony, including Kevin Cotter, business manager of Local 12, and Tom Sullivan, the retired executive director of the PHCC of Greater Boston.

Asked about his background, Fr. Sullivan says that he is a "nasty New Yorker." In addition to his labor work, he jokes that his goal is to bring Red Sox and Yankees fans together. That might prove to be considerably more difficult than waging the J. P. Stevens campaign.

Solar energy installations

Continued from p. 1

water then preheats the dorm's primary indirect-fired water heaters.

"The basic piping principles were the same for the Tufts solar project as a conventional hot water system," says Lyne, who also notes that the job required a lot of piping. "But we did have to use some different components, such as a flow meter, BTU monitors, sight glasses, and a control for freeze protection."

Along with other green measures, including energy-efficient windows, motion sensors that turn lights off when nobody is present, and dual-flush toilets, Tufts estimates that its 62,000-square-foot, 126-bed dorm is using 30 percent less energy and 30 percent less water than a comparable non-green building.

Hope Lodge's closed-loop system

More recently, A. J. Lyne installed the piping and plumbing components for a solar hot water system at a new building for the American Cancer Society in Boston. Unlike the Tufts job, the ACS project uses a closed-loop system. Instead of water, the system uses glycol, which is heated by 17 roof-mounted solar panel collectors. Exchanger blocks transfer the heat to a large water storage tank (which Lyne dubs a "kiddie swimming pool"), and the tank provides preheated water to high-efficiency, on-demand, wall-mounted water heaters.

The solar system is used to provide hot water for the ACS's Hope Lodge Center, which opened in October 2008. About a mile from the Dana-Farber, the Center offers 40 suites for out-of-town families to stay while their

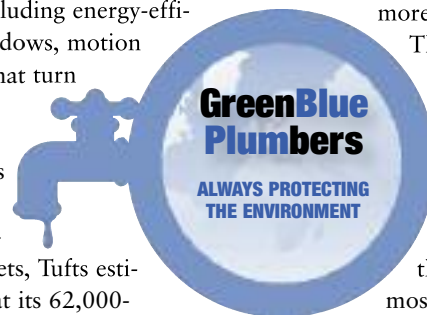
loved ones receive hospital care.

Solar can be a pricey option. But commercial applications, such as Hope Lodge and Sophia Gordon Hall, have a much greater demand for hot water than residential systems, and are therefore able to recover their energy costs faster.

There's more than fuel cost savings driving the interest in renewable energy and green plumbing technologies. According to Harry Brett, Local 12 business agent, there are viable options now available and many more coming online.

That, along with customer demand, is pushing green construction such as solar water heating to the forefront. "As little as ten years ago, most customers would not seriously consider renewable energy systems," Brett notes. "Now, we're seeing it more and more."

Lyne says that he and his crew are attending workshops to stay current with solar technology. "It's great to be on the leading edge for this growing movement," he adds. "Solar is here to stay. We don't want to be held hostage by high fuel prices."



SUNSHINE IN A TUBE Andy Lyne, Jr., president of A. J. Lyne, Ltd., shows an evacuated tube that is used in solar hot water systems.

Taking the pulse of hospital building projects

Continued from p. 1

below grade and ten floors above grade.

"It's a building of the future," says John Cannistraro, Jr., president of J.C. Cannistraro, the PHCC of Greater Boston company handling the project's plumbing and HVAC. The MGH facility will adhere to green-friendly LEEDS Gold sustainability standards. Referring to amenities such as the atrium and gardens planned for the facility's common areas, Cannistraro notes that the building is designed for the well being of patients' families as much as for patients themselves. "In some ways, it will be as elegant as a five-star hotel," he adds.

The \$600-million facility will require 1200 plumbing fixtures, 3000 medical gas outlets, 200,000 linear feet of piping, and a 50,000-square-foot mechanical room. Much of the work will be pre-fabricated at Cannistraro's Watertown plant. The contractor estimates that his company will employ as many as 70 United Association members for the job.

J.C. Cannistraro recently completed another project for Partners Healthcare, the umbrella organization that includes MGH, in Danvers. Called **Mass General/North Shore Center for Outpatient Care**, the new cutting-edge facility includes the latest diagnostic equipment as well as eight operating rooms for outpatient surgery, a heart center, and a cancer center among its services. It also features a unique healing garden.

A partnership between MGH and North Shore Medical Center (which includes Salem Hospital and Lynn's Union Hospital), the Danvers project represents a growing trend of Boston hospitals migrating to the suburbs. "Rather than requiring patients to drive into Boston, the major Boston healthcare

providers are bringing their high quality care out to end users." says Tim Fandel, business agent for Local 12, "The Danvers facility is comparable to anything in Boston's Longwood medical area."

While the Danvers building was under construction, North Shore Medical Center established a policy to use union labor for future projects as well. According to Frank Callahan, president of the Massachusetts Building Trades Council, the hospital group says it will enter into Project Labor Agreements with North Shore trades for all major construction, including facilities it may acquire, from this point forward. "This is great news for the industry," says Callahan. "And we hope it will serve as a template for other hospitals and healthcare organizations throughout the state."

Fandel agrees, saying that North Shore Medical Center's commitment to use PLAs is "an acknowledgement of the value our union contractors bring to the table. These are complex projects, and hospitals recognize the importance of the highly skilled crews we provide."

Elsewhere on the North Shore, PHCC of Greater Boston contractor E.M. Duggan is working on an 65,000-square-foot addition to the **Lahey Clinic Medical Center** in Peabody, which will include a spine center, pain center, and sleep disorders center as well as expanded space for primary care suites and new patient rooms. Once the addition is complete, Lahey will be able to move patients and services into the new facility so that it can begin upgrades on the existing building. Local 12 signatory contractor J.C. Higgins will handle the plumbing work for Lahey's renovation plans.

Boston hospitals have set their sights south of the city as well. For example, the **Dana-Farber/Brigham and Women's**

Cancer Center, which will be in partnership with **South Shore Hospital**, is under construction in South Weymouth. The new facility, which is scheduled to open in fall 2009, will include medical oncology offices, diagnostic imaging, linear accelerators, and chemotherapy infusion areas. PHCC of Greater Boston contractor Commonwealth Plumbing Corp. is handling the work.

Harry Brett, Local 12 business agent, says that the South Weymouth center is being built with a PLA between the hospital and the South Shore Building Trades Council. "In early phases, Commonwealth helped drive the construction timetable through its efficiency and experience with hospital projects," he says. "It's well ahead of schedule."

Commonwealth is also working on an expansion at **Beth Israel Deaconess Hospital-Needham**. The former Glover Community Hospital is getting a 37,000-square-foot addition that will include 20 new patient rooms, an MRI suite, and a new emergency room. "Local 12 conducted intense negotiations with the hospital and emphasized Commonwealth's track record", says Brett. "As a result, Commonwealth is the only union

mechanical subcontractor on the job." The Needham expansion is scheduled to open fall 2009.

Not all hospital construction is taking place outside the city. In addition to the new MGH building, **Dana-Farber** is building the 14-story **Yawkey Center for Cancer Care** at its Boston campus on Brookline Ave. Scheduled to open in 2011, the facility will feature 275,000 square feet of clinical space. J.C. Higgins is handling the plumbing and HVAC for the project.

Other healthcare projects in the pipeline include a new ambulatory care facility, budgeted at more than \$100 million, at **Lowell General Hospital** as well as a new building for **Saints Memorial Medical Center**, also in Lowell. And many other projects are in various stages of development. "Without hospital work, we'd really be hurting now," concludes Cannistraro.

Fandel says the region is fortunate to have colleges, biotech, and "the third leg of the stool, hospitals. It's a robust source of work for us." He adds that Local 12's medical gas training program, which is the most intense program of its kind in the Northeast, helps position members and signatory contractors for the specialized work.



MASS GENERAL/NORTH SHORE CENTER FOR OUTPATIENT CARE, which recently opened in Danvers, is an example of Boston hospitals expanding to the suburbs.

Lydon Mechanical Services

CONTRACTOR SPOTLIGHT

Two brothers, two trades, one company

After each spending about 20 years working for other companies, the Lydon brothers decided to join forces and set up their own shop. James E. Lydon, Jr. took the leap first and established Lydon Millwright Services in 2003. Three years later, Michael helped develop Lydon Mechanical Services. Based in Brockton, the two businesses are collectively known as The Lydon Companies, with Jim serving as president and Michael acting as vice president of mechanical operations.

Having established a solid reputation for millwright work (millwrights install, dismantle, and move machinery and heavy equipment according to layout plans, blueprints, or other drawings) in the industrial sector serving the wastewater, water treatment, and power generation industries, Jim saw the benefits that Michael, with his many years of experience in the plumbing and mechanical services trades, could bring to existing customers. And with Michael's expertise in projects like colleges and universities, pharmaceutical and biotech, hospitals, and other commercial construction, the brothers theorized that a mechanical services division could bring new work, new clients, and new capabilities to an expanded company.

"We like to look at ourselves as one company," Jim says. "The mechanical and millwright services complement one another well. Our customers appreciate that we can be a single source for their construction needs."

For example, Lydon's millwright work at Brockton's municipal wastewater treatment facility included the installation of centrifuges and sludge conveyor systems, while the company's mechanical services work at Brockton's water treatment facility in Halifax included chemical piping installation. Lydon is also performing work at wastewater treatment facilities in Springfield, Mass. and Windham, Conn. Other projects include Suffolk University and Beth Israel Deaconess Hospital in Boston and MBTA's bus repair facility in Everett.

Lydon's union connection

The Lydon Companies have been union contractors from the beginning. A millwright by

trade, Jim was the president and chief operating officer of Shaughnessy's millwright division before starting his own business. Michael began in Local 12's apprentice program after high school and worked for two decades at the J. C. Cannistraro company, where he served for many years as a foreman. The brothers' strong union alliance runs a generation deeper, however.

Now retired, their father, James E. Lydon, Sr., has been a lifelong union plumber and strong advocate of Local 12. In the 1990s, he was a business agent for the Local. "I know that he's pleased that Michael followed in his footsteps," says Jim. "He's also happy that we pursued the mechanical side of the business in our company. He's quite proud that we're now a Local 12 signatory contractor."

Beyond pleasing their father, the Lydon brothers choose to be union contractors because they believe it's a sound business decision. Michael cites the advantages that a Local 12-trained workforce brings to the job site. "Local 12's apprenticeship program and its ongoing education is key," he says. Michael adds that the ready availability of Local 12's highly skilled labor force empowers him to pursue larger projects.

Pursuing projects amid the current economic downturn can be a challenge. But with its focus on municipal water facilities, power generation plants, hospitals, and other



TWO BROTHERS James E. Lydon, Jr. (L) and Michael Lydon at their shop in Brockton.

vital industries, The Lydon Companies are uniquely positioned to weather the slump. "Sure, there are budget constraints," says Jim. "But the work needs to be done. People need water and power."

The Lydons believe that the combined strength of the millwright and mechanical services divisions also gives them a competitive advantage. By pooling the resources of the two groups, they are able to offer a level of expertise that's unusual for the size of each division alone. For example The Lydon Companies have a seasoned group of upper management in finance, information technology, safety, and risk management that serve along side Jim and Mike.

And, the Lydon brothers have each other. "It's a good thing we get along so well," says Michael. "Because our two trades make for a good business fit."



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Plumbers pitch in to help community

The economic downturn has caused much difficulty, but it's been particularly challenging for people who were already struggling to make ends meet. The recession has placed increased pressure on community agencies to provide assistance. One such agency, Pennies for Poverty: 2 Cents 4 Change, is committed to helping those in need in Newburyport. Hugh Kelleher, the executive director of the PHCC of Greater Boston and a Newburyport resident, got Local 12 plumbers involved with the organization and its mission.

Through a number of programs and initiatives, Pennies for Poverty collects funds, promotes volunteerism, and raises awareness about poverty in the seaside community. It encourages residents to give two cents a day, or \$7.30 per year, to help its cause. It also asks that people consider

donating food and volunteer their time. The organization's goal is to both provide immediate help and to reduce the root causes of poverty.

Catherine Gould, the founder of Pennies for Poverty put out the call for plumbers, and Kelleher responded. Gould said that low-income renters and homeowners in the city needed help with small projects such as leaky faucets or installing gas dryers. Local 12 is providing the plumbers to perform the labor, and the PHCC of Greater Boston and Local 12 are covering the costs of the materials.

"It's great to be able to help," says Kelleher. "This is an inspiring organization doing great work. We're pleased to do our part." For more information about Pennies for Poverty, go to www.2cents4change.povertyprogram.com.

Foreman Training Program

The United Association recently developed a foreman training certification program. According to Rick Carter, Plumbers Local 12 training director, the training center is introducing new foreman training classes as part of the UA initiative. All apprentices will attend the classes, which will begin this December, as part of the required curriculum. A refresher course, which started in October, is also being offered to current foremen.

To gear up for the foreman-training program, Local 12 sent two of its members, Frank Quinn and Brian Farrell, to a UA train-the-trainers course in Michigan. Among the topics covered in the classes are best-practice techniques for running a job site and conflict resolution strategies. "Both on the national level and here at Local 12, we're

concerned about foreman proficiency," says Carter. "We welcome the new program as an important component of our comprehensive training."

"Foreman training," adds Hugh Kelleher, executive director of the PHCC of Greater Boston, "is another way we distinguish ourselves from our nonunion competitors. We aim to have the best-trained foremen in the industry."

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Rick Carter appointed to Plumbing Board

Saying that he brings a unique perspective to the table, Richard D. (Rick) Carter, Local 12's training director, is a recent addition to the Commonwealth's Board of State Examiners of Plumbers and Gas Fitters. Appointed in March by Governor Deval Patrick, Carter adds that the board recently introduced new requirements for apprentices and training and that he looks forward to lending his voice and expertise to these and other industry issues. "I will be an advocate for apprentices as well as Local 12," he says.

Chaired by Paul K. Kennedy, who is also president of Local 12 signatory contractor P. J. Kennedy & Sons in Dorchester,

Local 12 hosts ESAC event

The Eastern Seaboard Apprenticeship Conference, an annual event for building trades apprentices and apprenticeship programs, was held in late May in Boston this year. Based at The Westin Copley Plaza, Plumbers Local 12 hosted an offsite breakout workshop at its training center.

The conference's theme, The Greening of Apprenticeship, provided an opportunity for the UA and Local 12 to highlight its commitment to green technology. Local 12's workshop featured the UA's Green Training Trailer.

According to Local 12's training director, Rick Carter, the 44-foot long trailer includes exhibits and training simulators to demonstrate sustainable plumbing and piping technologies. "Participants enjoyed seeing presentations such as grey water and rainwater capture techniques," says Carter. "It's one thing to talk about emerging green technologies, but it's great to actually see what it's all about."



RICK CARTER, Local 12's training director.

the plumbing board is the state's regulatory agency for the industry. Among their duties, board members oversee the licensing process, approve products, and make changes to the code. Recent revisions have included a new requirement for all plumbers to participate in continuing education and a provision that gives state plumbing inspectors the ability to issue citations when they discover code violations.

Carter's appointment as a board member is for three years. "I'm honored and humbled to be on the board," he says. "I appreciate the appointment and the confidence of the governor."

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