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On Time, Under Budget: *The Motto of Columbus's Plumbers and Pipefitters*

For over a hundred years, central Ohio has benefitted from the work of the men and women of Local 189 of the United Association of Journeymen and Apprentices of the Plumbing, Pipefitting and Sprinkler Fitting Industry of the United States and Canada. An affiliate of the Mechanical Contractors Association of Central Ohio, Local 189 has fought since its founding to provide safe working conditions and fair compensation for the skilled tradesmen of Columbus, as well as safe living conditions for the city's residents, and it continues to do so today.

But with fewer people personally familiar with the union or its members, continuing to explain Local 189's benefit to the community is one of the most important steps in guaranteeing its future, says business agent Dan McHale.

"There's that perception, from the old Teamsters movies you see on TV, where there was this thug attitude portrayed, and what we are in actuality is a business, and an industry," McHale said. "What we work for is a level playing field, and quality contractor language – we feel that when a job needs to be done, especially if federal or state moneys are involved and the taxpayers are contributing to it, there should be quality contractors doing that job. Especially on jobs like schools, for example, where children need a safe, quality environment. (Taxpayers) want a quality job, they want it done right, and they want it done right the first time."

"Building tradesmen take a deep pride in their workmanship and in the buildings they produce, a pride that is rare in occupations in which specialized skills are performed repetitively and in routine settings."

– *"Pride and Solidarity, A History of the Plumbers and Pipefitters of Columbus, Ohio, 1889-1989,"* by Richard Schneirov.

"A lot of people don't realize just how complicated the construction trade is," said Johnny Corbett, a 40-year retired member of Local 189 and delegate to the AFL-CIO. "There's a perception that we're a bunch of knuckleheads who just lift heavy stuff and beat it with hammers, and that's really not the case at all. Believe me, it's a very stressful business. There's always the question of where the next job will come from, and if you don't work you don't get paid. But it's been an exciting job, and quite a ride. I've really enjoyed it."



Local 189 member Bob Eskridge works on a house during the Christmas in April Charity event, now known as Rebuilding Together Central Ohio.

PHOTO – courtesy of Rebuilding Together Central Ohio

The craftsmanship of Local 189's journeymen and apprentices can be seen all over central Ohio, from complex projects like the Anheuser Busch Columbus Brewery, The Ohio State University's James Cancer Hospital, Nationwide Children's Hospital, Nationwide Arena, and the Hollywood Casino, down to the HVAC system in a single-family home.

But the skill required for these projects isn't always obvious to the average person on the street, says former Local 189 president Pat Ferry. Visibility remains a challenge for today's unions.

"I'd say most people don't even know about the plumbers and pipefitters union," Ferry said. "Because the only time a person calls a plumber is when they have a plumbing problem. Every (union) member has their circle of friends, when they need work they all spread the word, but when your average joe has a plumbing problem... well, there's a reason everyone wants to put the letter 'A' at the front of their name – that's the first name that shows up in the phone book."

While the coming years present their own challenges, Local 189 is well equipped to face them. Its members have prepared for their future with a reputation for quality work, an excellent training program for apprentices and continued learning opportunities for journeymen, and a membership that remains committed to the community through charitable giving and participation.

"With our members, if you asked for their help with something that was being done for charity, you'd get a good group of people there to help you," said Gary Giehl, a 40-year member of Local 189. "They'll do absolutely anything to help their community out, which I think is one of the main qualities of a good union – they are there for their community."

Along with their MCACO Mechanical Contractors, Local 189 has forged a partnership to build a strong and viable plumbing and piping industry in central Ohio.



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Keeping up with the times:

Local 189's Training & Education is a Core Tenant for Plumbers and Pipefitters

One area in which Local 189 is recognized and respected among the skilled trades is the level and quality of education it provides to its members. And it's not just new apprentices – in an industry with constantly changing technology, Local 189 also provides ongoing education opportunities for its experienced journeymen.

Training director Ron Graves said that with such a long history of training the region's plumbers, pipefitters and steamfitters, Local 189 works hard to continue the tradition.

"I like to tell people from outside that we've been in business since 1889, so being in business that long, if we were in manufacturing, and our sole product was skilled labor, if we weren't working year-in and year-out to streamline and make that a better product, we'd be in trouble," Graves said.

Local 189 has been training apprentices in Columbus since 1898. With a current enrollment of about 165, apprentices combined log more than 36,000 classroom hours. In addition to apprentices, between 350 and 450 journeymen take advantage of continuing education programs annually, logging in more than 18,500 classroom hours. Along



New apprentices take their membership oath in the union hall.

with on-site training, Local 189 has an articulation agreement with Owens Community College, in which the union pays apprentices' tuition for the 10 semesters they are enrolled in the program. Apprentices who choose to take required English and History courses graduate with a two-year associate's degree.

Men and women who qualify for the Plumbers and Pipefitters Joint Apprenticeship and Training School undertake a five-year apprentice program. By day, they work un-

der highly trained journeymen plumbers and pipefitters for well-regarded local contractors, and then attend school in the evenings. Additional classes are available after graduation so that members can remain up to date on the latest technology in plumbing, HVAC, welding, medical gas, and other changing aspects of their trade.

"That's another benefit, in terms of staying competitive," Graves said. "Our older members, who graduated a long time ago, they see these young journeymen coming

out of training and all of the new certifications that they're bringing with them, and it's driving (the older members) back into school so they can stay competitive."

Not only an extremely valuable resource for students, Local 189's training program saves customers' time and money – independently testing a single pipe welder can often cost more than \$1,000, according to the United Association of Union Plumbers, Fitters, Welders and HVAC Service Techs. Testing costs can easily inflate to hundreds of thousands of dollars for larger industrial projects.

The union's 19,000-square-foot training facility, located on Kinnear Road in Columbus, includes 10 classrooms, a project room, a backflow project area, a refrigeration area and a welding and brazing lab. The school operates five days a week, and hosts welding classes on Saturdays. Annually, Local 189's Joint Apprenticeship and Journeyman Training Committee spends over \$1.1 million on the programs. That figure does not include any grant moneys received from the United Association of Plumbers and Pipefitters, or funding from any outside sources. This training budget is supported by the men and women of Local 189 and the Mechanical Contractor's Association.

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PHOTO - courtesy of Hollywood Casino Columbus

As big as it gets: Union tradesmen tackle central Ohio's largest building projects

When it comes to building projects of the largest scale, the union's ability to muster the necessary manpower and resources on short notice is vital to meeting construction deadlines. And when that deadline is mission-critical to a developer's success, Local 189 members are ready to tackle the job.

One such project that was highly visible in central Ohio was Hollywood Casino, which opened in 2012 on Georgesville Road. For owner Penn National Gaming, getting the doors open as soon as possible was a top priority. With the resources and hard work of The Kirk Williams Company, a full-service mechanical contractor and Local 189 signatory, the \$195 million job was finished under budget and ahead of schedule.

"This was a schedule-driven project, which was probably the most challenging and difficult part of it," said Steve Woodward, Kirk Williams Co estimator and project superintendent. "We were actually putting in underground plumbing at the same time they were putting up steel. We were hanging pipe even as the roof was going up. This was really a team effort between 189, Kirk Williams and all the trades - we were working for Smoot Construction, the construction manager, and everyone was focused on the same goal."

Kirk Williams Co's portion of the work amounted to about \$30 million of the budget, Woodward said, and included sheet metal, piping and plumbing for the massive facility. When the project was finally completed, they had brought their end of the contract in two months ahead of schedule, and about \$2 million under budget.

"The project started in June of 2011, with the goal of opening around Christmas of 2012," Woodward said. "The completion date ended up being October 2012."

With a facility like a casino, which in many

ways is like a massive bar, pipework was essential and complex.

"What stood out to me, aside from the schedule, was the sheer amount of kitchen equipment, bars, restaurants, waitress stations, the things that people don't necessarily see," Woodward said. "By the end, I think we had over 3,000 pieces of kitchen and bar equipment to hook up behind the scenes that the general public would never see. From waitress stations in corners, to a central alcohol pump room in the basement, it was quite unique."

At the job's peak, about 54 plumbers and pipefitters from Local 189 were on the job for Kirk Williams Co, Woodward said. That includes the company's CAD (computer aided design) and BIM (building information modeling) department, which was designing structures even as work was being completed.

Companies with design assist capabilities are becoming more in demand in the area, according to Joe Williams, Kirk Williams Co's director of business development and customer relations.

"A lot of the design assist is going to those fast-track projects, such as mission-critical projects for the medical industry or companies building data centers, where they're not making any money until the place is up and running," Williams said. "Because their market is so stiff, if they don't get it up and running someone else will, and take their business from them."

In the medical industry, the term 'mission-critical' takes on an even more profound meaning. Such has been the case with the construction of the new James Cancer Hospital & Solove Research Institute, a massive project nearing completion that is being constructed by HMPC, a joint venture between Sauer Group Inc., Limbach Co LLC, Coleman Spohn, and Martina Metal Contracting Company (a subsidiary of Sauer).



PHOTO - courtesy of Don Platt Photography

New piping and ductwork at the James Cancer Hospital & Solove Research Institute.

Glenn Morgan, the senior project director for HMPC, said phase one of the project was scheduled to be turned over to the owner on September 26. Begun in late 2009, at its peak the project furnished about 205 plumbers, pipefitters and apprentices.

"Mechanically, taking into account everything that's pipe-controlled, the sheet metal, this is a \$129.5 project," Morgan said. "For the years 2012 and 2013, it was the largest mechanical project east of the Mississippi that was an institutional or commercial project."

Altogether, the 1.1 million-square-foot expansion of the 21-story facility comes in at \$750 million. Once the doors open in December 2014, the hospital will include 348 private rooms, 14 operating rooms centered on one floor, and state-of-the-art research facilities with glass-walled offices (so patients and researchers can see one another).

"It's a unique facility in that it's not only created to cure and treat patients, but also then to propagate research on new cures

and treatments," Morgan said. "It's probably one of the few facilities in the country able to do so."

Morgan said HMP has existed as a joint venture for about 10 years, and expanded to include Cleveland-based Coleman Spohn for this project. In addition to bringing their expertise to the table, Coleman Spohn is also a minority-owned firm, which allowed OSU and Turner Construction Co to exceed the minimum level of minority participation designated for the project.

A project as complex as this comes with uncountable challenges, but one in particular served as a testament to OSU's commitment to patient care, Morgan explained. The complex includes six linear accelerators, which are used to accelerate radiated atoms through specific portions of the body to bombard cancer cells. "Linear accelerators take massive amounts of concrete and very heavy block to prevent radiation from escaping the room," Morgan said.

Although relatively little work would have been needed to place the accelerators

▶ Continued

in the basement or tunnel levels, OSU chose to place them on the second and fourth floors, so that patients using them would be able to see the sun.

“It radically changed how we planned, designed and executed the project,” Morgan said. “But it eliminates the ‘gloom factor.’ So the changed the whole structure of the building to incorporate the additional 6.5 million pounds of steel and concrete needed to place these on the second floor. I would say that their willingness to promote good mental health, during a very trying mental health period, says a lot for the planning and thoughtfulness of OSU concerning their patients. It was a challenge, but it was worth it for the long term outcome.”

A community open house is scheduled for the complex from 1 to 4 p.m. Sunday, November 9 at 460 W. 10th Avenue. The open house is free to the public.

Last month, Business First photographers produced a slideshow of the facilities, which can be viewed at <http://www.bizjournals.com/columbus/blog/2014/09/first-look-inside-the-new-osu-james-cancer.html>.

Local 189 leaves its mark on eco-friendly Franklin County Courthouse

Local 189’s skilled tradesmen are more than capable of tackling jobs in which environmental sensitivity is a high priority. One of the most visible examples of this is the new Franklin County Courthouse.

Located at 345 S. High Street, the new courthouse was completed in 2010. Local 189 members were proud to work on the environmentally-friendly building, which included water management systems such as low and dual flush fixtures, and water-efficient landscaping (all with the goal of saving more than one million gallons of water per year).

These and other features allowed the building to become the first LEED-certified courthouse in the state of Ohio. LEED (Leadership in Energy & Environmental Design), is a green building certification program that recognizes best-in-class building strategies and practices, according to the U.S. Green Building Council. Buildings are rated in a number of categories to earn the ranking, including building design & construction, interior design & construction, building operations & maintenance, and neighborhood development.



The new Franklin County Courthouse, located at 345 S. High Street.

Franklin County Commissioner Marilyn Brown said she was very pleased with the work that went into the new courthouse.

“Building the new Franklin County Courthouse presented many challenges and opportunities,” Brown said. “We wanted a modern, hi-tech facility, coupled with one that was environmentally friendly. Constructing this building to green specifications was important from the start, for everyone involved. We assembled a great team that gave us exactly what we wanted

– a beautiful, 325,000 square foot facility that was built to LEED gold standards. Reducing our carbon footprint is part of good governance... this building does that with sustainable design, including an energy-efficient HVAC system, ‘green’ rooftop, and a design that maximizes natural light. The entire team of architects, engineers, construction specialists, and especially the skilled tradesmen and women stepped up to the task and delivered a wonderful addition for all of Franklin County, and for that we thank them.”

Local 189 member’s expertise recognized with Craftsmanship Award

Earning the title of journeyman or master plumber implies a high level of skill, but some in the trades are able to elevate their work to the peak of excellence. The Builders Exchange of Central Ohio (BX) has been honoring that excellence since 1964, with its Craftsmanship Award Program. The program recognizes individual tradesmen who have performed the highest quality work on projects, both large and small, throughout the central Ohio area, according to BX director of outreach and special events Stacey Kruse. Recent winners have included carpenters, drywall installers, electricians, pipefitters, masons and flooring specialists.

One of those honored this year was Local 189 member Tony Parrotto. Recently retired after 15 years as a union contractor for Kirk Williams Co, Inc., Parrotto was recognized by the BX for the installation of gas and plumbing pipe work in the mechanical room and laboratories at The Ohio State University Chemical and Biomolecular Engineering and Chemistry Building. Parrotto is the 20th member of Local 189 to earn a Craftsmanship Award over the years.

“Parrotto and his crew of 16 ensured that 63,000 feet of piping was installed in a systematic and professional manner,” Kruse wrote. “Providing visually appealing pipe-work, while maintaining access to all valves and high ceilings, led to a challenging pre-planning and coordination stage.”



Craftsmanship Award winners are chosen by a panel of 10 professionals, who select the winners from a pool of nominees based on overall quality of work, level of project difficulty, ingenuity used on the project, project coordination and time frame, and the overall achievement of project goals.

“Our goal has always been to put the customer first, and to make sure they’re happy,” Parrotto said. “We always want to make sure we’re the frontrunners on a project – lead the way and get out ahead of everyone, and very rarely would we be under the gun. We just try to solve problems with solutions, instead of getting upset and making a big deal about it.”

Originally from Youngstown, Parrotto and a friend moved to Columbus as young men, looking for work. His friend saw an ad in the local newspaper for the union’s apprentice program, and although Parrotto originally thought it was a scam (there was a fee for the entrance exam), his buddy eventually talked him into it.

“And so I went through the apprentice program,” he said. “I went from no mechanical skill whatsoever to working my way up through apprentice, journeyman, foreman, and eventually superintendent. Now I’ve been running work for 24 years.”

In that time, Parrotto has worked on several major construction projects throughout central Ohio, including the Polaris Fashion Mall and the 711 Performance Wing at Wright-Patterson Air Force Base.

Aside from his attention to detail and pride in his work, Parrotto’s willingness to be a leader has enabled him to have a successful career in the trade.

“I’ve always liked teaching the younger guys,” he said. “Say for example, one time we were working on a job putting in a lot of fiberglass pipe, and so we spent the time, about three days, setting the guys to a task so they could learn the proper way to cut (the pipe). When we were done, it ended up being perfect. There are so many things out there, you’re constantly training each other, relying on each other to learn new things. And no one knows it all.”

Parrotto and other 2014 Craftsmanship Award winners will be recognized during the 122nd BX Annual Meeting this November.

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Giving back and lending a hand

Local 189 has been proud to be part of the central Ohio community since its inception, and one of the responsibilities that go along with that status is giving back to one's community. To accomplish that, union members donate regularly of their time, skill and resources to support central Ohio's numerous charitable organizations.

"189 has always been involved in the community. That's how we see what being part of a union means – everyone working together to better themselves, and helping those less fortunate," said Kenny Davis, Local 189 treasurer. "We're involved with a number of local charities, and we try to especially focus on those that address basic needs, food and shelter."

To help meet those basic needs, Local 189 is an active supporter of organizations like the Mid-Ohio Foodbank (dedicated to feeding the hungry), The Community Shelter Board (focused on ending homelessness), the Affordable Housing Trust For Columbus & Franklin County (which creates affordable home ownership for working families and seniors), and national organizations such as the Red Cross. Local 189's union hall on Kinnear Road has hosted numerous blood drives over the years, and on occasion has provided emergency shelter for groups stranded in inclement weather.

Union members' craftsmanship comes in handy with organizations like Rebuilding Together Central Ohio, which (among other programs) rehabilitates entire houses for those with limited income, seniors, and other homeowners who need a helping hand. Formerly known as Christmas in April, Local 189 has been lending its journeymen and apprentices to the effort for nearly 25 years.

"Local 189 and its membership were instrumental in bringing Rebuilding To-



Local 189 has been honored to support the Mid-Ohio Food Bank. Pictured left to right are Darrell Gammell (LU 189), Fred Scolari (LU 189), Pete Davis (LU 189), Matt Habash (Mid-Ohio Food Bank), Kenny Davis (LU 189), Rich Schneider (Limbach Co), Mike Kelley (LU 189), and Bill McNally (Mechanical Contractors Association of Central Ohio)."



Local 189 members man the phones during the annual WOSU telethon.

gether Central Ohio's Christmas in April project to central Ohio," said Rebuilding Together executive director Julie Smith. "Their ongoing support has provided hundreds of seniors with the plumbing repairs they need in their homes, that allow them to age in place with independence and dignity. In addition, the local has opened their hall and generously hosted thousands of volunteers on behalf of RTCO. Their big-hearted kindness has made our volunteers feel welcome and appreciated for many years."

In addition to programs that meet the community's basic needs, Local 189 supports a number of organizations that benefit cancer research, veterans, and educational programming. Organizations like OSU's Nisonger Center, the Special Olympics, the Make-A-Wish Foundation, Helmets to Hardhats, Veterans in Piping (VIP), the Boy Scouts of America, Charity Newsies, and the Lupus Foundation of America all receive support from Local 189.

"189 has always been involved in the community. That's how we see what being part of a union means – everyone working together to better themselves, and helping those less fortunate."

– Kenny Davis, Local 189 treasurer

"Our guys are always willing to volunteer their time, and to give back to those less fortunate," Davis said. "The way construction work runs, some years we're booming and doing great, and other years there's a lot of downtime, with guys off work. They understand the importance of helping each other, so that the community doesn't have to do it alone."

Next on the agenda for Local 189 will be the annual fundraiser for WOSU Public Media, where union members will help man the telephones in December. For more details on how to support WOSU, check wosu.org for updates. A complete listing of the organizations Local 189 supports can be found online at proudtofit.com.

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For residential contractors, no job is too small

While the plumbers and pipefitters of Local 189 have left their mark on many of central Ohio's most ambitious building projects, you're just as likely to find them installing a sink in your apartment or maintaining the plumbing in your new home. In fact, some union contractors have made the smaller residential jobs into their specialty.

"When you do residential work, no job is too small," said Gary Green, owner of Buckeye Plumber Plumbing & Heating Co., who has been in the union since 1978. "I might go in for an hour and change a ballcock and flapper; I'll do the invoice and get paid right there. You don't see that as much with the larger commercial jobs."

Green previously worked for Reynolds Plumbing & Heating Co., but when the owners retired, he was able to take over their customers and go into business for himself. Green said the quality that goes along with union labor isn't just limited to the big jobs – homeowners benefit from it as well.

"When we take a job, you know that it's going to be done in a professional manner,



Gary Green, owner of Buckeye Plumber Plumbing & Heating Co.

and it's going to be done right," he said. "I stand behind my work. If I install a toilet and it needs work done down the line, I go back and make sure that's taken care of. It's part of the pride that goes into the work."

Many smaller companies in the union are carrying on the family business, and working with residential customers is a good fit for both customer and contractor.

"We're a smaller company trying to get stuff done for people that don't have the biggest budget," said Randy Price, of RMD Price Plumbing. Price has been working



Randy and Robert Price, the family behind RMD Price Plumbing.

with his father, Robert, for nearly 15 years; Robert Price has been in the trade for more than three decades. With an older brother and late uncle who were also union members, Price said working with family (and for families) has been very rewarding.

"It's nice, working with your dad," he said. "It helps you stay in touch, obviously, and you're a part of each other's life every day. There's always someone to talk to if you're going through something, and you don't have to worry about them."

RMD Price Plumbing takes on a variety of residential work, from running new



Clive Stephens, owner of Clive Stephens Plumbing & Mechanical.

plumbing in completely gutted houses, to remodeling bathrooms, taking service calls – everything inside the house from plumbing to gas. And while the jobs aren't necessarily the biggest, maintaining a reputation for quality work is just as important.

"We want to make sure that customers know that we do good work, to show that the union does good work, that we have pride in that work," Price said. "You make people happy, then they spread your name around and that of the union."

Clive Stephens, owner of Clive Stephens

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If your project is complicated trust a union mechanical contractor

History shows that the most complicated and complex HVAC/Mechanical projects are completed by the Union Mechanical Contractors. Most of these contractors have in-house engineering skills that help solve problems for their customers. They can design systems for their clients as well as solve engineering issues on existing heating and cooling systems.

When there is a complex project that must be done right, Owners choose Union contractors because they can meet those needs. Mechanical Contractors who partner with the Local Unions offer value that is both economical and high in quality resulting in quality projects with very cost effective rates that are attractive to building Owners. The services provided are exceptional and better than the alternative options.

The Mechanical Contractors Association of Central Ohio is a non-profit association made up of mechanical contractors including plumbing, heating, air conditioning and process piping contractors that hire all labor including plumbers, pipefitters, welders and service technicians through the United Association of Plumbers and Pipefitters Local Union 189. The association works with officers of the Local Union 189 to address industry issues and to develop strategies on how to improve market share.

COMMITMENT TO SAFETY

The MCACO and The Plumbers and Pipefitters Local Union 189 are committed to providing a 100% safe workplace for all associates, colleagues, and clients. The health and safety of everyone who works for a MCACO Contractor or on the project site of a MCACO contractor is the most important concern. There is a firm belief that training and education are the most effective tools for providing a safe work environment.

VALUE IN EDUCATION AND TRAINING

The Mechanical Contractors Association and Local Union 189 have partnered together to build a strong plumbing and piping industry in Central Ohio. Local 189 takes great pride in the Apprentice and Journeyman training program and both MCACO and Local 189 offer continuing education programs to all members. Working with a Union Contractor in Central Ohio ensures the project Owner that all plumbers and pipefitters have the proper and most current certifications. There is a great value placed on education and the goal is to provide the best craftsmanship skills to the industry.

COMMITMENT TO TAKING CARE OF OUR EMPLOYEES

When an applicant is accepted into the apprenticeship program, it is similar to receiving a full-ride, tuition-free scholarship.

While learning the trade, they will also get paid. It provides a wonderful opportunity for a driven, career minded man or woman to develop a great career with a wonderful health and retirement program.

TECHNOLOGY LEADERSHIP

Most MCACO contractors have invested in new technologies that help differentiate them from many of the market's competition. An example is the Building Integration Modeling program software, which is CADD work done in 3D. Essentially, jobs are built on the computer before they are installed in the field. This allows a more efficient installation because when at the customer's project location, the contractor can work out issues before field installation occurs. Another example of the investment in technology is the "Total Station" technology that is used. While doing 3D CADD work, Building Integration Modeling Technology, hanger points and pipe routings are located. The "Total Station" system then uses GPS-like technology to spot the hanger locations where pipe should be installed. This virtually replaces tape measures on the job-site and provides for a more accurate, cost-effective installation.

THE VISION

The MCACO is currently attempting to increase diversity within the workforce by increasing the minority and female em-

ployee base. They are interested in having a workforce that models our community where we live and where we work. The Mechanical Contractors Association of Central Ohio also focuses on helping high school age students understand and consider the industry of mechanical contracting and instructs them on how to build a career path in the mechanical contracting industry. The focus and vision is to build the next generation of leaders to run the mechanical contracting companies in Central Ohio.

BENEFIT OF JOINING MCACO

The MCACO is committed to safety, values education and training, takes care of their employees, is a leader in technology, and has a vision for the future of the mechanical contracting industry in Central Ohio. Any mechanical contractor could benefit by joining the MCACO by being given access to the best in class craftsman in Central Ohio. Any Owner, by working with one of the MCACO members, would benefit because they would be working with one of the industries' most qualified contractors and have access to a talent pool of best skilled craftsman in the industry.





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