



PAGE 2
 EAI and Trane Commercial Systems Form Partnership
 EAI Chairman Jim Norris Inducted into Contracting Business Hall of Fame!



PAGE 3
 Mark Your Calendars
 John Durham Joins EAS
 Did You Know...
 Continuous Learning and Training
 James Graening Joins EAI



PAGE 4
 May Meeting Wrap Up
 Employment Problems?
 Welcome Nate Patrick Wilmlink!

June/July 2001

Member Profile: Thayer Corporation

Location: Auburn, ME

Employee Count: 47

Founded: 1981

Niche: Planned and emergency maintenance, negotiated design build for commercial/industrial/institutional facilities

Contact: Dan Thayer



My dad and I started the company in 1981 working from the kitchen table. Clearing the table of plans and product literature at mealtime became a real nuisance, so we cleaned out my folk's chicken coop, and behold; our new office. We always focused on two key elements: hire the best people in the market and focus on service as a foundation for growth.

Having worked for a major manufacturer at the corporate level, my view is that manufacturer's mistakenly believe that they drive the industry. Many of them have tried to squeeze contractor's niches with "factory service" and national account direct sales. The pace of technology advancement is exceeding our ability to provide qualified and skilled tradesmen to service and integrate the technology to solve problems. The niche of the contractor is to provide solutions on a guaranteed "turnkey" basis. Manufacturer's cannot encroach on this market niche if we maintain our focus on unique solutions to customer's wants and needs.

Thayer Corporation maintains an excellent market reputation by holding high ethical standards and willingness to share knowledge. We have also maintained our civic responsibilities by contributing to local civic organizations and volunteering in industry organizations. The wonderful thing about our business is the people we meet and serve every day. Each and every customer we serve has a unique personality and need. In order to serve them we must learn about their business and what drives their success. One day we might be working to preserve the weight and quality of fish, the next day optimizing indoor air quality for a densely packed office environment, and on the third day holding precise temperature and humidity requirements for a high quality printing company.

We became a member the second year of EAI's existence. EAI serves a vital niche in the industry. Education was identified by our company as a necessary core competency for the future and we have participated in nearly every training opportunity offered by EAI, several on a recurring basis. EAI is an excellent networking and sharing tool. Like any sharing opportunity, the more you are willing to share the more benefits seem to come your way.

The executive meeting has been an invaluable way to stay abreast of the developments within EAI and the industry. It is also a great way to renew the friendships that make business most fulfilling.

The alliance has helped us stay focused on what is most important: the customer and our ability to serve their need. Trends and fads come and go (such as consolidation) but the foundation of our industry rests with our ability to integrate technology to solve problems. Our niche is ever expanding in the areas of indoor air quality, onsite power generation and predictive maintenance as long as we maintain the sufficient technical skills to implement the tools of our trade.

Thayer Corporation has maintained active memberships in ACCA and ASHRAE in addition to several others. They have served both of these organizations in some way at both the local, national and society level.

Elliott Heating & Cooling, Inc. Awards First EAF Scholarship



On Tuesday, June 19th, EAI Member, William Elliott from Elliott Heating & Cooling, Inc. presented a check for \$2,000 to Mike Feutz, HVAC/R Department Chair at Ferris State University, who then presented the check to student recipient, Dean E. Hopkins. The presentation took place at the FSU campus in Big Rapids, MI.

Elliott Heating & Cooling Inc., was chosen to participate in the presentation based on their strong support of the Foundation. In January the employees began contributing to the Foundation by having deductions taken from their paychecks. Elliott Heating & Cooling, Inc. is currently the only EAI Member to do so.

In addition to the presentation, Elliott participated in selecting Ferris State to receive the scholarship. Companies contributing \$2,000 or more have the option of determining what school will receive the scholarship money. This can be accomplished by a one-time company contribution or employee payroll deductions with a company matching program. EAF will also help coordinate local and industry press releases featuring EAI Member companies, the school and the individual recipient.

The intent of Excellence Alliance Foundation is to award as many scholarships as possible for the education of the future workforce in the contracting industry.

From Ordinary to Extraordinary: "Excellence Alliance Growth Plan Focuses on 7 Principles of Excellence"

by Eric J. Kuns, Executive Vice President and Chief Operating Officer

Ordinary to Extraordinary - the journey continues! For the last 3 and half years, Excellence Alliance has taken many critical steps to be where we are today. We are ready now to take the organization to the next level. From our first meeting with 16 member contractors to over 250 members today, Excellence Alliance has evolved into a multi-dimensional organization.

Contractor benefits reach far beyond mere membership and begin with our creed; Excellence is our Standard, the Alliance is our strength, Performance is our Commitment, and Guaranteed is our promise.

Our challenge is to find new ways to serve the membership while improving programs and services already offered. Many exciting changes are planned for the Alliance and new product offerings will be added that will enhance service to our contractors and customers across America.

Membership in Excellence Alliance is built around the 7 Principles of Excellence:

- Networking
- Training & Education
- Sales & Marketing

- Strategic/Purchasing Allies
- Human Resources
- Industry Advancement
- Operations

Our collective strength is measured by these principles and by how extensively EAI members implement the principles in their own company improvement efforts.

All new members in the Alliance will be introduced to the Principles of Excellence at regularly scheduled, mandatory training sessions built around these principles. Current members of the Alliance will have the opportunity to attend the Principles of Excellence quality orientation over the course of the next year. The orientation program will be held once a month at our new corporate office, near Cincinnati/Northern Kentucky International Airport.

In addition, all members will be rated periodically on their utilization of the Principles of Excellence. We will help members implement all EAI programs by placing Excellence Managers in the field, Operations Managers in district offices, Principles of Excellence roll outs at your company headquarters, on-line orientations whenever you need them, and 15 independent consultants/trainers to train your employees on site.

Ordinary to Extraordinary: continued on page 2

Ordinary to Extraordinary: continued

"The EAI Action Plan" is as follows:

- 1) Member training and acceptance of the Seal of Excellence and its creed
- 2) Implementation of "Operating Excellence"
- 3) Replacement of non-conforming/non-participating members
- 4) Expand EAI to a comprehensive "Mechanical Alliance"
- 5) Open 16 additional District Offices & "Excellence Educational Centers"
- 6) Hire 18 District Excellence Managers to help members implement all programs, products and services

In September we will launch three new alliances, and strengthen the Excellence Alliance ServiceNet (national accounts/multi-location accounts business) offering to customers. The new alliances, Plumbing, Refrigeration and Electrical, will complement the HVAC alliance. These alliances will allow Excellence Alliance to deliver a full mechanical service solution to customers and will benefit our current members with operational excellence developed to support these trades. Along with the 7 Principles of Excellence, all alliances will have the benefit of Strategic/Purchasing power to help make them more competitive in the marketplace.

Excellence Alliance ServiceNet is a vital link to help EAI's independent contractors compete for national accounts/multi-location accounts business. Excellence Alliance ServiceNet gives us the ability to dispatch and coordinate business for our membership. Centralized dispatching, billing and web-based management are just a few of the benefits we will offer our members with this service.

With a new emphasis on programs and offerings such as the 7 Principles of Excellence, we continue to pursue our vision to be the undisputed market leader serving residential and commercial customers through an alliance of independent service organizations dedicated to excellence. The Excellence Alliance mission is to support our members with the highest quality programs, products, and services enabling them to achieve sustainable growth and enhanced profitability.

Our future as an alliance has never been brighter. The combined excitement and energy of EAI and its members is certain to be contagious! Please join us in making Excellence Alliance the premier mechanical alliance, unparalleled in the marketplace. •

EAI and Trane Commercial Systems Form Partnership

We are pleased to announce that Excellence Alliance, Inc. and the Trane Commercial Systems have developed a relationship that will provide EAI members with enhanced benefits on equipment purchases greater than 25 tons. This new agreement, combined with our Trane Unitary agreement, will enable Excellence Alliance, Inc. to offer Trane's complete product line to EAI members and their clients.

The Trane Commercial Systems agreement will provide the following benefits:

- Members will earn points equal to 1% on their equipment purchases greater than 25 tons. Points will be issued quarterly. The value of a point is currently one dollar.
- At year-end, members may earn incremental points based on the growth of EAI's total purchases. A member's share of these incremental points will be based on the points received.

- Points can be exchanged with Trane Commercial for parts, software, and training. The list of items that points can be exchanged for will be attached to the update for your purchasing binder that you will receive in the mail.

- Current member purchases will be retroactive to April 1, 2001.

- Business referrals will be provided.

Points can be exchanged for software and training through your local Trane Commercial office. Points can be exchanged for parts through a Trane Commercial Parts Center. A credit will be applied to your account after the receipt and a redemption form is submitted to your Trane Sales Engineer. Earned points expire after a two-year period.

We are excited to have Trane Commercial Systems as part of our team. We believe this agreement will provide you with the extra incentives to make Trane your commercial equipment supplier. Your primary contact is your local Trane Commercial Sales Engineer. If you have further questions, our corporate contact is Dave Wise, who can be reached at (608) 787-4793 or e-mailed at Dwise@Trane.com. •

EAI Chairman Jim Norris Inducted into Contracting Business Hall of Fame!



Excellence Alliance Inc., Chairman James (Jim) P. Norris, was recently inducted into the Contracting Business Hall of Fame by Contracting Business Magazine.

Over 32 years in the contracting industry, Norris' contribution has made a significant impact on where it is today.

Norris spent 28 years at Air Conditioning Contractors of America. As Executive Vice President for ACCA, he worked to "increase the education of contractors and raise their professional status." Norris provided unparalleled leadership and strength to the organization when it reorganized its executive committee, board of directors, and committee structure. Among other accolades he dramatically increased the membership, established a voice for the organization at the federal and state government levels and focused on providing the best programs and services to its members.

After his ACCA tenure, Norris became Chairman of the Board of contractor consolidator, Group Maintenance America Corp. (GroupMAC). While at GroupMAC the company's revenues grew significantly, and he was instrumental in developing an executive management training process for future leaders of GroupMAC companies.

Today, Norris is back serving independent contractors as Chairman of Excellence Alliance, Inc. He is a pillar of the organization and has been instrumental in positioning EAI as the "champion of contractor strength and independence."

The vast knowledge and experience in the contracting industry that Norris has achieved commands respect and is undoubtedly the merit on which such an honor, as being inducted into the Hall of Fame, is awarded.

Additionally, Norris received the ACCA Spirit of Independence Award in 2000. Congratulations Jim, we are so very proud to have you on our team! •

Training Schedule

Excellence Development Series:

Operations

Leadership Retreat

Sept 20-21, 2001	Denver, CO
Oct 15-16, 2001	Cincinnati, OH

Strategic Sales Management

Sept 10-11, 2001	Denver, CO
Oct 22-23, 2001	Cincinnati, OH

Marketing Management

Sept 12-13, 2001	Denver, CO
Oct 24-25, 2001	Cincinnati, OH

Quality-Driven Teamwork

Oct 8-9, 2001	Cincinnati, OH
Nov 12-13, 2001	Denver, CO

Financial Management

Oct 11-12, 2001	Denver, CO
Dec 17-18, 2001	Cincinnati, OH

Business Valuation

Nov 5-6, 2001	Cincinnati, OH
Dec 13-14, 2001	Denver, CO

Internet Success for Contractors

Sept 19-20, 2001	Cincinnati, OH
Oct 18-19, 2001	Denver, CO
Nov 19-20, 2001	Cincinnati, OH

Principles of Excellence

Sept 13-14, 2001	Cincinnati, OH
Oct 11-12, 2001	Cincinnati, OH
Nov 15-16, 2001	Cincinnati, OH
Dec 13-14, 2001	Cincinnati, OH

Sales

Customer-Focused Commercial Service Sales

Sept 24-28, 2001	Cincinnati, OH
Dec 3-7, 2001	Denver, CO

Residential Sales Skills Program

Sept 17-18, 2001	Denver, CO
Oct 29-30, 2001	Cincinnati, OH

Performance Contracting and Advanced Sales

Oct 1-3, 2001	Denver, CO
Nov 28-30, 2001	Cincinnati, OH

Service

Service Coordinator

Oct 8-9, 2001	Denver, CO
Dec 10-11, 2001	Cincinnati, OH

Installation

Integrated Project Delivery

Nov 1-2, 2001	Cincinnati, OH
Dec 10-11, 2001	Denver, CO

Note: Two permanent state-of-the-art training facilities are being established in Denver and Cincinnati. Through these facilities we will deliver higher quality training in a more controlled environment allowing the use of better technology and business management.

COMFORTECH 2001 NASHVILLE CONVENTION CENTER SEPTEMBER 5-8, 2001

Register early to take advantage of the Early Bird/EAI Group rate special of \$360.00.

Register through EAI and receive a discounted rate.

EAI members may use their allowances, please indicate on your registration form if you will be taking advantage of this option.

EAI will take care of all of the details and insure that your company's registration is quick and easy.

Register today and avoid the rush.

Call Excellence Alliance, Inc. at (877) 463-2392 for a registration form.



Mark Your Calendars

The November Executive Meeting will be held at the Hotel Del Coronado, on the island of Coronado, located across the bay from San Diego, CA. The meeting will officially begin on Thursday, November 8th at 12pm with lunch and opening session including key note speaker Vince Poscente and conclude on Friday, November 9th following the dinner banquet. However, you will want to stick around for the all fun, no work day - Saturday, November 10th. On Saturday, EAI will have organized San Diego area outings, a deep sea fishing trip and the greatly anticipated golf outing at a brand new, high tech, beautiful course in Chula Vista, about 20 miles south of San Diego.

Situated along 26 beachfront acres, the four-star, four-diamond Hotel Del Coronado is California's premier oceanfront resort. Boasting a year-round climate, The Del is on the charming island of Coronado. The Del is only seven minutes from downtown San Diego, ten minutes from the airport and provides easy access to all of San Diego's attractions. As a National Historic Landmark, the Hotel Del has a rich and colorful heritage. From Marilyn Monroe to Charles Lindbergh, from state dinners to the ghost of Kate Morgan, The Del is a fascinating American treasure with over 113 years of stories to tell.

The meeting will include training sessions led by industry experts, a strategic and purchasing allies tradeshow and many networking opportunities.

Benefit from a wealth of resources, meet important contacts and take home valuable information.

Watch the mail for the registration and a detailed brochure in the next few months!

If you would like to make your reservations now you may call the hotel directly at 1-800-HOTEL-DEL, be sure to identify yourself as part of the EAI group, we have pre-negotiated rates for you. •



John Durham Joins EAS

John Durham joins Excellence Alliance ServiceNet as Excellence Manager. John will be working to grow the national accounts contract business utilizing the Alliance member

network. John is an 11-year veteran of the HVAC and construction industries with extensive experience in national account sales and development.

John comes to us from Willis Heating and Air, an Encompass company, where he was responsible for account development, management and retention in the Residential New Construction and Light Commercial Departments.

John has vast HVAC sales and design experience. John started as an estimator with Airtron Heating and Air after attending the University of Dayton. Not long after starting, John was handling national accounts for the division sales manager and the division president. John was a trusted consultant to several national builders, and he taught sales and design classes for other Airtron divisions at their corporate offices.

John was born and raised in Cincinnati. John is a member of PRSM (Professional Retail Store Maintenance) and BOMA (Building Owners and Managers Association).

We are very excited to have John at EAS, he is a great addition to the team. •

Did You Know...

General Motors is now accepting orders for 2002 model year vehicles.

Get your orders in early for the best possible delivery. Although pricing will not be available until July, word has it that GM will not raise prices more than 1.25%. EAI's agreement for 2002 vehicles will include:

- Price protection for the entire 2002 model year
- The Competitive Assistance Program (CAP) will be in place for vans and pickup trucks
- Purchases of company passenger vehicles and box trucks will count toward reaching CAP tier totals
- You must use EAI's fleet number (GMFAN #929527) and processing code (GB8) when ordering vehicles to enable us to get you the credit for your purchase

Listed below are the vehicles and the allowances you can earn in CAP money if your vehicles are ordered with our fleet number and processing code and are not purchased from dealer stock:

- Astro or Safari vans - \$950 without bins, \$300 with bins
- Express or Savana vans - \$950 without bins, \$300 with bins
- C/K or Sierra HD3500 pickup truck - \$400 without tool box or racks, \$150 with tool box or racks
- Silverado or Sierra 2500/3500 pickup truck - \$300 without tool box or racks, no money available if ordered with a tool box or racks

Key points to remember:

- If ordering vehicles with racks and bins, the order must be processed as a "ship through"
- Order through ARI (Automotive Resources International) or Enterprise, our Strategic Allies, and receive an additional \$250 in allowances
- You can order these vehicles from anyone and still receive CAP money as long as you use our fleet number and processing code
- Vehicles obtained through basement pools are considered factory orders even though they are already produced

Please call Bob Newton, (859) 334-6628, before ordering with any questions you might have and he will walk you through the process. •

Continuous Learning and Training

Continuous Learning can be defined as the "ability to recognize personal limitations on a subject, and the commitment to improve ones knowledge-base, turning a previous weakness into a current strength."

The act of continuous learning is driven by an un-ending, child-like wonder. Individuals striving to learn something new each day are internally guided to satisfy their system with more and more information.

Over the next few months, Excellence Alliance will present a series of articles focusing on the characteristics of continuous learning and the affect of self-directed learning in the workplace. A listing of the various articles we will explore is below.

- Job Training
- Organizational Learning
- Reinforcing Learning Experiences
- Strategies for Learning Quickly
- Self-Directed Learning

To analyze the kind of learner you are, how you can make sure you're a continuous learner, and to prepare a learning plan that will work for you, visit the Continuous Learning web-based course offered by the Public Service Commission of Canada.
<http://learnet.gc.ca/continuu/english/contlrn.htm> •

James Graening Joins EAI



Jim Graening has recently accepted the Vice President of Sales and Marketing position with Excellence Alliance, Inc. In this new role his primary focus will be advancing members of EAI through the tools, materials, training, strategic/purchasing ally and national accounts relationships developed by EAI. Working closely with Eric Kuns, Executive VP/COO, Jim will be helping to set up a national network of Excellence Managers to assist members with full utilization of the EAI programs. Jim and the Excellence Managers will work to deliver national account business directly to the contractor's place of business, facilitating a relationship.

Graening feels, "The strength of the alliance is the contractors and the muscle behind the programs is advancing the membership through the strategic/purchasing ally relationships, training courses, materials provided and national accounts developed by EAI."

James Graening is an entrepreneur, sales trainer and consultant serving the HVAC/R industry. Educated at the University of Akron for business, HVAC and electronics, Jim has attended various HVAC/R industry schools and has a background in business management and sales, as well as being a published author. He has worked in the construction, HVAC and service related industries since 1979 as sales executive, sales manager, general manager and international consultant.

Jim will continue instructing the Excellence Alliance University's Customer-Focused Commercial Service Sales boot camp in 2001, teaching in Denver and Cincinnati.

Jim is a true leader, and we are proud to have him on the EAI team. •

Calendar of Events

Networking

ComfortTech Conference

Sept 4-8, 2001 Nashville, TN

EAI Executive Meeting

Nov 8-10, 2001 San Diego, CA

ACCA Conference

Feb 27-Mar 2, 2002 Kissimmee-St. Cloud, FL

EAI Manager's Meeting

May 16-18, 2002 Cincinnati, OH

Orientation

Member Orientation: On-site Classroom (Follows Principles of Excellence Offerings)

Sept 15, 2001	Cincinnati, OH
Oct 13, 2001	Cincinnati, OH
Nov 17, 2001	Cincinnati, OH
Dec 15, 2001	Cincinnati, OH
Jan 19, 2002	Cincinnati, OH
Feb 16, 2002	Cincinnati, OH

Member Orientation: On-line Interactive

Aug 7, 2001	11am EST
Sept 4, 2001	11am EST
Oct 2, 2001	11am EST
Nov 6, 2001	11am EST
Dec 4, 2001	11am EST



May Meeting Wrap Up

The Manager's Meeting in Cincinnati, May 17-19, was a great training and networking opportunity for all of those that attended.

The training opportunities were some of the best and each session was well attended. Sessions like Mike Callahan's *Principles of Excellence*, Al Roach's *Problem Solving* and Jim Norris' *Communications: Dealing with Difficult Issues* were new to many of the attendees and were very well received.

The support from our Strategic and Purchasing allies was amazing. We had almost thirty booths and an abundance of knowledge and materials for the attendees to take home. Of course at each booth they also received raffle tickets for cash and travel prizes that were given away at our closing dinner. The winners of the prizes are as follows:

Cash Prizes

- \$1,000 - Marian Shoop
All Weather Heating & Air, Jonesboro, GA
- \$750 - David Partain
Stan's Heating & Air Conditioning, Inc., Austin, TX
- \$500 - David Partain
Stan's Heating & Air Conditioning, Inc., Austin, TX
- \$250 - Larry Williamson
Comprehensive Energy Services, Altamonte Springs, FL
- \$100 - Jeff Somers
Monsen Engineering, Fairfield, NJ

Travel Packages

(Compliments of Capital Marketing Concepts)

- Cruise - Larry Gabris
Hill Services, Inc., Memphis, TN
- Ultimate III - Antoinette Coupe
Oliver Heating & Air, Morton, PA
- Ultimate Sports Trip - Travis Hull
Air Systems Engineering, Tacoma, WA
- Executive VIP Trip - John Sole
Air-Temp Mechanical, Inc., Cleveland, OH
- All-American Trip - Patrick Smith
R.N. Smith Sheet Metal, Inc., Lancaster, OH

Overall, the meeting provided a great deal of networking opportunities along with training and a good time. Spread the word by way of MentorNet and mouth, as to the benefits and perks of attending the Manager's Meeting.

We hope to see all of you back next year! •

Employment Problems? Shortage of qualified help? Don't know how to reach the masses?

Let Excellence Alliance help you in your search.

The combination of EAI and *the News* offers the service of pre-screening candidates and resume review with the national exposure your company requires for attaining experienced people.

Using these ads can help you:

- Access trained, skilled and experienced recruits
- Find recruits who are looking for a career path
- Attract recruits from a broad spectrum of applicants current with industry advancements and certifications

Having EAI place your ad in *the News* is a constructive, cost-effective way to use your EAI allowances.

Consider EAI and *the News* the next time you are about to call your local paper to place your ad.

Contact EAI Human Resources (877) 439-2462 toll free •



Welcome Nate Patrick Wilmink!

The newest addition to the EAI extended family!

Jeff and Krista Wilmink adopted Nate from Satu Mare, Romania. Nate came home to Cincinnati on May 22, 2001. He is happy, healthy, curious and cute as a button!

Congratulations Jeff, Krista, Nick, Noah & Nate! •

Excellence Alliance Staff Members and Office Locations

Excellence Alliance Inc.

Cincinnati International Airport
2365 Progress Drive, Hebron, KY 41048
1-877-463-2392 Fax: (859) 334-6601

Donald Schmitt (859) 334-6612	Chairman/Finance dons@eaginc.net
Jeffrey Wilmink (859) 334-6600	President/CEO jeffw@eaginc.net
Eric Kuns (859) 334-6620	Executive Vice President/COO erick@eaginc.net
David Schulte (859) 334-6640	Vice President - Operations davids@eaginc.net
Matt Fuhr (859) 334-6610	Vice President - Finance mattf@eaginc.net
Jim Graening (859) 334-6630	Vice President of Sales and Marketing jamesg@eaginc.net
Bob Newton (859) 334-6628	Strategic Allies Manager bobn@eaginc.net
Tim Wiley (859) 334-6622	Education Manager timw@eaginc.net
Shiloh Edmondson (859) 334-6606	Marketing/Communications Manager shiloh@eaginc.net
Jeanette Daunt (859) 334-6626	Human Resources Manager jdaunt@eaginc.net
Scott Marjason (513) 784-1100	Information Services Manager scott@insigniainc.com
Shannon Poe (859) 334-6650	Accounting Coordinator shannonp@eaginc.net
Angela Stickley (859) 334-6618	Operations Coordinator angelas@eaginc.net

Excellence Alliance Inc.

1580 Logan Street, Suite 300, Denver, CO 80203
1-877-791-9100 Fax: (303) 813-0017

Jim Norris (303) 813-0012	Chairman/Membership jimn@eaginc.net
Amy Dunn (303) 813-0012	Operations Manager amyd@eaginc.net
Stephanie Roessig (303) 813-0012	Operations Coordinator stephr@eaginc.net

Excellence Alliance Foundation

Cincinnati International Airport
2365 Progress Drive, Hebron, KY 41048
1-877-439-5327 Fax: (859) 334-6601

Vicki Yorio (859) 334-6624	Director vyorio@eaginc.net
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Excellence Alliance ServiceNet

Cincinnati International Airport
2365 Progress Drive, Hebron, KY 41048
1-877-324-3444 Fax: (859) 334-6601

John Durham (859) 334-6604	Excellence Manager johnd@eaginc.net
Scott Hoel (859) 334-6616	Customer Operations Manager scottth@eaginc.net
Randy Schlosser (859) 334-6608	Contractor Operations Manager randys@eaginc.net

Quest for Excellence is a publication by Excellence Alliance, Inc., a membership organization of independent residential and commercial mechanical contractors. If you have a story or information that you think should be included, please email it to: shiloh@eaginc.net. To send requests for duplicates or to be removed from our mailing list, please email your request to: shiloh@eaginc.net.