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December/January 2000

Member Profile: Entek Corporation/B&B Air Conditioning & Heating

Location: Longview & Vancouver, WA
Employee Count: 60 employees
Founded: 1946
Niche: Design/Build and Commercial Industrial Work

Having been in the industry since 1972, Bill Boehm, President/CEO has a great deal of wisdom and experience to share. At the crux of his company's success is Bill's willingness to learn and adjust to changing times and trends.

According to Bill, Entek/B&B is always working to give their employees a positive experience, something they can retire from and continue to learn and grow. "We were among the first service organizations to become drug and smoke free in Washington."

This meant implementing the somewhat unpopular mandatory drug testing which everyone submits to. "I'm even tested randomly as is the rest of the management." If someone fails, they can take advantage of an employee assistance program which provides access to counseling and other treatment programs.

"People's attitudes indicate how they'll treat people." Bill says of his hiring practices. Keeping good customers is partly about having a staff of "extremely good people that work well with them and meet their needs, in turn creating repeat business."

With his technicians, Bill and his team set up a Mentoring program about 3 years ago. Through this program each of the lead techs is assigned 3-4 younger techs to mentor. When one of the young guys has a question, they channel it through this contact first. Any questions from insurance to highly technical questions are handled by this main contact. The benefits are great for both the Mentor and the Mentoree.

This success is duplicated when all of the Lead Technicians meet each week to discuss what's working and any personality differences or any learning areas that need to be fine-tuned. "The program has been a Godsend for management because it spreads the responsibilities among many," Bill said.

They've just begun a similar program for installers. "It's also working very well," Bill reports.

Bill encourages business owners to stay involved with organizations like EAI and ACCA.

"I'm not smart enough to invent the wheel, but I know how to use it," he says of these opportunities. Through various contacts made at industry events and meetings, Bill has encountered many new ideas.

"The opportunity to be invited in [to other businesses] has been invaluable in gleaning great ideas." "It's a great way to reach the next level," he comments on his visits to others. And Bill welcomes anyone to come and visit his operation.

Finally, Bill pushes company owners to develop a philosophy. "Ours is simple: Get & Keep Customers." Bill indicates that everything they do or consider doing is evaluated against this principle. And he warns to never forget your internal customer. "They are just as important - if not more important. Keeping customers means making sure their needs are met. Good employees do this." •

Performance Guaranteed, What's Behind the Seal of Excellence

Chairman's Perspective

By Jim Norris
EAI Chairman/COO

Last month, at the Executive Meeting in Boca Raton, Excellence Alliance introduced a new marketing and performance program for EAI members. The program features a new, gold Seal of Excellence highlighting a performance guarantee that member contractors will offer to their customers.

The key elements of the Seal of Excellence are:

- Excellence:** Quality-driven delivery of products and services
- Alliance:** Select group of high-performance independent contractors
- Performance:** No mistakes - we do it right the first time
- Guarantee:** No Excuses - we stand behind our work 100%

Qualified Excellence Alliance members can display the Seal of Excellence on their vehicles, in their literature, and on their invoices and other paperwork. The Seal of Excellence is a visual reminder of what EAI members offer to their customers. It is a clear way for EAI members to differentiate themselves from other providers in the marketplace.

This is a terrific and innovative program - one that will enable EAI contractors to stand apart from the competition!

Customers in the marketplace today are seeking quality-driven service providers. From their perspective, HVAC/R contractors may all look alike. The fact that EAI contractors are committed to continual improvement of their operations and dedicated to providing superior service to their customers is generally invisible to the public.

EAI's Seal of Excellence program will make this commitment and dedication more obvious to all of our customers. It will result in more business and better business for EAI members!

We're all familiar with the Good Housekeeping Seal of Approval, as well as the Mobil and Michelin rating systems for hotels. These programs help consumers select products and places to stay. The Seal of Excellence will help homeowners and building owners select EAI contractors to work on their heating and air conditioning systems.

A byproduct of the Seal of Excellence program will be the beginning of "brand awareness" of Excellence Alliance in the public marketplace. As more and more EAI members adopt the Seal of Excellence and display it on their trucks and in their literature, more and more

consumers will become aware of our alliance of independent contractors and what each of our companies stands for.

It is important to emphasize that this branding is intended to supplement - not replace - the existing name awareness of EAI companies. The name recognition and business image of each EAI-member company will continue to be the bedrock on which each company's reputation rests. There is no plan or desire to change this.

The EAI Seal of Excellence program is designed to support and supplement that image and reputation.

The EAI Seal of Excellence will identify our select group



of independent contractors as part of a large, national cadre of companies that offer the "next level" of service to their customers.

When I lived in the Washington, DC area, one contractor painted, "We do it right the first time" on all of his trucks. This was a daily reminder to his technicians - and to his customers - of the company's pledge to provide quality service. It was a very effective message!

There is more to the Seal of Excellence program than imagery, however. Behind EAI's Seal of Excellence is a new and specific training program that EAI will present to top management of EAI companies during 2001. Initially, this training might be offered in conjunction with other EAI education programs. Ultimately, we may provide half-day training sessions to employees of member companies - right in their own locations.

Through this training, EAI will explain the Seal of Excellence program, identify specific processes contractors can implement to assure 100% customer

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PERFORMANCE - continued

satisfaction, and develop follow-up procedures to make certain that employees maintain the commitment to quality performance.

The goal is to help EAI-member companies establish an ongoing internal process to help office and field personnel deliver quality installations and service every time. The Seal of Excellence is a visual reminder to customers and employees of this process and it's result: 100% Performance Guaranteed!

A group of EAI members and staff are working on the new Seal of Excellence training program. Some of us developed

the Quality Improvement Process for ACCA and taught that process to hundreds of contractors. The Seal of Excellence training program represents the next step — an enhancement of QIP.

We will begin offering this training opportunity to EAI members as early as possible in 2001. Watch for it!

Finally, the Seal of Excellence program can only work if all of us use the seal in the same way all of the time and if we maintain the quality standards implicit in this symbol. We are creating uniform standards for use of the seal and establishing a consistent administrative system to manage its use.

We are very excited about this addition to the marketing support EAI provides for its members. The Excellence Alliance Seal of Excellence is a bright beginning that will lead to prosperity and growth for all of us in 2001! •



National Meeting Wrap Up

Training, Networking, Foundation Activities Highlight EAI's National Executive Meeting

More than 250 people, representing 75 Excellence Alliance member companies and 56 Strategic and Purchasing Allies participated in a very successful Executive Meeting in Boca Raton, Florida, November 16-18, 2000.

There was a strong emphasis on training opportunities at this year's meeting. Specific workshops were presented on:

Qualifying Sales Opportunities - Wendell Bedell

Effective Credit Checks - Dun & Bradstreet

How Contractors Can Use the Internet - Jim Norris

Managing Self-Directed Work Teams - Eric Bindner

Working with Utilities - Mark Hawks

Enhancing Internal Customer Satisfaction - Mitchell Cropp

Developing a Credibility Statement for Your Company - Pal Raygor

Special thanks go to EAI members Eric Bindner, Mitchell Cropp, and Mark Hawks for their presentations on innovative programs they're using in their companies. Additional workshops focused on several new or enhanced EAI products and services:

- REP: Residential Excellence Program - an "in the field" residential sales tool (automated)
- CEP: Customer Excellence Program - an internal training program to assure customer satisfaction
- PEP: Performance Excellence Program - the new, enhanced edition of EAI's commercial service agreement sales software

All of these workshops were extremely well-received. Many members commented that they were going home with new insights into their business and new ideas they could use.

Fifty-six Strategic and Purchasing Allies participated in the exhibit booth session during the meeting. The exhibits gave contractors a terrific opportunity to visit with vendors and learn about new products and services these providers offer exclusively to EAI members.

This was a very-well attended, very active session!

The Excellence Alliance Foundation held its first official event - a night of dining and "gambling" aboard a magnificent, 55' yacht on the intra-coastal waterway. This fabulous and thoroughly enjoyable event raised \$25,000 in contributions to the new Foundation! Of course, all of those funds will be turned into scholarships for young people entering the HVAC industry.

With plenty of social events, information exchange was the highlight of the meeting. No one missed out on the chance to share ideas and experiences with fellow EAI members. In fact, some of these networking sessions went on until the wee hours of the morning!

Final analysis: The 2000 National Executive Meeting was one of the most enjoyable, most informative and valuable events in the history of EAI.

When you get your new 2001 calendar, circle November 8-11, 2001. Those are the dates of EAI's 2001 Executive Meeting at the Hotel Del Coronado in San Diego. •

also, see Award Winners - page 4

Have you sent EAI your ACCA registration?

We've negotiated a special savings deal for all EAI members. If you're planning to attend the ACCA convention in Las Vegas, be sure to send your registration to 303.813.0017 for special processing before January 22!

When we receive your registration, we'll add you to our list which allows you to take advantage of the "Group Rate" of \$520.00 for the entire conference. As in year's past, we'll also be sure to send you an invitation to our special Hospitality Suite. That way you'll have the opportunity to network with EAI members at this industry function. •

Training Schedule & Calendar of Events

HVAC/R Commercial Service Agreement Sales Program

Jan 22-26, 2001	Cincinnati, OH
Mar 26-30, 2001	Denver, CO
May 28-Jun 1, 2001	Cincinnati, OH
July 23-27, 2001	Denver, CO
Sept 24-28, 2001	Cincinnati, OH
Dec 3-7, 2001	Denver, CO

Residential Sales Skills Program

Apr 2-4, 2001	Denver, CO
May 21-23, 2001	Cincinnati, OH
Sept 17-19, 2001	Denver, CO
Oct 29-31, 2001	Cincinnati, OH

Leadership Retreat 2000

Feb 5-6, 2001	Denver, CO
Mar 5-6, 2001	Cincinnati, OH
Apr 9-10, 2001	Denver, CO
May 14-15, 2001	Cincinnati, OH
Sept 10-11, 2001	Denver, CO
Oct 29-30, 2001	Cincinnati, OH

Strategic Sales Management

Apr 16-17, 2001	Denver, CO
Jun 18-19, 2001	Cincinnati, OH
Sept 10-11, 2001	Denver, CO
Oct 22-23, 2001	Cincinnati, OH

Marketing Management

Apr 18-19, 2001	Denver, CO
Jun 20-21, 2001	Cincinnati, OH
Sept 12-13, 2001	Denver, CO
Oct 24-25, 2001	Cincinnati, OH

Note: As indicated, 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. •

Managers: Save the Date

In response to comments from many members, we've re-formatted our Spring meeting. It's an opportunity for your first and second tier management to get together for a little networking.

After a general meeting, manager's will be able to break up into smaller groups to attend sessions ranging from Improving Communication Skills or Business Writing workshops to implementing the newest version of the PEP program or Testing Your Safety Program.

In short, the 2-day session is geared as a hands on learning forum to enable more of your key people to use EAI programs and services channels, and allow your management team to connect with other quality manager's to facilitate a better network for solving issues and problems.

The meeting will be held in Cincinnati May 18 and 19. Additional information will be sent to you after the first of the year - but notify your managers to keep those days open! (For more information contact the Denver office: 877.791.9100.) •

It's part of your membership... Free Online Training

Members can now receive on-line training at no additional cost. It's one more benefit to help you develop your greatest asset - your people.

These high-impact competitive development programs can assist your employees in obtaining ongoing education and training - providing you and your company with a sustainable competitive advantage.

Encourage as many of your people to participate as you wish. It's a cost-effective way to train a widely dispersed workforce. It allows you flexibility and scheduling convenient to everyone. And ongoing learning improves retention - and the self-esteem - of your employees. Below is a partial list of the programs available.

Computer Proficiency -

- Windows file and disk management
- Introduction to Microsoft Word
- Introduction to Microsoft Excel
- Introduction to Microsoft Access
- Business Communications Using E-Mail

Production & Inventory Management -

- Materials Management Overview
- Forecasting and Master Production Scheduling
- Principles of Inventory Planning and Control
- Material Requirements Planning & Capacity Management
- Manufacturing Excellence
- Operations Scheduling and Shop Floor Control
- Advanced Topics in Materials Management

Basic Supervision Certificate -

- Transition to Managerial Work
- Communication
- Motivation
- Conflict Resolution and Problem Solving
- Interpersonal Skills for Managers

Certificate in Project Management Principles -

- Introduction and Overview of Project Management
- Planning, Executing and Controlling
- Project Management Techniques
- The Human Element
- Putting it all Together - Sample Project

Customer Service -

- Overview of Marketing and Sales
- Customer Identification, Definition and Expectations
- Winning Customer Service Techniques

Manufacturing Excellence -

- Manufacturing Strategy and Support of the Multinational Manufacturing Enterprise
- Supply Chain and Logistics Management
- Introduction to Total Quality
- Overview of Marketing and Sales
- Financial Planning
- Purchasing Fundamentals
- Overview of Project Management
- Strategic Planning and General Management

For more information about these courses, visit us at www.excellencealliance.net, click the Excellence Alliance University icon and choose the Online Courses link. For more information on this benefit, call Tim Wiley at EAU: 800.880.7235. •

EAI Refocuses on Growing the Membership

Growing the membership has never been as important as it is right now. That's because we've established some pretty aggressive goals for the next several months. And we need your assistance in achieving them.

In September we announced our new policy regarding how we'd be finding and recruiting new members. (You may remember the letter you received from Jim Norris, Chairman, with an explanation of your territory and classification.) Now that we've made any necessary changes, we're launching a huge recruiting campaign to build the strength of the network.

If you've been pleased with your membership, why not tell us about a prospective member from your MIX group, or maybe even someone in your market. As we begin to promote the Seal of Excellence campaign, it's more important than ever before that we have quality contractors in every major market.

In the next few months, we're concentrating on the Pacific Coast and Midwestern States. If you know of a quality contractor in this area, please email Amy, at amyd@eaginc.net, the contact name and company name, address and telephone number. We may use your name if you give us permission, and we'll keep you informed as to the progress. Or call Amy at 877.791.9100. •

New Purchasing Allies: Baltimore Air Coil, Wells Fargo & United Staffing

Baltimore Air Coil

Baltimore Aircoil Company (BAC) is widely recognized as the world leader in the design and manufacture of cooling towers, evaporative condensers, closed circuit cooling, and thermal storage systems. With their easy-to use software providing equipment selection and rating data, layout recommendations, sound data and other information, it's easy to select the best product for your customer.

The new EAI agreement with BAC provides members with an annual volume incentive of 1/2 % for the first \$1 million in total sales by EAI members and 1% for all sales above \$1 million. All BAC products, including parts, are part of this agreement as long as they are invoiced directly by BAC.

Wells Fargo Financial

This agreement enables residential contractors to provide attractive financing for customers. The program includes competitive rates, special term promotions, \$0 down payment, simple application forms and approval processes.

This program offers ease and convenience through this private label retail charge program. This is a program that you need to apply to use - call Melanie at Wells Fargo Marketing Department at 800.545.3550 and mention you're an EAI member.

United Staffing of America

A leading Professional Employer Organization, this new agreement allows you to take advantage of one of the finest PEO programs available. With this "co-employer" relationship, you gain more time to grow your business as well as access to a host of benefits:

Customized Plans

- Improved employee morale and reduced turnover
- Administration of OSHA, INS, EEOC, ADA and FMLS provisions
- Access to Fortune 500-style benefits at affordable costs
- Advice to manage labor laws, hiring and termination issues
- Administration of unemployment, workers' compensation, benefit plans, COBRA and payroll

If you use this service, you write one check per pay period and turn over the management hassle to a qualified professional.

To find out more about these new arrangements or to inquire about identification of new Purchasing Allies, contact David Schulte, VP/COO EAS at 877.463.2392. •

Employee Volunteerism Are you aligned with a cause?

It's the season to give. Many worthwhile organizations are soliciting your time, attention and donations. If you inform your employees or publicize your gifts in a newsletter, you could be sending strong positive messages to prospective employees.

A recent study released by Cone, Inc. concludes that American corporations are supporting causes in part to help attract and retain qualified employees - and workers are responding.

According to the 2000 Cone/Roper Executive Study, 85% of corporations surveyed said they supported charitable causes as a way of strengthening employee loyalty. Eighty-two percent reported that they aligned themselves with various social issues to improve their image in the eyes of potential employees.

In a supplementary poll conducted last month in conjunction with Opinion Research, 76% of Americans report they would likely choose the company that supports a cause close to their heart over one that didn't if they were offered two jobs similar in pay and responsibilities.

So, what sort of messages are you sending this giving season?

Cone, Inc. is a Boston-based consulting firm that develops and implements cause-related marketing programs in consultation with the Harvard Business School Social Marketing Task Force. •

Consulting Services Reorganized Under EAU

Future consulting services offered to EAI members will be coordinated and administered through the Excellence Alliance University.

This action follows the resignation of Mike Hajduk from the Excellence Alliance staff. Mike has taken a lead position with a new company that recently purchased the flat rate pricing system originally developed by Callahan/Roach Products and Publications.

Hajduk described his new position as an "opportunity that was too good to pass up." EAI members and staff wish Mike Hajduk well in this new venture.

Wendell Bedell, President of EAU, is building a cadre of industry professionals who will provide specific consulting services to EAI members. These professionals will include EAI members with specific company operating expertise, as well as consultants who have been effective in working with independent HVAC/R contractors.

"This new approach will enable us to tie consulting services more directly to the training we offer through the University," Bedell stated. "In addition, we will have the opportunity to offer a much broader range of consulting services to our members in the future."

EAI members will continue to be able to use earned allowances to pay for these consulting services. Additional details on the new consulting offerings will be provided to EAI members as they become available. •

EAI 4th National Meeting Award Winners

Founders Awards:
 Strategic Ally Award - Manufacturer -
 The Trane Company
 Strategic Ally Award - Distributor -
 Watsco, Inc.
 Strategic Ally Award - Supplier -
 Cintas Corporation
 Donald C. Schmitt Mentor Award -
 James P. Norris
 Neil J. Quinn Partner Award -
 Equiguard, Inc.

William K. Flynn Advisor Award -
 Dan Summe
 Shining Star Award -
 Elliott Heating & Cooling, Inc.
 James P. Norris Visionary Award -
 Brian Kottcamp

(shown accepting award: Charlie Elliot - Shining Star Award and Brian Kottcamp - James P. Norris Visionary Award)



Mechanical Contractor of the Year

Northeast Region -
 Thayer Corporation
 East Central Region -
 Temperature Service
 Company, Inc.
 Southeast Region -
 Mallory & Evans Service, Inc.
 North Central Region -
 Baete Forseth, Inc.
 South Central Region -
 Scottco Mechanical, Inc.
 Western Region -
 Entek Corporation



*EAI Mechanical Contractor of the Year -
 Thayer Corporation
 (shown accepting award: Dan Thayer)*

Residential Contractor of the Year:
 Northeast Region - Rodenhiser Plumbing & Heating
 East Central Region - Beaudry Heating & Cooling
 Southeast Region - Busby's Heating & Air Conditioning
 North Central Region -
 Bonfe's Plumbing, Heating & Air Service, Inc.
 South Central Region - Tempo Mechanical
 Western Region - Air-Tro, Inc.

*EAI Residential Contractor of the Year -
 Tempo Mechanical
 (shown accepting award: Kerry Hovland and Catherine Smith)*



Member of the Year:
 Northeast Region -
 Cropp Metcalfe Air
 Conditioning & Heating
 East Central Region -
 Burton Sheet Metal, Inc.
 Southeast Region -
 Parker's Heating & Air
 Conditioning, Inc.
 North Central Region -
 Jerry Kelly Heating &
 Air Conditioning, Inc.
 South Central Region -
 Bodine Scott Air
 Conditioning Company
 Western Region -
 Olson Energy Services



*EAI Member of the Year -
 Olson Energy Services
 (shown accepting award: Edd Olson)*

**EAF Casino Night
 Sponsor - Trane**
 1st Place - Steve Miles
 2nd Place - Tom Gabrielson
 3rd Place - Bob Larkin
 4th Place - Nelson Bender
 5th Place - Cathy Flynn

Kevin Rooney Invitational Golf Tournament
 Longest Putt - Bill Flynn
 Longest Drive - Diane "Boom Boom" Fort
 Closest to the Pin - Rob deWit

First Place Team

- 1) Ed Hromcik
- 2) Greg Arant
- 3) Rob deWit

Second Place Team

- 1) Matt Yorio
- 2) Bill Flynn
- 3) Tom Joyce
- 4) Kimberlee Richard

Third Place Team

- 1) Bruce Rasmussen
- 2) Charlie Elliott
- 3) Kurt Streule
- 4) Greg Nicholson

Wendell Bedell Invitational Fishing Tournament
 Biggest Fish - Tony Davis - 86" Sail Fish
 Best Fish Story - Wendell Bedell - 17 Fish Caught
First Place Team

- 1) Wendell Bedell
- 2) Tony Davis
- 3) Eric Monson
- 4) Kerry Hovland
- 5) Steve Jordan
- 6) Jennifer Williams

Excellence Alliance Staff Members

The Cincinnati office proudly welcomes: Nicholas Korn, Marketing Manager; Shiloh Edmonson, Communications Manager and Angela Stickley, Operations Coordinator. Also, Jeanette Daunt has been promoted to Excellence Alliance Personnel's Operations Manager.

Amy Dunn, former Human Resources Manager has moved to Denver to begin her new role as Member Relations Manager.

Excellence Alliance Group Cincinnati, OH 877.463.2392

Jeff Wilmink, President/CEO
 Shiloh Edmonson, Communications Manager
 Nicholas Korn, Marketing Manager
 Scott Marjason, Information Services Manager
 Matt Fuhr, Operations Manager
 Shannon Poe, Operations Coordinator
 Angela Stickley, Operations Coordinator

Excellence Alliance, Inc. Denver 877.791.9100

Jim Norris, Chairman/COO
 Denise Leal, Operations Manager
 Amy Dunn, Member Relations Manager

Excellence Alliance Personnel Cincinnati, OH 888.463.2392

Jeanette Daunt, Operations Manager

Excellence Alliance.Net Columbus, OH 877.324.3444

David Barnes, President/COO
 Randy Schlosser, Contractor Relations Manager
 Scott Hoel, Customer Relations Manager
 Julie Tomblin, Operations Manager
 Valerie Hiduk, Operations Coordinator

Excellence Alliance University and Consulting Boston, MA 877.439.4677

Wendell Bedell, President/COO
 Mary Kiriakakos, Operations Manager
 Tim Wiley, Education Manager

Excellence Alliance Services Cincinnati, OH 877.473.7392

David Schulte, Vice President/COO
 Bob Newton, Operations Manager

Excellence Alliance Foundation Cincinnati, OH 877.439.5327

Vicki Yorio, Director •

New Member Welcome

During the months of October, November & December, we proudly welcomed the following new EAI members:

- St. Cloud Refrigeration, St. Cloud, MN
- Hill Services, Memphis, TN
- Total Comfort of Wisconsin, Pawaukee, WI
- Roth Heating & Cooling, Canby, OR
- Custom Air Conditioning, Westerville, OH
- Fahnstock Heating & Air Conditioning, Inc., Wichita, KS
- Hutchinson Heating Cooling Plumbing, Cherry Hill, NJ
- Air Ideal, Inc., Mineola, NY
- Northern Weathermakers, Northbrook, IL
- Frymire Engineering Company, Inc., Dallas, TX •

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: denisel@eaginc.net. To send requests for duplicates or to be removed from our mailing list, please email your request to: denisel@eaginc.net. •