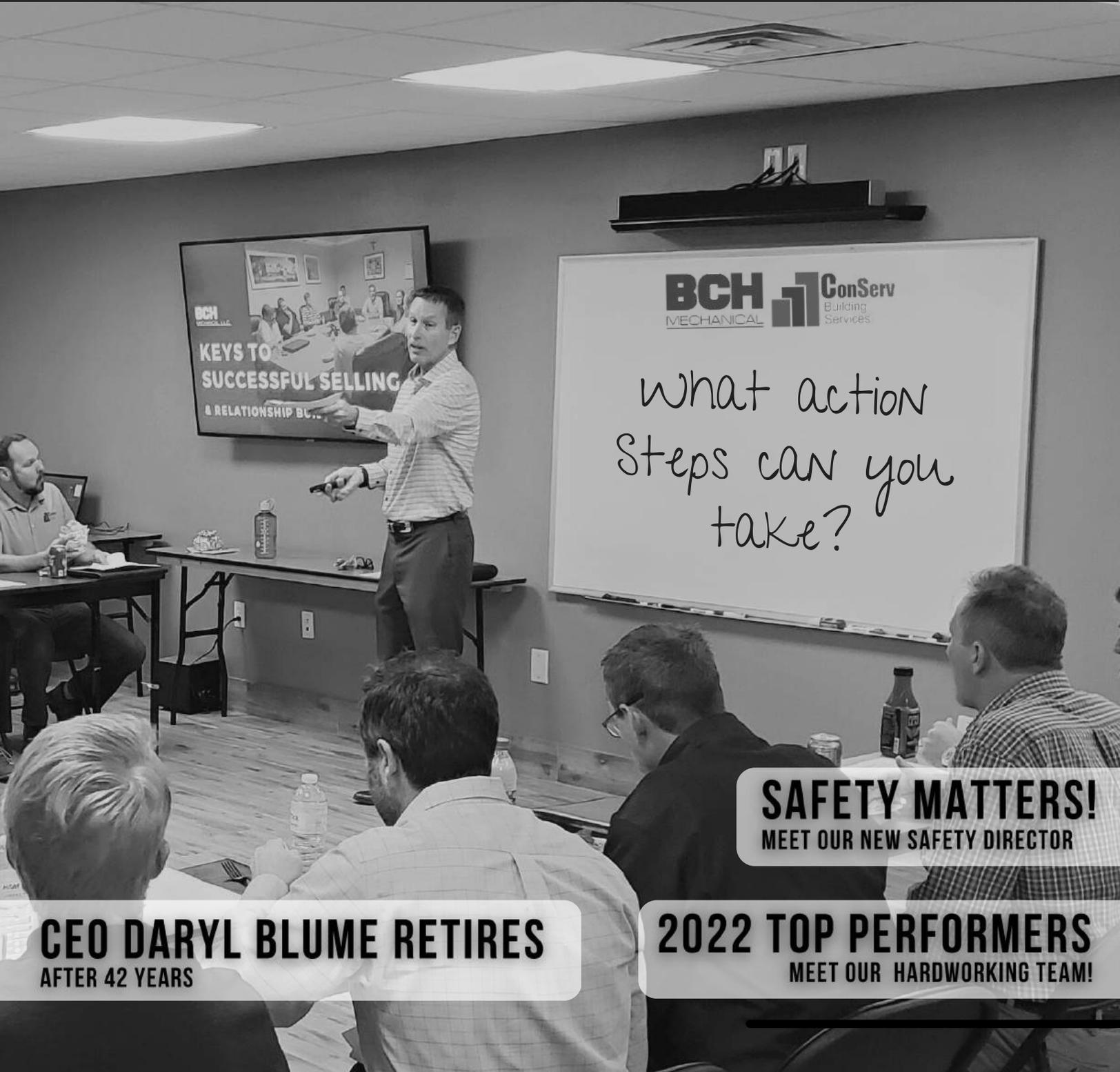


THE BUZZ

The Newsletter of BCH Mechanical & ConServ Building Services



BCH MECHANICAL **ConServ** Building Services

BCH MECHANICAL
KEYS TO SUCCESSFUL SELLING
& RELATIONSHIP BL...

What action
Steps can you
take?

SAFETY MATTERS!
MEET OUR NEW SAFETY DIRECTOR

CEO DARYL BLUME RETIRES
AFTER 42 YEARS

2022 TOP PERFORMERS
MEET OUR HARDWORKING TEAM!

BCH MECHANICAL, L.L.C.

Daryl Blume
CEO

John Fields
President

Dan Allen
Vice President - Operations

Brian Wilkinson
Vice President - Sales

Travis Lau
Vice President - Preconstruction

Carmandy Garber
CFO

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BCH Mechanical, L.L.C. is a mechanical contracting company, established in 1976, specializing in HVAC, plumbing, piping, medical gas, sheet metal, and service.

CONSERV BUILDING SERVICES, LLC

Brad McIntire
President

Ed Berry
Executive Vice President

Jason Morris
Vice President - Operations

Brian Powers
Vice President - Sales

Zori Cordero
Vice President - Administration

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ConServ Building Services, LLC, a division of BCH Mechanical, provides commercial HVAC-R services throughout the Southeastern U.S. Expanded services, such as plumbing, electrical, test & balance, and general maintenance, are offered at select locations.

DARYL BLUME RETIRES AFTER 42 YEARS!



Where did the 42 years go? It seems like yesterday, my brother picked me up from my graduation after convincing me that the mechanical contracting business could change my life. So right he was! I will forever be thankful for his persistence to "give it a year at BCH" and then decide on my life's potential direction.

My first day at BCH was the Monday after the Skyway bridge disaster on May 9, 1980. I was tasked to help crews finish a skating rink project in Sarasota and with only half the bridge open due to traffic and the body recovery effort still going on, it was an eerie and memorable first day of my career at BCH.

Auspicious Beginnings

Within the first year of employment, I managed to dump a rooftop unit that I was transporting to Miami on the interstate, after jackknifing in a rainstorm, and was pulled over at gunpoint, after driving through an open gate at a high-security General Electric facility in Largo. It was quite an auspicious start, but after one year I was convinced that the potential was there. It was those early years in the field that left an indelible mark of who really gets the jobs done. Sure, sales, engineering, project management, and financial aspects are key, but if you have a field team who believes in the company's goals and mission, you can move mountains and keep lots of customers coming back for more of the same stellar service.

This was my first revelation that "relationships" inside and outside the company would be the key to a successful business. Developing camaraderie, a team culture, and always being in the recruiting mode for like-minded associates with skill sets we don't have and/or complement what we do have to grow strategically and effectively. What started in the early years and grew, was a customer-centric mindset pervasive throughout the organization.

The Early Days of BCH

One of the first new additions after me was Ed Berry, who had just wandered over from Pinellas Park HS. Ed has now joined me in the 40+ year tenure camp. Early on, he displayed the unique skills of being able to fix any type of unit, dissect control systems, and solve electrical and air balancing issues along the way. Not long after Ed, Jimmy Johnson joined the ranks. Jimmy was a basketball buddy looking for summer employment, but after running a project on his own he was recruited to stay by the end of the summer. Jimmy was unique in displaying his no-nonsense, unbridled knack of just getting things done and loyally bleeding BCH blue. The Ed/Jimmy relationship also blossomed over the years as they became the FODS

(Friends of Daryl's) weekend team. They often did up to ten new and replacement systems annually at the personal residences of friends, clients, and extended families (since we focused on commercial and did not want to take our regular crews out of the day-to-day, which we were usually precariously balancing). Jimmy and Ed provided that extra unique service that kept our customers and friends knowing we were always there for them.

Growth was rapid during the '80s and by 1990, we were up to over 100 associates as we added on expertise to do plumbing and sheet metal. With the addition of our new automated sheet metal, we took a major step toward being a full-fledged mechanical contractor to be reckoned with. I was trying to learn from every available resource at this juncture of my career. I went back for an Executive MBA and listened to the masters in the personal growth field of development. This included Zig Ziglar, Tony Robbins, Earl Nightingale, Brian Tracy, Tom Hopkins, and so many others, that helped transform me. Brian Tracy said one time, "you can get another advanced degree just by listening to motivational and educational material every day on your commute". Another unlikely source was a man named Glenn Nations, who was our sales representative from Tampa Bay Trane. He took a liking to this young eager kid who would spend hours teaching me psychrometrics and engineering and was the first to open my eyes that the design engineers have one way of doing the job and to ask, "What are the other options?". Another valuable lesson that Glenn epitomized, is to give yourself to others and good things will happen. We went on to be the top-selling mechanical contractor with Tampa Bay Trane for over 20 years.

With the addition of key staff to add expertise, we rapidly became one of the "go-to" mechanical contractors in the area, doing jobs like Citicorp, Transitions Optical, and the Florida Aquarium. The likes of Jon Preiss, Mike Sherron, and Jeff Nichols were growing sheet metal, taking the newly minted Express Metals division to new heights. Plumbing and piping growth was also at a rapid pace, with Larry Loux and Bill Whelan leading the Pyramid Plumbing division.

Creating a Successful Business Model

The successful model of breaking divisions down into separate entities and giving a vested interest to the leadership with the simple goal to obtain 50% of the business outside the BCH envelope, proved wildly successful. Put simply, sell to other mechanical and plumbing contractors and have them hire us directly to do a piece of the project. Hence, Poole and Kent and Southeast Mechanical (the powerhouses in our market in the 90s) became top customers for Express Metals and Pyramid Plumbing. Even after losing a bid to them, we were often able to still secure a portion of the contract. With our unparalleled service, they had the confidence to not only use us, but prefer us even though we still did compete in some cases. I was amazed at first, but learned firsthand we had mutual goals; providing superior service to our customers and believing how you got there was less important. It reminded me of competing against my best friend in high school basketball, when even though we both wanted to win the game, we could still be friends no matter the outcome and play pick-up games on the same team the weekend later.

The Birth of ConServ Building Services

Also in the early '90s, was the inception of ConServ Building Services. Before then, service was my responsibility. This meant sending out a service proposal or two, once a week on a completed project and managing a department of two technicians. With the new plan of separating service as their own profit center and the hiring of Terry Edwards - a young, eager engineer - ConServ was born. He was the perfect, energetic addition. He was willing to be mentored, grow with the company, push the status quo, and use a more transparent approach with the team. New ideas and new enthusiasm were the elixirs for me and others, pushing us, even more, to raise the bar on what could be done. When he left to start his own business 10 years later, ConServ was an established, profitable entity with an excellent foundation of retail and locally owned clients and a stellar group of service technicians. When Brad McIntire, who had been hired a few years prior and then relocated to Miami to organically grow ConServ, agreed to come back to Tampa Bay, ConServ Building Services (CBS) was ready to take the next step under his steady guidance. A few years later, Ed Berry moved over from construction, enabling Brad to move back to South Florida, and CBS continued to evolve into a statewide service provider.

In the later stages of the '90s, a young accountant came on board, John Fields. He was a smart, complimentary addition to the growing accounting team as the number of billings grew dramatically. This was due to the growth of service and construction as well as new divisions creating separate entities, all with separate financials. In this same time period, we started Engineering Concepts, another division led by David Bess, to provide full engineering services. David was by far our most intellectual and analytical member of the team and carried on the tradition of growing our expertise and further complementing our offerings. We could now provide cradle-to-grave, full mechanical services from the inception of an idea on a new project to the maintenance for the life of a building.

BCH and TECO Energy

As the decade closed, my brother Steve sold the business to TECO Energy and the honeymoon was short-lived. Enron imploded, and the growth of utilities through diversification quickly fell out of vogue. TECO put the brakes on expansion. We were cast aside with a performance contracting division at TECO called BGA, to muddle through the market malaise, and suddenly soured on the business model. Trying to grow at all costs, they sold projects all over the Southeast based on marginal payback analysis to fund the projects, often disregarding our estimate of the expected cost to do the work. This led to numerous losses on projects, and tensions mounted. We had five very lackluster years of performance as part of TECO, and several defections ensued due to mounting frustration. In the summer of 2004, when they announced they were going to divest from all non-utility divisions, we had hopes of resurrecting the magic, albeit with some new players and a new direction, if we could only buy the business back. Fortunately, John Fields and I maintained a strong relationship with key TECO personnel and when they could not find any suitors at their desired price point, we were able to purchase the full operation back. John was able to orchestrate payback primarily out of cash flow and purchased tax credits that ultimately guaranteed limited tax liabilities on earnings for years to come. With the dark clouds lifted, in January of 2005, we were now poised for an exciting next phase at BCH.

A New Chapter for BCH

Dan Allen also became part of the resurrection. I had met him as one of the potential buyers and he ultimately joined as a partner and to lead operations. Dan came with over 25 years of union construction background in Chicago and quickly established a new culture and was able to coerce his former right-hand man, Joe Downs, to follow. Dan, with his keen ability to identify field issues, kept the team unified in challenging situations and was the missing piece we were lacking since I was more sales and business focused. With key field operations leadership in place like Dan, Joe Downs, and Mike Sherron, we were able to grow again. Though the initial plan was to take a step back and focus on a 100-mile radius, reduce revenue and focus on profitability in construction, within the first month of 2005, we secured a major addition at Tampa General Hospital for over \$20M, far exceeding our largest project at that point. It began an 18-year stint at TGH, which is still running, including an amazing relationship and several hundred projects. The plan to move slowly in construction was no longer an option as we needed to gear up.

John's idea was to grow service, since margins and risks were so much less, hence what in earnest started with adding divisions like Electrical, Test and Balance, Controls, Plumbing, and General Services, working directly with owners. With Ed Berry now on the CBS side of the house, he had the skill sets needed to lead the expansion. Then, when Target needed help in Atlanta, Georgia, the plan then included expanding the HVAC service piece all over the Southeast. Over the next several years, ConServ grew to 10 states: Georgia, Tennessee, Alabama, North Carolina, South Carolina, Virginia, Texas, Alabama, Mississippi, and Florida (mostly through small acquisitions that we were then able to layer all of our existing national retailers on once we were established in the new markets). In 10 short years, ConServ grew from \$7M to over \$40M in revenue, and from 40 employees to over 200. After a few years, ConServ earned more profit than the construction; the plan to diversify risks had paid off in a big way.

The Addition of RoyalAire

A whirlwind of activity, to say the least, kept everyone running 100 miles per hour. Then one day, one of those friendly competitors called. Steve Schwersky from RoyalAire had a proposition; his company was in financial turmoil and he

needed to be bailed out of his financial situation. He wanted to exit the mechanical business and hand over his company to someone he could trust to save the business and his dedicated associates. With everything on our plate, it seemed like a foolish endeavor. It would be a further strain on our cash flow, but with what I saw and learned from the likes of our new stellar team, when you give them the tools and let them operate, this was another chance for me to give someone else a new opportunity.

The first and only call was to Mike Foley, another one of those stars to come on board in the '90s, but who became understandably disappointed during the TECO era. There was no way to jump into the RoyalAire challenge without someone I knew and trusted, and Mike was the right choice. Fortunately, we had stayed in touch and the ownership promises at French's Mechanical had not materialized for him. He jumped at the opportunity to not only run his own company but have a significant ownership stake. Hence, we had another company which did more schoolwork and plan and spec; an area in which BCH rarely competed. The new RoyalAire era began at about \$5M in revenue with a negative profit margin the first year and horrendous cash flow and grew into a \$25M division with margins well exceeding industry averages. Mike Foley, with his team of Rob Schwersky (Steve's brother, who remained) and Luis Galeano, not only stabilized the business, but took it to heights never expected. It was another step in my maturation, to serve in more of a mentor role and let Mike Foley lead his company how he saw fit. It worked out amazingly well and the future is still bright with the new team in place, led by Luis and Joe Dralus on the operations side of the house.

The Making of a Coach

Team dynamics, getting players in the right position to succeed, also served me well in my personal life. I agreed to coach basketball at Shorecrest Prep in my spare time, when our son Lucas was in the 7th grade in 2006. What started out as coaching the middle school team for a few months, led to a stint as Head Varsity Coach from 2009-2016, 10-years total of coaching, and a year-round commitment. Another tremendous personal growth period for me was in learning to delegate and turn over the reins of the company to more than capable team members and at the same time, asking for help in coaching from good friend Allen Williams, who had coached Lucas in travel basketball. We complimented each other in styles, and he became responsible 100% for Lucas, which saved us any relationship challenges. His looser style was a good balance to my serious, structured approach. District and Regional Championships and a State Final 4 appearance Lucas' senior year made it one of my most memorable periods. My daughter Sydney was a cheerleader for the team, and my wife Laure kept the book and provided psychological support to the players. We were able to mesh family time with sports and I was able to continue my experiment of delegating and empowering more than ever. We even took half of a warehouse building on the BCH campus and set up a temporary basketball gym in the summer of 2012, when our tenant moved out prematurely. Two remodels later, The Basketball Warehouse is our own non-profit to provide training and travel basketball for kids throughout the area. It has served many functions over the years, including larger business meetings and functions, 5:30 AM workout classes, and company dodgeball matches. It has been an integral part of the BCH history (and of mine) over the years.

The business continued to grow and prosper, even while my time at the office was reduced, helping me solidify my belief in working smarter. This included focusing on the "important but not urgent" and empowering others to be personally accountable and take action to develop their own amazing self. And in the off-season, walking next door to the Basketball Warehouse and putting on the whistle was the perfect means to wind down the day.

One of the individuals who shined during this time and his entire tenure at BCH (which is still going strong), is Brian Wilkinson. He also started in the mid-'90s, but circumstances had him exit and return twice. The last time he joined, he spent several months commuting from Jacksonville during the week while he sold his home, and his young kids were finishing their school year. He took up residency in the Blume household during the week and most nights was doing dishes after dinner and spending time helping Lucas work on his shooting touch and his first step on the basketball court. Brian's uncanny ability to make deep connections with seemingly everyone he meets, and his genuine caring demeanor have made him one of the stalwarts during BCH's growth and development.

The company continued to thrive in all areas of the business, due in large part to relationships built over the years. The construction customers changed slightly from year to year, based on the projects we landed and our shift in market focus. Customers included Moss Construction, Barr & Barr, Creative Contractors, Gilbane, DPR, Skanska, Beck, Barton Malow, Wehr, and so many others.

Joining the CSUSA Family

In 2017, knowing Sydney and Lucas had no interest in keeping the mechanical business in the family and with the other partners not ready to buy me out, we started considering other partners with similar cultures and visions for how the company could evolve. The clear best choice was Comfort Systems USA. Being the largest public company in the non-union mechanical space and operating in a decentralized business model, it was an obvious fit. We became part of the CSUSA family in April 2017.

The team at Comfort was as advertised from the beginning. Bill George, Brian Lane, and Trent McKenna (the senior management team) were there to help and provide support as needed but allowed us to keep “doing what we do” to successfully run the business. You would never know they run a public company with over \$4B in revenue due to the fact that they are so lean and let the companies do their own thing. Comfort provides “best practices” and has a fantastic training arm led up by Ray Bushfield, but the rest is still up to us. I can confidently say after 6 years, we have the best partner we could have hoped for to help the team navigate the road ahead.

New Horizons to Conquer

For me, the only thing left was my succession plan and how I could transition from a boss/manager role to coach mode. Initially, I just went on like normal and continued to try and hire future leaders like TJ Hemphill, Brooke Papa, Tyee Johnson, and Brady Grimm, to name a few (the latter two whom I had coached in basketball). This next generation of young, eager, smart, talented players could push the company to new heights but I knew deep down I still needed to work more on myself. Admittedly, that was the most daunting challenge of my career. In making the commitment I needed to change my style and learn a new way to deal with leadership from more of a coaching perspective, I have slowly transitioned and learned new skills. Now being 65, I guess I am proving it is never too late to learn something new and I have a newfound energy to build upon.

With that personal transformation, I have created a new role for myself at the corporate level to provide Executive Coaching and develop sales classes, a couple of pieces that were missing in the corporate offerings. So, as I exit the day-to-day of BCH, I will still be touching some BCH members through coaching and training, and expanding to touch the other 40 Comfort companies, and even companies out of our industry. So, something new and different but more relationship-driven than ever.

A Lifetime of Fond Memories

As I close, the last 42-plus years have been an amazing journey transforming me as a man, leader, and now, coach. None of that would have been possible without the leadership and mentorship of those who came before me, and during my time at BCH. The list and contributions to my evolution could fill a book including customers, subcontractors, and suppliers who have touched me in so many ways.

My wife Laure has been steadfast in her support, guidance, wisdom, and love every step of the way. My special kudos to the field members who will forever be the backbone of any construction team and deserve and have earned my utmost respect in my long career. I wish all the best to the entire BCH Family of companies and look forward to seeing them personally grow, thrive, and make a difference in the community through the opportunities afforded to us.

I thank everyone whom I have worked with from the bottom of my heart!

- Daryl Blume



SAFETY MATTERS!



MEET OUR NEW SAFETY DIRECTOR!

Jeremy Bendorf joined our team in November of 2022 as our new Safety Director! Jeremy has been a safety professional for 25 years, working in civil, General Contractor site safety and safety consulting. He is the husband of 23 years to Karen and the father of six sons - Jeren, Jaden, Jonah, Judah, Jaxon, and Kaleb. He enjoys coaching baseball at his local high school and working with underprivileged youth. We are excited to have Jeremy join our team, and we look forward to the value and knowledge he will bring to our team and our companies!

LET'S TALK ABOUT SAFETY CULTURE



Safety Culture: By definition, Safety Culture is the behavioral thumb print of a company. Every day we make choices about everything, from what we wear to where and what we eat. Our goal is to create a culture of safety first, near miss reporting, and root cause analysis reporting. As a community of departments, companies and people, one of the highest goals and thoughts we should hold tightly to everyday is the health and safety of our work family and the value and privilege of working for a company and leadership that's main goal and purpose is to provide a safe and healthy environment for each of us to strive in. We want to share knowledge and lessons learned to prevent incidents and accidents from occurring again. A

safe culture isn't the same as a Safety Culture, but you cannot have one without the other. We want each employee to feel safe reporting and speaking up when they see or witness an unsafe act or condition. When we feel safe and empowered to do this, then our Safety Culture will take on a life of its own and begin to flourish in new and exciting ways.

John Fields made a comment when we interviewed in October of 2022. John said, "Bendorf, we want to show our people that we value people over profit. We are not going to tell them they come first, we are going to show them they come first." Then he asked me if I could help get us to this point. This safety journey and culture is an exciting one. We ask you to get onboard with it. We want morning JHAs and Near Miss Reporting to be second nature to our day, just as clocking in and driving home safely. It must be a cornerstone in our safety foundation. How are you becoming part of the Safety Culture? Are you sharing observations? Are you reporting near miss actions or observations? Are you stopping unsafe acts, or do you turn an eye to a friend or co-worker to avoid unpleasant conversations. Our goal is to create a culture of empowered, educated and equipped people to be proactive and not reactive to their safety program. We want to build a "best in class" environment of safety on all aspects of what we do. This starts with leadership and ends with each of us, from all sides, all departments, and all people. **WE ARE SAFETY!**



NEAR MISS PROGRAM UPDATE



The Near Miss Hotline has been up and running with great success in 2022! To recap our progress, we had almost 700 near misses reported last year! A "near miss" is an incident that could have resulted in injury, death or property damage, but didn't. Reporting near misses identifies hazards that exist, prevents future injury incidents, and improves work methods and safety procedures!

We recently launched a new incentive for reporting near misses. Any time a near miss is reported, the employee receives a "Safety Scratch-off" for a chance to win \$100! This program ran from November 21, 2022 - December 31, 2022, and we received a total of 119 reported near misses reported!

So far, the winners from the Safety Scratch-offs are Michael Deau, Jonah Candoff and Yasser Pita! We want to remind everyone how important identifying and reporting near misses are for lessons learned and future safe work practices. Please continue to report any near misses you come across. Each one reported is making every jobsite a safer place.



ConServ

RUN FOR THE CUP 2022



TENNESSEE OFFICE WINS THE CUP!

ConServ Building Services created the "Run for the Cup" in 2013, with the thought of creating a friendly competition within the offices.

The process was to set obtainable goals and reward the office that could obtain or exceed those goals.

Upper management produced a list of several key items that we could measure and track for a 12-month period and assign point values being either positive or negative, based on the office performance. If above the goal, the office would receive one point and if below the goal, the office would receive a negative point. The metrics are shared with each office per month, and at the end of the 12-month period, the office with the most positive points is declared the winner.

Spreading Joy this Holiday Season



BCH Mechanical and ConServ Building Services hosted our 5th Annual Toy Drive, benefiting the Florida Dream Center. Pictured above are all of the toys our team donated – teamwork really does make the dream work!

Our Accounts Receivable team celebrated the holidays with a little quality time together and a dessert party - does it get any better?



BCH Mechanical and ConServ Building Services hosted our Annual Food Drive in November. We were able to collect 109 pounds of food! The food collected will provide 91 meals to the community. Thank you to Feeding Tampa Bay for working with us again this year!



2022 BCH MECHANICAL TOP PERFORMERS

- Cristobal Rivera
- Jorge Vazquez Acosta
- Leroy Pitts Jr
- Hans Reber
- Antony Acosta
- Raymond Brensinger
- Kenneth Mackenzie
- Elvin Rivera
- Calvin Wolfe
- Aaron Kistner
- Nickolas Filippou
- Guy Benjamin-Torres
- Jonathan Correale
- Justin Klein
- Joel Pool
- Urim Krosi
- William Petree
- Ethan Chapka
- David Brown
- Orlando Saavedra Mompie
- Felix Cordero
- Tyler Lane
- Gary Tharrington
- Alberto Whittaker
- Jason Taylor
- Tim Higginbotham



Most Overtime Hours:
Cristobal Rivera

We acknowledged 26 individuals at the end of 2022 as "Top Performers". These individuals worked every day and many overtime weekends to cover shutdowns and labor shortages—they are the backbone of what our companies are all about. We had a challenging year juggling multiple demanding projects and the labor shortage. We recognize these individuals for going above and beyond and for their extensive hours of service and incomparable commitment towards work in 2022. Thank you for putting in your maximum efforts and delivering stupendous results!



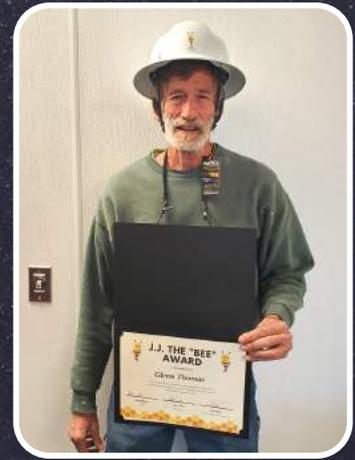
J.J. THE "BEE" AWARD



BCH MECHANICAL'S EMPLOYEE RECOGNITION PROGRAM

October Winners

November Winner December Winner



Janice Alvarez

Jeanine Osman

Carlos Salmeri

Glenn Thomas



ROWER OF THE MONTH



CONSERV BUILDING SERVICES EMPLOYEE RECOGNITION PROGRAM

October Rowers

November Rowers

December Rowers

Charlotte: Richard Dick

Charlotte: Nathan Chapman

Charlotte: Jason Fish

Raleigh: Patrick Bingham

Raleigh: Sherod Pinkard

Raleigh: Louis Nappi

Atlanta: Eric Marra

Atlanta: Anthony Calloway

Atlanta: Eric Marra

Tennessee: Nate McSweeney

Tennessee: Janell Shelton

Tennessee: Vonterio Gant

Alabama: David Murphy

Alabama: Tony Lambert

Alabama: Chris Hill

Orlando: Freddie Ramos

Orlando: Luis Cossio

Orlando: Jean Reyes

Sunrise: Frank Heuser

Sunrise: Brian Anderson

Sunrise: Michelle Martin

Largo: Mike Haddox

Largo: Carlos Diaz

Largo: Mike Haddox

Largo Trades: Tom Angelina

Largo Trades: Kyle Green

Largo Trades: Roberto Barea

THE BABY BOOM!



Congratulations to ConServ Service Coordinator, Franchezca Sanchez, and her husband Marvin on their sweet baby boy. Yadiel was born on November 19th.



Congratulations to BCH Mechanical Project Manager, Blake Grimm, and his wife Paityn on their beautiful baby girl. Emersyn was born on January 4th.



Congratulations to BCH Mechanical Accounts Payable Lead, Bryttanyie Ogden, and her husband Dylan on their new baby boy. Holden was born on November 12th.



Congratulations to ConServ HVAC Technician, Cameron DeVall, and his wife Sheena on their beautiful twins. Sofia and Charlotte were born on December 28th.



Congratulations to BCH Mechanical Pipefitter, William Petree, and his wife Crystal on their beautiful baby girl. Brooklyn was born on January 6th.

Celebrating Love



Congratulations to BCH Mechanical Project Manager, TJ Hemphill, and his wife Kelsie, who celebrated their wedding on December 31st! Wishing you both the best as you embark on this next chapter!

HVAC - SHEET METAL - PLUMBING - MED GAS - SERVICE - LEED - DESIGN/BUILD

