



Table of Contents

“Leadership Interview”	Pgs. 3 & 4
Read an interview with David and other leaders about 2020.	
“Field Employee Shout-Out”	Pg. 3
“Employee of the Quarter”	Pg. 4
“Announcing our first ever B2B Local Business Exchange!”	Pg. 4
“A Look Back at 2020”	Pgs. 5, 6, 8, 9, 11, 12, & 19
“Crock Pot Honey Mustard Glazed Ham” recipe.....	Pg. 13
“Milestones”	Pg. 13
“Chocolate Cheesecake Santa Hats” recipe.....	Pg. 14
“Our Service Department”	Pg. 16
Our Service Department has been going through some changes all this year. Catch up on what’s been going on.	
“Mechanical Contractor Word Search”	Pg. 17
“Looking Forward”	Pg. 20



Leadership's Interview

By: Gelencia Dennis & Sarah Koch

This year has been full of up's and downs. It's times like these that we look to our leadership for open communication, reassurance, and answers. We asked David Welch and several other leaders in Welch and Rushe for their perspectives from this past year.

We're currently wrapping up the 4th Quarter and it's been an unprecedented year for all businesses. What have we done well and where is there opportunity to grow?

David Welch: "We've done well with our foresight and the realization that we cannot just continue business as usual in these uncertain times. We've also done well with our planning and everyone's willingness to make this a better-run company so that we are much more competitive. In the 3rd quarter we began exploring ways to grow our Service and Small Projects Departments through small business GC partnerships and a robust re-branding marketing campaign. As a result of our forecasting, pre-planning, and the hard work from our teams, I'm excited about the growth opportunities we have identified for 2021."

What did you find most challenging this year?

DW: One of the biggest challenges of 2020 was the impact to not only Welch and Rushe but the entire country caused by COVID. Never have we had to make so many changes so rapidly. Our employees remained flexible and worked as a team to keep the company moving forward. While the pandemic is far from over, I remain confident in Welch and Rushe's and our employee's abilities to weather the storm.

When it comes to the company, what are you most proud of so far in 2020?

DW: "In quarter 3, the MCAA projected a 25-30% impact on productivity because of COVID and we definitely saw it. I would say the company has pulled together with COVID and I'm very proud of the field, especially in the beginning, when we didn't know anything about it [COVID]. Our Field crew and a dozen core office personnel physically showed up to work every day despite the risk of potential exposure to the virus, I was proud to see the company step up."

"I am also proud of the strides we have made across the company from our service department, to project management, to marketing, and business development throughout this year. We have been working diligently on our corporate culture of accountability, standardizing our workflow process, and our external communication to small businesses, and existing and prospective customers. None of us knows, 100%, what the future holds or how COVID will impact us. We however are moving forward in ways that will further strengthen critical areas of the company."

What are some updates being made for the Service Department?

DW: "Recently, we began a rebranding campaign for the Service Department. Over the years we have learned that many people associate Welch and Rushe with only the construction side of our business. Our service sales representatives and technicians have a lot to offer and historically service has provided a winning solution for customers needing to maintain their mechanical equipment particularly during times of economic downturn. Our top goal for this rebranding campaign is to ensure that everyone can distinguish our service side from our construction side, without losing any ground on our approach to customer service. We are also implementing more training and will be finalizing our standard operating procedures for this department."

What are some changes happening in Project Management?

DW: The biggest change, right now, is refreshing our standard operating procedures (SOP) and re-introducing Procore, with training on both. We are looking for more consistency, a reduction in the most common errors or oversights, and to strengthen the collaboration needed within project teams and across other departments."

We asked Mary about some of the newest HR updates in 2020.

Mary Munoz: "One of the biggest changes is switching from paper paystubs to e-paystubs. Considering how bad COVID is, it's a safer way to distribute the paystubs. Every employee needs to verify their e-mail with HR. After that, their paystubs are e-mailed to them every week"

Field Employee Shout Out

**Damian Lebow, Steamfitter
Journeyman**

Started October 2010

Damian has been a help with many projects including IMF night shift. Damian shows good leadership and communication skills.

Continued on Page 4

"Leadership" Continued

We asked David and Matt about any future updates in Construction/Field.

DW: "We're trying to build a better relationship between project management and our field crew. One of the methodologies we're using is setting up more field meetings where the project manager and the foreman will get more face time together to discuss the projects. Communication needs to be stronger."

Matt Kunko: "Each project will have monthly status meetings. This will place all people directly involved in the project in the same room to communicate. Attendees are Field Foremen, Outside Superintendent, Coordinator, Coordination Manager, Fab Shop Manager, if applicable, and the Project Managing staff. We've also started having bi-weekly coordination update meetings between Coordination, Project Management staff, and the Field team."

Employee of the Quarter

Patti Schwenk, *Estimating Admin. Assistant*

Started April 2017

Patti is the backbone of the estimating department, and we appreciate her hard work and dedication!

What does Welch and Rushe's future look like in upcoming years?

DW: The vision is for Welch and Rushe to continually improve. We don't necessarily want to be the biggest company. We want to be the best, shifting a lot of focus to the rebranding of our Service Department. In the next five years, we are aiming to double that Department in volume. We also hope the rebranding will result in having more Plumbing and HVAC technicians, an overall larger customer base, and a newer image emphasized from the Construction Department.

What's one thing each of us can do to help achieve this vision?

DW: "What we are looking for from our employees is a high level of dedication, not only to the company but to the customers. Making sure customer's needs are always met will make us a stronger company and will help to ensure the continuation of all our livelihoods."

Announcing our first ever B2B Local Business Exchange!



We were always a 200+ employee company, and we understand that hard work, long hours, and the support from many are needed to be successful. For our final newsletter of 2020, we decided to create and support a handful of local small businesses within a 100-mile radius of Welch and Rushe by initiating a business-to-business (B2B) exchange. We provide free advertisement in exchange for them, providing you with a discount for two weeks in December.

We are also happy to be highlighting one of our very talented O'Keefe's by helping her get her business recognized and growing.

We hope you enjoy connecting with the local businesses featured throughout our newsletter AND that you make an effort to support them in the coming weeks and beyond!

A person stands in silhouette on a dark, rocky hill, looking up at a vast, starry night sky. The Milky Way galaxy is prominently visible, stretching diagonally across the frame from the bottom left towards the top right. The sky is filled with countless stars, and the galaxy's core glows with a mix of orange, yellow, and pink hues. The overall scene conveys a sense of awe, reflection, and looking towards the future.

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TO QUALITY.*

*A LEGACY OF
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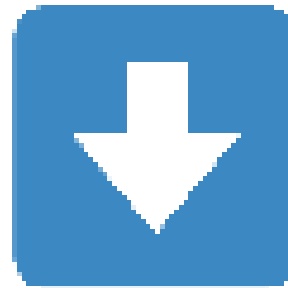
A LOOK BACK AT 2020

"Looking Back" Continued

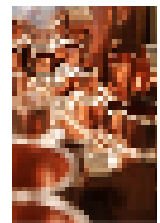
Things we learned while in quarantine and how we cared for family.

"I learned how to cook dinner for my husband that I started to love and 'Celebrate' - Melissa O'Neill

"We were so busy being home with family before they were down. We brought my mother-in-law home so she wouldn't be in the nursing home when it got bad." - Beth Duesen



Lowered EMR to
0.34!



Remember your original 2020 plans, before the restrictions? Here's what some of our team members had to share:

"I was thinking about taking off my entire birthday week and go down to Boca Grande in Williamsburg. My birthday is July 28th and late last year, I noticed that I'd be turning 25 on the 28th and that I'd also be back on the same vacation Tuesday (Tuesday); this was a big deal to me. I was upset, but I did what I had to do." - Sarah Koch

"I was supposed to go married in March and go on vacation for my honeymoon. But the quarantine started about a week and a half before the wedding." - Andy Murphy

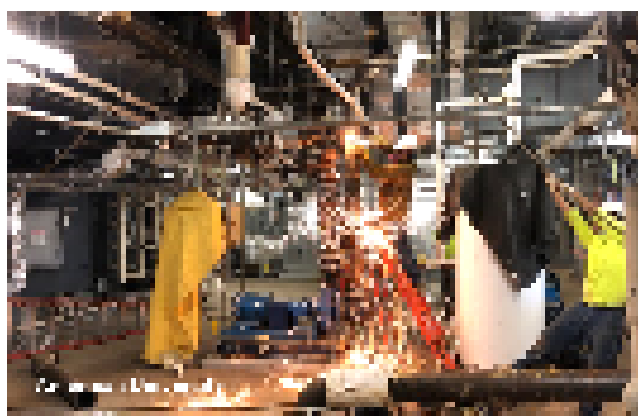
"Well, I had one daughter from WVA and another daughter that was going to come home from Hawaii." - Teri Parks



Drum



GRIT





Calvert Brewing Company wishes to extend a warm winter welcome to our fellow trade zone neighbors at Welch and Rushe, Inc.

Please join our team from **December 15th to December 31st** to enjoy a neighborhood discount of **15% on pour purchases** when showing employment within the area. **Name tag, company uniform, business card, or copy of newsletter may all be used to redeem discount.**

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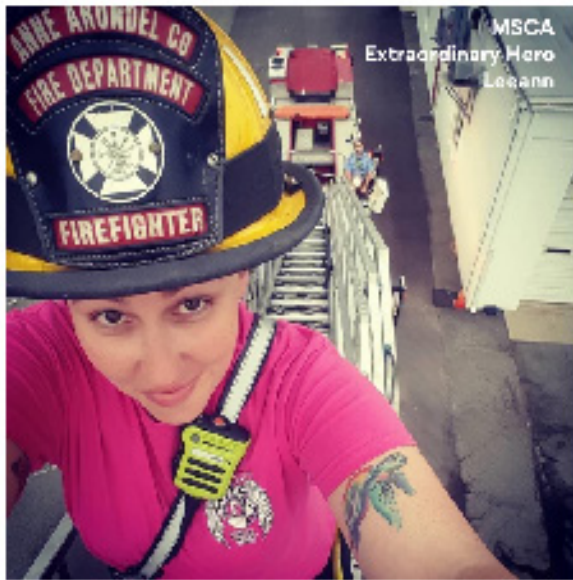
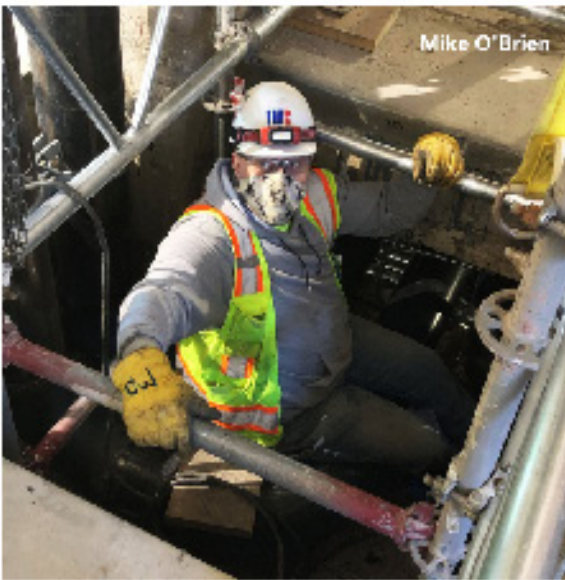
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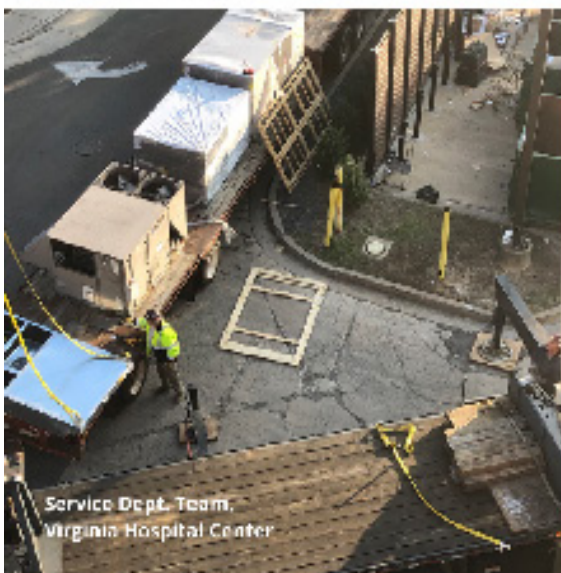
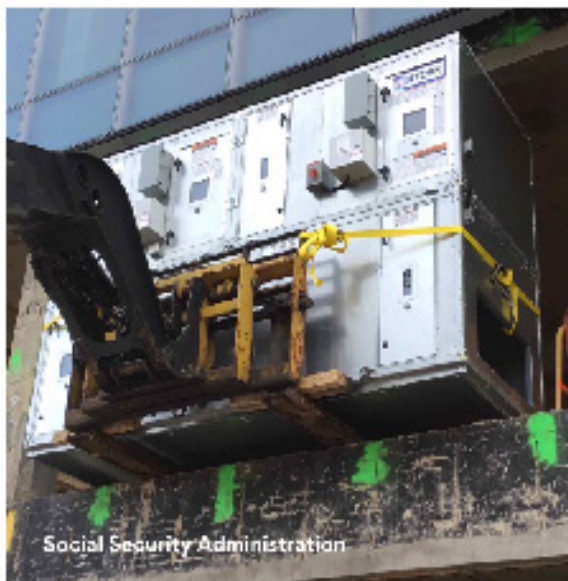
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"Looking Back" Continued



"Looking Back" Continued





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<https://order.ledopizza.com>

Photo: Leda Pizza Crofton and Dowie-197. Photo: Leda Pizza

"Looking Back" Continued



Plumbing Foreman, Dale Dean, retired on April 3 after being with Welch and Rushe since mid-2006. Dale has worked on several large projects, like IMF, and has become a great asset.

"Dale and I worked on the first project together at FDA White Oak. Since then I had the opportunity to work on several job sites with him. From job site laughs to tackling difficult tasks. It has been a pleasure working beside and learning from you!"

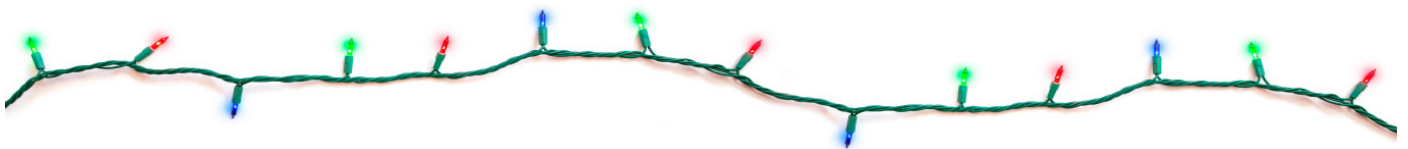
– Josh Graves, Outside Superintendent



Larry Graves was the hardest worker you'd ever meet. He ended his 30 years with Welch and Rushe in late May but came back on as a part-timer. He has been a true influence on making our company a family.

"I had the true privilege of working with Larry when I started as a Project Manager and he was a Foreman in the Field. Over the course of the past 30 years he has not only proven himself as a man who can deliver quality work, he is also a highly respected and a recognized leader in the construction industry. He has always been an exceptional model of strong leadership and now retires as one of our trusted Vice Presidents. Larry has had a tremendous impact on both the success and culture of Welch and Rushe and I am immensely honored that he spent most of his career with our company."

–David Welch, President and Owner





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quietly remembered every day.
No longer in our life to share,
but in our hearts, you're always there."
- Author Unknown

In Loving Memory Of

Richard "Rick" Kohn

Experienced Streamfilter
DA 2014-47 ARV 2020

Donald "Donny" Delap

Seasoned Plumbing Technician
Deceased July 2020

Crock Pot Honey Mustard Glazed Ham

Source: <https://www.jocooks.com/recipes/crockpot-honey-mustard-glazed-ham/>

Ingredients

- 3 / 4 cup brown sugar firmly packed
- 1 / 2 cup honey
- 1 / 4 cup Dijon mustard
- 1 / 2 cup water
- 10 cloves
- 10 lbs. Spiral cut ham

Instructions

1. In a small saucepan add the brown sugar, honey, mustard, water and cloves and bring to a boil stirring occasionally. Cook for about 5 minutes over medium heat. The glaze should be fragrant from the cloves and mustard.

2. Place the ham in a large slow cooker, make sure it's large enough so that you can put the lid on it. Pour the glaze over the entire ham. Close the lid and cook on low for 4 to 6 hours or high for 2 to 3 hours. Baste the ham every hour with the glaze. The ham will be ready when it reaches an internal temperature of 140° F. Serve with the remaining glaze.



Chocolate Cheesecake Santa Hats

Serves: 12

Source: <https://www.jocooks.com/recipes/chocolate-cheesecake-santa-hats/>



Ingredients for Cheesecake

- 16 oz. cream cheese at room temperature
- 2 / 3 cup brown sugar packed
- 2 eggs at room temperature
- 1 / 4 cup sour cream
- 1 1 / 2 tsp. instant coffee dissolved in 2 tsp. water
- 1 / 4 tsp. salt fine grain
- 1 tsp. vanilla extract
- 2 tbsp. cocoa powder unsweetened
- 6 oz. bittersweet chocolate melted and cooled to just warm
- 1 cup cool whip or whipped cream
- 12 strawberries

Ingredients for Crust

- 1 cup Oreo cookies crushed
- 2 tbsp. butter unsalted, melted

Instructions

1. Preheat the oven to 350° F. In a bowl mix together the Oreo cookie crumbs with the butter. Divide the mixture equally into each cup in the pan and press down. Bake for 7 minutes. Reduce heat to 300° F.

2. Add the cream cheese and brown sugar to the bowl of the mixer and mix until smooth for about 3 minutes. Add the eggs and continue mixing. Add the sour cream, instant coffee, salt, vanilla extract, cocoa powder and melted chocolate to the mixer and mix until smooth. Do not over mix since over mixing can cause the cheesecakes to crack.

3. Spoon cheesecake batter into each cup and fill to the top. There should be enough batter for all 12 cups. If you have any leftover batter, I usually just bake it in little ramekins, makes for a great dessert. Bake for 15 to 18 minutes. Remove the pan from the oven and let the cheesecakes cool completely before removing them from the pan. Refrigerate the cheesecakes for a couple hours so that they set properly.

4. Top each cheesecake with cool whip. I used a piping bag to pipe the cool whip easier. You could also use a plastic bag instead of a piping bag. Top the cheesecakes with a strawberry then pipe a bit of cool whip on each strawberry tip. Refrigerate until ready to serve.



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Our Service Department

By: Gelencia Dennis & Sarah Koch

How much do you know about the Service Department at Welch and Rushe (WR), Inc.? Here is a remarkable fact. This group currently comprises 21 employees (office and technicians). Among these 21 team members collectively, they have well over a century of industry experience, including decades of developing and maintaining relationships with customers from all business sectors throughout the Mid-Atlantic. Pretty impressive, right? All of the departments at WR help make the company (as a whole) successful. However, despite the waves of recessions, the rising cost of parts and supplies, new mechanical technology, and despite the pandemic of our lifetime, the Service Department has been key to Welch and Rushe. Why? The answer is simple, they are great at what they do, and they sincerely care about their customers. This tight-knit team is self-sufficient and can do it all. For example, they provide estimates which eventually turn to contracts. They appropriately partner skilled technicians with the right jobs to ensure that customer needs are met the first time. They share the latest research with customers so that their customers are informed consumers. They are a source of knowledge and problem solvers to in-house WR departments and others. They educate customers on the return on their investment for regular preventive maintenance.

Our Service Manager is Bob Callow, who has 33 years of mechanical experience. He is a crucial contributor to why this department is successful and why they have overcome many changes and challenges. At a minimum, Bob's style of leadership is inclusive and a steady calm in any storm. He encourages collaborative solutions across the team, and it has paid off, especially during this pandemic. For example, by finding answers to gaining access to buildings with reduced tenants, decreased demand on building systems, and limited on-site building engineers, he and his team have still delivered their distinctive approach to customer service. They have re-adjusted, and as described by Bob, they have been able to "obtain keys to buildings, meet with engineers, and make special arrangements to enter premises."

Dave would like to recognize
Steamfitter Commissioning Tech
Nelson Burris.

"Nelson's work on the Amtrak Ivy City Replace Controls on RTUs project was a unique project for us and Nelson's experience made what could have been a difficult project run smoothly."

In addition to Bob, the service department office team consists of Dave Loeffler (Assistant Service Manager), Melanie Spence (Service Administrative Supervisor), Rob Tuscano (Project Manager), Teri Potts (Bookkeeper), and Kurt Bulger (Service Business Development Manager). Bob says, "This is a great team – we all work together to complement each other and help the department succeed as a group." Dave has been in the service business for 28 years (16 with WR). He has worked on several projects like Amtrak IVY City Center, NMNH, and FBI B19 CHWP. As terrifying as the lockdowns have been, Dave was very impressed with "how we came together as a group and were able to overcome the challenges this year has provided." Melanie has been in the mechanical service industry for 26 years (9 with WR). She assists customers, does the scheduling, and dispatches techs. When asked about how the team helped customers overcome the challenges of little to

no scheduled preventive maintenance during the lockdown, she replied, "I sent e-mails, telling customers of the importance of keeping air flowing throughout the building, and it has gotten us access to previously closed buildings."

Rob Tuscano started in the service industry and now has an impressive 40 years of experience (14 years with WR). When asked what projects for 2020 he was most proud of, he replied, "helping customers make changes that helped keep everyone safe and healthy. 'I'm proud of the bathroom sanitary re-piping work at L'Enfant Plaza in Washington, D.C. for the United States Postal Service and installing toilet replacements, hands-free faucets, and flush valves for properties owned by real estate developer Cushman and Wakefield.'" Teri has been with us for 12 years and throughout that time, she has done almost every administrative and accounting task in Welch and Rushe. In her current capacity she is the go-to person for all things accounts payable in the service department. She says she enjoys the service department's fast-pace and working with wonderful co-workers. "We make a good team, especially as we're trying to grow and keep the customers happy at the same time," says Teri. The service team's newest member is Kurt Bulger. Kurt has approximately 40 years in the mechanical industry and is widely respected for his natural ability to inform and cultivate new business partnerships. When asked about what accomplishments in 2020 he was most proud of, he replied, "I'm very proud to be part of this solid group of professionals."

Melanie and Rob would like to recognize
Service Plumber **Edwin Fuentes.**

Melanie: "Edwin will attempt any job given & he always has a smile. He will answer his phone at all hours of the night for me and he runs 2 weeks back to back on call."

Rob: "Edwin Fuentes has always been available to work. He can be called at any given time off hours and agree to come in and help. He has a good reputation with our customers and never heard him complain. Always willing to further his knowledge of plumbing by keeping up with available training courses offered."

In 2020, this highly driven team has accomplished many things and have met many of their internal sales goals. Since they are so focused, we asked both Bob and Kurt where they see this department in 5 years. "Doubling current revenue and performing more heavily on commercial work," says Kurt. "Doubled in volume, more technicians, larger customer base, and a newer image that more clearly differentiates us from the rest of the company," says Bob. They are on a mission, and we know they will meet all their milestones and goals.

Thank you, service department team for your example of achievement and teamwork. You all are essential, and we would not be where we are today without every single service employee and technician.

Mechanical Contractor Word Search

M B Q G C Q W Q H Z S D E D W W B U Y E R C D A N
 K P N J Z Z H D M W C O M L Q D M V V D W W H N Y
 K Y T G C M R F H W U W T A P X Y U G P I Z J S Y
 W M G U F X W N K F Y K Y Y M I O G X Q L B Q O C
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 N X O P F R T S I L D I B Q G T S R C L I Z X C T

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Contracts Manager

Steamfitter

Technician

Building Contractor

HVAC

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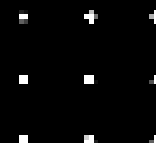
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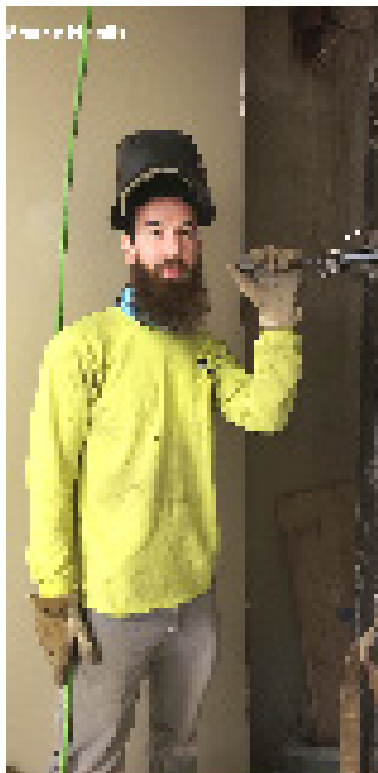
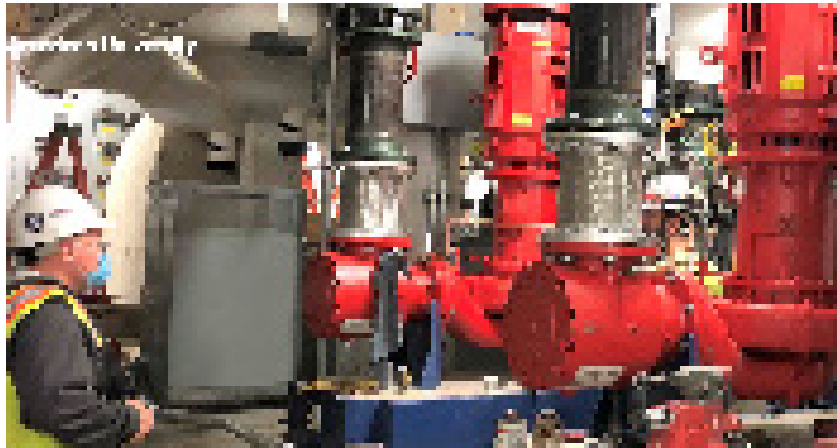
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Group: no you can't do it and it's not a good idea.

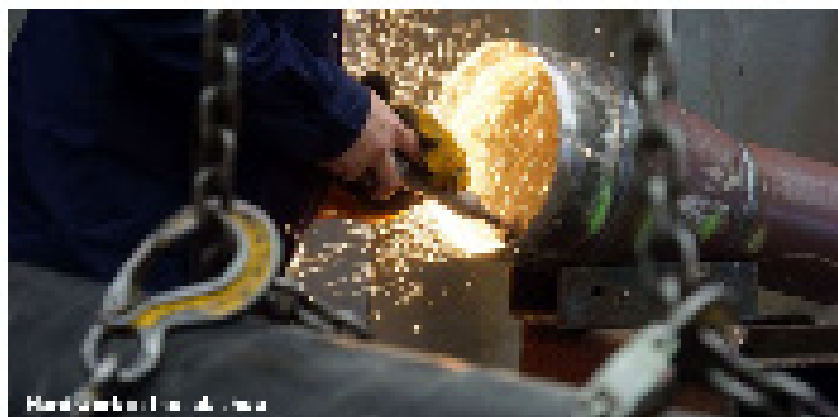
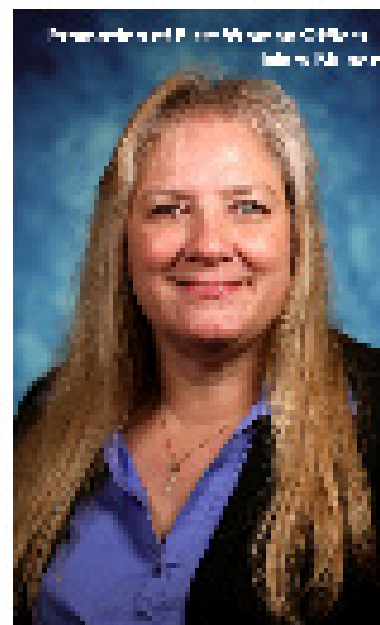
AUTO MOBILE DETAILING



"Looking Back" Continued



**We can look
back and smile
at the many
promotions, fun
times,
recognitions,
hard work, and
sacrifices of
Welch and
Rushe Team
Members**



Looking Forward

We asked some of our co-workers...

**What are you looking forward to most in 2021?
(Besides possible lifting health and travel
restrictions)**

Kayla Murphy: Mainly for 2020 to be over. And I'll finally finish my Master's and I'll be [taking] my CPA exams to get my license.



We asked some of our co-workers...

**Where is the first place you want to travel to when
there's a vaccine and restrictions are completely
lifted?**

Melissa O'Neill: Definitely Key West to make up for my original birthday plans!