

# The Clean Crawls Story

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*Interview with Chuck Henrichsen January 2, 2017*

Jesse Stoddard: All right. Here we are. I've got Chuck Henrichsen on the line and he is the owner/founder of Clean Crawls, Inc. and also now Pest Solutions Northwest. I'm really excited to have you on the line with me today. How are you doing, Chuck? Are you still there?

Chuck H.: Doing great, Jesse. How are you?

Jesse Stoddard: I'm great. Thank you. Let's start with this. Clean Crawls is a pretty big company now and it has quite a history, 16 years or so, and it's one of the top companies in this marketplace for insulation, attic and crawl space peace of mind, pest solutions, weatherization of homes and the list goes on and on. Instead of doing an intro, I think I would rather just have you tell us a little bit about who you are and where you came from and how you got into this. If you don't mind, Chuck, can you give us a little bit of background about where you come from and a little bit about who you are?

Chuck H.: Sure. I started out probably somewhere close to about 23, 24 years ago started in the pest control industry working for another company and worked there, worked my way up within five years to the top spot and just realized that I was capable of going out and doing this better on my own and took the risk and went and did that and ran a business successfully for five years and had a partner that was double my age and ready to retire and I was kind of ready to try something new so we sold that business and moved on and started Clean Crawls.

Clean Crawls was originally one of two companies I had started. I had started a separate pest company. The other pest company and Clean Crawl were really just too much at one time to take on so within two years I actually had sold off the pest control piece and moved into the Clean Crawls 100%. It's been a learning lesson getting into the insulation industry over the years, but each time an opportunity arose and I saw that there was a way to get better we continued to move in that direction and so through that process here we are today and pretty excited about the way it's turned out.

Jesse Stoddard: That's awesome. I want to go back a little bit further too because I always think it's interesting to see what makes people tick and motivates people. You were in the military too, right?

Chuck H.: Yeah, I was in the Marine Corps from 1984 to 1988.

Jesse Stoddard: Thank you for your service, by the way.

Chuck H.: During our Cold War time. Ironically I went down to talk to the Air Force recruiter and he no showed me and the Marine recruiter saw me sitting there and

took advantage of me. I ended up getting signed up for the Marine Corps and went through four years of that and enjoyed those four years but decided it was time to move on into the public life light. Ended up two weeks out of the service I ended up injuring my back of all things and with that I ended up having to find some sort of a job where I could sit and do my work.

I ended up working for Continental Airlines. That's where I met my wife. Like I said to most people, she's not a pain in the neck but she has been a pain in the back. Because of that, it's the worse injury that could have ever happened but the best injury that could have ever happened. I met her. We ended up getting engaged and now happily been married 26 years going on 26-1/2 right now and two children in the process once we got married. We got married in Whidbey Island out at Fort Casey State Park at the Lighthouse and have raised two daughters that are currently in their last year of college, each of them. One of them is going to be a school teacher for second graders, and the other one is opera. She sings opera and learns music. She may be moving on to another college for her master's degree.

Jesse Stoddard: I didn't know that. I think your family is amazing, and I love your whole family. It's really fun to hear. I didn't know about that last one. It sounds like they're moving up in the world now. They're growing up.

Chuck H.: Yeah, she's got a couple different options right now. She's potentially going to go to Indiana or Arizona State. The Arizona State move would be either opera or a combination opera/theater. We'll see. We're empty nesters at this point and kind of rekindling our relationship in the process as well. That's been fun too.

Jesse Stoddard: That's great. You're not from Washington State originally, right? You're from Texas?

Chuck H.: No. I was originally born and raised in Texas, and that's actually where me and my wife Debbie met. She had come down to take a job at Continental hoping some day to be a flight attendant. I unraveled that when we met. We ended up meeting there. She said, "If we're going to get married, we have to live in Washington State where my mother is at." Her mother lives in Arlington and so been here for the last 26 years and I love this area.

Jesse Stoddard: It's been good for business. It's a good area for it, right?

Chuck H.: Yeah, it's a wonderful area. It's one of those things where if you work hard enough and set goals, you can accomplish anything and that's always been my drive even going back when I was working for another pest control company. Even prior to that when I first moved up here I was in the low voltage industry and was about two weeks away from getting my journeyman's license and somebody had talked me into going over to a pest control company. Everybody said that I was absolutely crazy to go from a skilled position over to being a licensed pest control technician, but it paid off. It just takes the right drive and desires.

My wife wanted to be a stay-at-home mom and help raise the kids, especially having two girls. It gave me more drive and desire to accomplish things. It's one of those things that you always set a goal and work for it and you try to find any

path you can to get there and stick to your morals and beliefs through that process. It's paid off.

Jesse Stoddard: I was just going to ask how you got into pest control to begin with. When that friend of yours convinced you to go over, he must have been a pretty influential friend or he made a really good case for it. Why did you get into it?

Chuck H.: He was basically ... Long story short. He was in the Marine Corps with me. When I moved here, he was one of the few friends I had when I moved into Washington State. He was being successful where he was. He kept saying, "You've got to come over. You've got to come over." They weren't necessarily hiring at that point. I would every other day stop by there and bug the service manager about hiring me. Finally he got tired of me coming in and said, "All right. You can start." Once again, I set a goal and something I wanted to accomplish and I ended up getting hired.

Like I said, I worked my way up through that company. Ironically the guy that I worked with that I was in the Marine Corps with, he ended up coming to work for me for that pest control company that I ran and then we parted ways once I sold. He's currently working for Clean Crawls as well.

Jesse Stoddard: That's great. Full circle.

Chuck H.: He was my boss at the pest control company at one time and now I'm his boss. We're lifelong friends.

Jesse Stoddard: That's wonderful. What did you learn there in the pest control and then I'm very curious how Clean Crawls, the idea of it got started. Let's talk about that too and what you learned on the pest control side.

Chuck H.: Sure. Back in the '90s when we were doing pest control, the rat problems were an issue, but they weren't necessarily at the same level as we witness today. We didn't see a lot of the destruction as much as we do now in crawl spaces and attics. When I was working for another company, that wasn't too much of an issue. Then when I started my own business, about two and a half years into it I started realizing that we were running into a lot of damage on insulation and a lot of things going on with them chewing into water pipes when they were changing over to the Apex Piping, people would have water damage. It was just things going on with the rats were causing monetary damage as well.

We started doing removal work through my first pest control company. It was just something we didn't really know what we were doing. We just kind of figured it out. At least we can pull everything out and clean it up and we know how to get rid of the odors. For two and a half years we implemented that and did very well with it just the clean up and pull out portion. Then we would tell the customers that they could call another company to install it.

When I started Clean Crawls, that same premise was intact because it was just enough of it to where we felt like it was going to be something that was going to be needed out there. To be honest with you, there was a pest control company and Clean Crawls that I was running and the pest control was my passion because that was my knowledge base. After about two and a half years into it, it was just really tough trying to maintain both of them. If I had a choice, I would have

chose the pest control back then but I had somebody come along and offer to buy the pest company from me. I thought "I have to do what I have to do so I can focus and make sure one of these two is successful." I jumped into it.

Following back a little bit, when we first started Clean Crawls, it was only removing for the first three months of the beginning stages. I kept having customers ask me "Why aren't you installing? We want to just have one company do it all." I had to learn that whole piece of it in the very beginning on my own. We did really well with it and then I got rid of the pest company, the other pest company that I had and focused on Clean Crawls and lo and behold here comes along PSE, Puget Sound Energy, asking for us to be a contractor on their program. Boy, that was a whole new level again of knowledge that I had to get on making sure weatherization was a key issue as well.

We went from a clean out, clean up customer satisfaction type company into that plus handling weatherization issues. We have now become a leader in the retrofit industry in regards to doing weatherization work as well.

Jesse Stoddard: That is pretty amazing. It's interesting how you got out of pest control completely and then you were, what, referring that out to other companies for most of the time?

Chuck H.: We were doing referral work. It was one of those things where I always believed that try to stay focused on what you're good at, and so over the years we just kept trying to get better and better at what we did and tried not to get distracted with other things. Then we started realizing that some of the companies we were referring to weren't living up to customers' service needs. You can handle that for a little while and have plenty of discussions about it and try to get the other companies to change what they're doing, but eventually we just said, "You know what? It's time that we get into that line of work again because our customers deserve better."

We a couple years ago bit the bullet, excuse my expression, but bit the bullet and created a pest control company out of nothing. We had something to lean on with Clean Crawls, and we started developing a whole new line of service that was going to benefit our customers and give them a service that they deserve.

Jesse Stoddard: If somebody asked you "What is Clean Crawls," what do you tell them? How do you describe the service and the product? What do you say?

Chuck H.: Clean Crawls is a company that first of all it deals primarily with your crawl spaces and attics. You can have other areas where we take care of the problem like walls, existing walls need to have insulation added and whatnot. Bottom line is Clean Crawls is a service company. We believe in serving our customers. Taking care of their needs in those areas is the brunt of what we focus on customer service through insulation, through weatherization, through clean-up, through deodorizing, through pest control needs, getting rid of the rodent problems, get rid of their carpenter ant problems, whatever type of issues that they have that they know that are going to be difficult for them to tackle. That's what we're here for.

Jesse Stoddard: I know there's an awesome mission that you wrote. In fact, I have it right here in front of me. Clean Crawls' mission is to deliver superior healthy and clean

environments that provide comfort and peace of mind while creating extraordinary relationships with our clients and one another. That's a pretty awesome mission statement. How long did that take to put together? That must have taken a little while.

Chuck H.: The premise was always there in my head and heart. It was just getting it down in the writing where people that worked for me would be able to focus on it well enough and understand it well enough to be able to achieve it because you can come up with some great ideas but if people don't believe in it and don't understand it well enough, then it's hard to maintain or even get to a point where you're achieving the mission statement. I worked really hard probably for about two and a half months once a week spending about three hours on putting that together and then went in and got input from managers that we had and then it went from there to implementing it out to the employees.

Whenever we have somebody come to me and say we've got a problem and they go through it and they'll say, "What should I do," I always say, "Look at the mission statement. That will tell you. We have to do what's right by the customer and one another." That's the other thing, our employees. Me and the employees are on equal footing when it comes to that mission statement. Nobody supersedes another. It's the bottom line achieving what that mission statement says and believing in it.

Jesse Stoddard: That's great. It's a good one too. A lot of companies don't even take the time to have one or they put something on paper and no one ever looks at it. Obviously that's not the case for you and for Clean Crawls. Obviously this filled in a gap in the market and it solved a problem that you realized many people wanted solved, especially because it was almost like it was thrust on you as you were doing your pest control work. Did it become a passion too? You mentioned that pest control is a little bit more of a passion. Did Clean Crawls sort of eventually become a passion or how did you feel about it after it started getting going?

Chuck H.: Like me with anything, once I got married to something I'm committed. It was one of those things in the beginning it was a lot of hard work just trying to get it on the ground and taking off the right direction. Poured sweat and tears into it and the passion naturally happens when you do that. When you work hard enough at something and try to achieve it, once it starts getting success you have plenty of passion for it.

The one thing that I can remember happening is that there was a gentleman that had called me, and this was right after we had sold the pest company when I had both of them going, a gentleman called me up and said, "Hey, could I by chance interview you? I have an article I want to put into the Seattle Times, I'm writing an article." He was a writer for the Times. This is when the newspaper was still relevant. He was a writer and he was also a home inspector. I found that kind of interesting, but he said I had seen your work out there. That was a flip moment for me where I'm like "Wow, somebody is actually recognizing that we do good work."

He did a Q&A type of interview over the phone with me. He said it would probably be in the paper in a few weeks. I had a friend call me up three weeks later in the Sunday Times, it was a half page article about Clean Crawls and the work that we do. Unbelievable amount of response on that article. That was our

launching pad. We were receiving, which at that time I had one receptionist office person, it was me out doing the estimates and then we had one crew out doing jobs. That Monday morning or at the end of the day on Monday we received 250 phone calls in one day and we averaged about 200 calls a day for two weeks.

Chuck was out doing around 10 estimates a day for I don't know how many weeks on end. Our office person was actually leaving in a week to go to China for a trip, mission trip she was on. I couldn't say no to that. I had already committed. It was an interesting time. We made it through it. Looking back, I don't think we'd be where we're at today if that moment had never occurred. It was very rewarding. Passionate, yes. Whatever it takes through those years we would do. My belief is to make sure that this company is one that people look at as top in the industry and one that they can depend on and trust.

Jesse Stoddard: I want to say before I knew much about any of this I was a customer. My wife and I were remodeling our home in Snohomish and the crawl space was a disaster. We started cleaning some of it out. We got part way and realized we needed some help. Not only that but we didn't have ... I don't think we had hardly any insulation. It was an older home. Needless to say, the heating bill was really high. We had somebody come out, one of your customer service representatives and he was real nice and did a great job, educated us a little bit, gave us a very reasonable bid. It was a very fair price. It was incredible to see the crew come out, clean out everything and then very quickly but also very efficiently and with care installed everything.

By the time it was done ... When I went in there, we used to joke you could go have a picnic in the crawl space it was so nice. It had brand new vapor barrier and everything looked so good. We still get compliments on our crawl space door, the access door that they built which they didn't even mention it because we had the big huge opening and they just built that door in there and it was really nice. You can go in there today and it still looks good. That was years ago now. I wanted to plug the company and plug you a little bit there.

Chuck H.: I had mentioned that we had come on board with PSE with their rebate programs and everything else at a certain point. Within a year or two of us working with a lot of the utilities in the local area they started taking notice of some things we had done a little differently. Like I said, I had no knowledge going into the industry, or very little I should say, and so there was a lot of things we were learning but there were some things that we were doing differently because we believed in trying to take care of the customer. They started implementing some of the things we were doing into their programs. It's kind of funny how that benefited both parties.

We've even had HUD consider implementing our manufactured home process just because it's a far better process than what a lot of companies have been doing for years. We're always trying to look at what's going to be best for the customer.

Jesse Stoddard: That's great. Since you started this, I'm sure some copycats and some competitors sprang up.

Chuck H.: That's the thing. When I started this company, the retrofit, insulation, clean-out business wasn't really a legitimate business. I'm kind of without lack of a better

term going to call it just didn't have legitimacy. You had your insulation companies who were primarily and they still are today focused on new construction. They like going out and doing track homes and just doing one house after another. It's a lot cleaner, easier work and everything else than doing a retrofit situation with an existing home. We kind of came out of nowhere. Like I said, those companies they get a phone call from a homeowner. Sometimes they wouldn't even call them back for two, three, four weeks before they even got a call back for an estimate. I always said that they just treated that part of the industry like a stepchild. For me that meant opportunity because I saw that as something that the public needed.

We just pushed forward with that thought process that if we maintain this company not as a contracting company but as a service company that we could be successful at it, and through just pure diligence and belief in what we were doing we've been successful.

Jesse Stoddard: That's great. What makes Clean Crawls different from the competitors? Now, there are some more people in the market competing with Clean Crawls. What makes a difference?

Chuck H.: Within two years we actually started seeing other copies propping up around us. Some of them were pest control companies that were trying to do what we do. Some of the new construction companies, we'll call them, started trying to do what we do. They've never been able to find the right recipe even still today. There's some of them that have gotten better. They're continually trying to catch up with what we're doing because we've just maintained that customer service aspect of it. It's gone from where there was nobody hardly out there, it was difficult to find people to do it, to now there's somewhere in the vicinity of around 30 competitors out there just continuing to try to find out what the secret recipe is that Clean Crawls does.

Jesse Stoddard: I know you don't want to brag too much, but you guys have earned awards and recognition, right? There's been quite a few different awards.

Chuck H.: Yeah. I literally give 100% of that credit to our employees just for doing and believing in what we do. We've managed for the past 10 years to maintain Angie's List Super Service Award for 10 years in a row which means maintaining an A rating or greater. We've done that 10 years in a row. When you're looking at several hundred customers a year through just their program, that's something to be proud of. We've maintained the A rating through the Better Business Bureau. PSE and PUD have handed us Top Performer Awards for the past three years. We've managed wherever there's a category that we can ... We're not focused on achieving those awards. We just do what we say we're going to do in our mission statement and the results is we end up getting rewards out of it.

It just means a lot when the employees are actually working hard to try to accomplish that mission statement and then we get acknowledged for it. I say we because they're the ones out there doing the daily grind whether it's getting rid of someone's rats or it's replacing their insulation or answering the phones. It takes a team to accomplish those things.

Jesse Stoddard: From a customer point of view I can see how the mission statement has helped make that service such a focus which that's great because it keeps the quality of

what the company does up high. What about the price? It seems like Clean Crawls is really fair priced too. How do you manage that? How do you keep the cost so reasonable when the company is getting bigger and there's other competitors too?

Chuck H.: We've basically been able to maintain a level of pricing that's competitive. We're not the highest price out there. We're not the cheapest out there. We're always right where we need to be to make sure it's where customers can afford it. We do that by keeping our volumes in line where we're getting good pricing from our suppliers and trying to make sure that we just keep that competitive edge.

Jesse Stoddard: In the beginning you had to kind of abandon pest control for awhile but now you've brought it back in. Tell me more about why you decided to do that and how is that changing the company again, taking it to another level?

Chuck H.: Right. That was kind of a mind shift for a lot of us because we were just used to depending on other companies. What happened is we decided that we can do a better job. Once again, every time I see something where I think we can do a better job we try to pursue that avenue. With anything when you're starting out new with something and now we're two years into it we've kind of overcome most of those obstacles. Trying to get it coordinated where you're taking care of that customer once again, but we feel like our product is far superior to what other companies can offer, especially when we have our knowledge of what crawl spaces should be like and what attics should look like.

All the way around from our pest technicians to our crews to our customer service representatives, they all are going to know if something isn't right or if something isn't going correct through an inspection then they'll know that there's something we have to do to address that problem. Other companies, they won't acknowledge those things. It's not my problem. It's not something we deal with. We have enough crossover between weatherization and pest control now that we feel like we can take care of our customers far superior to what other companies will do.

Jesse Stoddard: You do a warranty, right? There's a warranty involved in that now?

Chuck H.: Most homes. There are some homes that cannot be warrantied just simply because the construction and type of structure that it is it won't allow it. Even on those situations we can maintain a good preventative program. The vast majority of the homes out there we will go in and we'll look for any type of openings, any type of access points, anything that we can do to make sure that no vermin are going to get back in and we do a preventative program, an inspection where the customer is not going to have an ongoing issue and we can come out and maintain that and make sure that they're not going to have that problem coming back and through that we'll warranty it so long as they're having us continue those inspections we can make sure that they're going to have the peace of mind that they've come to expect.

Jesse Stoddard: Let's switch gears real quick. I'm fascinated with the story of Clean Crawls and what you've gone through. Were there some tough times in there? You mentioned maybe kind of glossed over it though. I'm really curious were there some times when you doubted whether it was worth it or the vision got a little skewed or you just felt it was a rough economy or something?



Chuck H.: Absolutely.

Jesse Stoddard: I'm sure there's more than one or two bumps in the road, right?

Chuck H.: Like any fairytale book. It wouldn't end up a fairytale if you didn't have the rough stuff going on in there. Yeah, we've gone through some very challenging times. I go back to I mentioned earlier that there was that period of time where we had both companies going. I was too spread out too thin. I couldn't focus enough. At that point it was pretty rough. The other business, the pest control business, when the gentleman came up to buy that piece of it, it literally, we were struggling to just keep our head above water at that point. With him coming in and doing that it gave me enough breathing room where we could actually get things rolling in the right direction and then probably I would say about five years later the growth had been so great we were growing at a 25% plus per year growth rate and at one point we were over 47% one year and that's a lot to handle.

It got to a point to where I had kind of hit the wall a little bit and didn't know what direction to go. A lot of CEOs and business owners, they go through this where they hit these points where they just don't feel like they're capable of running something that's gotten to that size. I brought in a lot of extra help trying to get over the humps, some additional managers and whatnot. That actually created more stress. They were not clearly looking at the mission, vision and core values that had been put in place and following through on them. Once again, if everybody is not focused on what the mission is and the vision, then it's not going to be successful. We went through some real heartache through that time.

Again, there was an opportunity to get better. We turned over some managers and brought in some people that were focused and with that focus for the past I would say it's been seven years now we have steadily maintained good customer service. All those A ratings stayed in there somehow even through the bad times, but focus has always been take care of the customer no matter how much it hurts. Whether the wrong people or the right people, if you stay focused on your mission and vision and core values, you will get through it. That was my belief. We just had to stay focused on what we believed in and what we knew we were and make sure that everybody understood that.

It's like I always tell people, you don't have to worry about the economics of the business if you're taking care of your customers. If you're doing that, it will be fine. I still believe that today.

Jesse Stoddard: There's wisdom in those words. That's for sure. That's great. At this point, what is the future for Clean Crawls? What's your vision for it and where do you see it going?

Chuck H.: I think that there's just a lot more opportunities for the people that work for me. With the growth that we've had, it's allowing more opportunities for them. I think that there's a lot more potential customers out there that need our services. At this point it's not expanding beyond what we do as much as expanding people knowing who we are and being able to get into their homes and take care of whatever problems they may be faced with. Through that we are looking at expansion into some of the same demographics of what we do which would be going further south and the next step would be the Portland area which is just a smaller version of the Seattle area to a degree.

They have similar issues going on down there. We've heard through our vendors that they're having issues down there with having good companies that do what we do. Once again, paying attention to it if we can offer a product that customers are going to feel satisfied with, then we're going to take advantage of that and make that expansion happen. We're looking at that somewhere toward the end of 2017 going into '18 and make sure that we can provide the same types of focus on our mission statement in the Portland area.

Jesse Stoddard: If you had to guess how many employees you have or families that you've helped, how many do you think you've been able to help through the years? Maybe currently but also you've had others.

Chuck H.: Thousands literally in one way or another. Currently we went from I'll say there was three people in the beginning, me, myself and I, because I was having to act like three people at the time to now we have over 100 employees and families. We've got one of our field managers has actually been with us since, my goodness, we're on 16 years and he has been with us for almost 14 years. Then we have a big handful of people have been with us for seven or eight years. We've had some longevity with employees that I've kind of watched them grow and become more successful, become homeowners, have children, children going to college. It expands a lot further than my mind really wants to think about sometimes.

My dreams are is that people are successful that work for me. It would not feel good if it was just all about me. It has to be about my employees. It has to be about my customers. Those are the important things. I have to be able to walk out there everyday and feel good about what's going on with this or why would I do it.

Jesse Stoddard: That's important. I know how humble you are. You probably don't like to talk about it a whole lot. I know that you guys have been able to donate money and resources and supplies to various charities and fundraising endeavors and that kind of thing. Clean Crawls has given back quite a bit to the community too, right?

Chuck H.: Yeah. I can't even tell you all the different things we've done over the years. That's always something that comes up in one way or another and we have to evaluate it. We have maintained giving, and one of the big ones has been E3 Worldwide which is an organization that helps villages in Malawi. It's educate, empower and employ is what the E3 stands for. It's basically teaching them how to give them the education will help take care of themselves because to keep coming in there and giving and giving and giving has never solved anything when you see these communities in Africa. If we can teach them how to take care of themselves, and that has had great fruit. We've seen a lot come out of that. A lot of villages around the areas we've worked are now coming into that village and those villages to try to learn what they're doing differently because they're being highly successful with it. That was a big one.

E3 has been the consistent one. We've done a lot of things other than that. You get wind that there's a single mother with children that helps her community all the time and she's ... One example there was just this lady I'm telling you about. Her house was flooded by the river. Of course she's one that gives everything she can when she has nothing nearly. We went in there and we took care of the crawl

space, took care of everything we could. It was no charge. It's one of those things where those types of things come up and you have the opportunity to help out. You want to help. I mean it's not like they earned it or deserved it but you feel like anybody that does that kind of sacrifice for others that don't have it when they don't have much themselves, of course you want to help.

Every time we see an opportunity like that we try our best to take advantage of it through our associations, through our local community, whatever way we hear about those kind of stories when there's an opportunity to help out we try to.

Jesse Stoddard: That's excellent. Switching gears one more time. There's probably quite a few different kinds of people that may listen to this and I know you had small business owners and even not so small business owners ask you for advice since obviously you've been successful. What advice do you have to people to business owners or to people that are trying to get into business and maybe start their own Clean Crawls or some sort of service business like this? What advice would you give them?

Chuck H.: Biggest advice is just to know exactly what you're going to pursue. If it's just money, then you might not have the success that you had hoped for. Just evaluate that hard and then don't be afraid to lean on people for mentorship and please listen to them. I know over the years I was a little hardheaded at times and didn't seek out that advice and wish I would have. It would have made things a lot easier.

I have had other companies, even competitors, come and ask me and the ones that have asked and I've given help that they needed have been more successful. Not that I'm a know-it-all because I do not, I continue to learn everyday, but they've taken what advice I can give them and done something with it. The ones that haven't I've seen fail. They wanted to ask a question but they didn't really to go out and do the work. That's the other thing. You have to be willing to sacrifice and put into it because it does take a sacrifice to run a business.

That reward is there, but it's going to come in its own time sometimes. You have to look at that as a process to getting there. Success isn't something that's just given. You have to go out and earn it.

Jesse Stoddard: How about for the average person who might be thinking of calling Clean Crawls or a company like it? How do they know when they need Clean Crawls or what tips would you give them in order to improve their home and their situation or the things that we need to be looking for? I'm just being real here. I don't normally go into my crawl space. I'm not going to go down there and crawl around and spend time. How does anybody even know that they need Clean Crawls?

Chuck H.: One of the things that's why I got into this business. It's not one of the most appealing areas to go into. Somebody has to do it.

Jesse Stoddard: It's a dirty job but somebody's got to do it.

Chuck H.: It's a dirty job. It has been one that shows focal points is the crawl space. It's one of those things where if you're in the home and you come home from working all day and you walk into the house and you're noticing some sort of an odor and

you can't figure out where it's coming from. Once you're in the home, you kind of get used to the smells in your home. When you come home from work intentionally just trying to smell and see if there's something that smells off, just looking down in the crawl space, whether it's through the access or looking up in the access hole, just see if anything looks out of sorts.

It could be insulation falling down. It could be that your vapor barrier looks really bad or it's missing in areas. All these things attribute to odors and even worse it could be a situation where you have rodent infestation, it could be raccoons, possums, otter. We've dealt with a lot of different animals that have caused problems. Bats, birds in the attic. Just looking at anything that doesn't look like it's fresh because your crawl space and attic need to be doing their jobs. If you catch a smell or an odor, if you're feeling a little bit of a chill in one room different than another or your furnace is kicking on all the time and seems to run more often than you think it should, all these things are little indicators that something is not working right.

If the furnace is kicking on all the time, it could be that your house is just underinsulated at this point. If you happen to notice that one part of the house feels different than the other, it could be that there's some rodents that have damaged one part of your subfloor insulation and it's down in that area.

Bathrooms are a real biggie because you have moisture and also you have heat in that area. Rats really love to nest in those areas like under the kitchen, under the bathroom. They'll literally take the moisture off pipes and use that as a source of water for themselves. Those are areas that you can look at as well to see if you have something going on. Those are primarily your indicators that you want to look for. They're pretty obvious if you're paying attention.

Jesse Stoddard: This has been great. I really appreciate your time today. It's really good to get to know you a little bit better and to learn about Clean Crawls and the story. It's fascinating and it's pretty inspiring too. Thank you.

Chuck H.: Thank you, Jesse. I appreciate it.

Jesse Stoddard: If somebody wants to learn more about Clean Crawls, what's the best thing to do? Go to the website, give you a call? What do you prefer?

Chuck H.: All of the above. You can go to [www.cleancrawls.com](http://www.cleancrawls.com) or you can go and give us a call at 866-651-1700 and any of our staff members will be happy to answer your questions. It might even be that you're just not sure where you're at and you give us a call or contact us through an email and we can come out there and take a look. It's a free estimate to come out there and just take a look. We can determine whether or not it's something that you need our services or not.

Jesse Stoddard: All right. That's great. Thank you so much. I think that's it for now unless there's any last words you want to give.

Chuck H.: Nope. I just want to say thank you for the opportunity.

Jesse Stoddard: No problem. Thank you.