

The Quarterly Magazine of the Associated Builders & Contractors New Hampshire/Vermont Chapter



CONSTRUCTION RESOURCE

Volume 30, Issue 1



Women IN CONSTRUCTION



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From the President & CEO, Joshua Reap



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For thirty years *Construction Resource* has provided insight into industry trends and grown into a valuable resource for the construction sector. I am proud to report to you that this magazine continues to be a key supply of information for contractors as well as those in policy making decisions that influence the economy and our sector.

During the last three decades, Construction Resource has been your place to get educated on how to properly file a lien, new building standards, technology innovations that make the jobsite safer, and many more things. We have also helped you navigate through the often complex and ever-changing mandates from Washington, Concord, and Montpelier. Our commitment to you is that we will continue to deliver timely information to you for the decades to come.

Associated Builders & Contractors enters 2021 in a strong position. Our membership is at a record high of 250 firms and this pandemic has proven ABC is an essential part of successful business. We have adapted to the coronavirus pandemic in a way that continues to deliver value to our members, and we are proud to continue delivering value to the industry.

Our chapter has responded to the COVID pandemic to provide curated, concise resources to get you quickly up to speed on government rules and regulations. We are providing training—online, in-person with PPE, and a hybrid of the two. We created and continue to provide unique events and fostering connections between members.

At the time of this writing, there is a growing confidence that the introduction of a vaccine will help us get back to normal relatively soon. Our Construction Industry Backlog Indicator rose slightly last quarter and an informal survey of contractors in our area shares in that sense of optimism. Material pricing will likely remain high for some time, but as things continue to reopen across the country and globally, the picture for 2021 gets brighter.

Tough times do not last, but tough associations do. ABC New Hampshire/Vermont Chapter is one that's been around for 35 years. Because together we are stronger, our members have a lot of great things to look forward to this year.

Thank you for continuing to be a reader of *Construction Resource*.

Sincerely,

Joshua Reap

Joshua Reap
President of ABC NH/VT & Publisher

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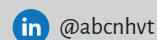
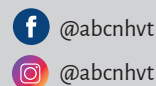
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Associated Builders and Contractors, Inc. is a national non-profit organization whose mission is to represent the construction industry as a cohesive group of professionals, to serve as their vision and voice, and to pursue quality, common goals, and solutions to industry issues. Construction Resource is published quarterly by the NH/VT Chapter of Associated Builders and Contractors. Subscription rate is \$20 per year.

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From the Chair Welcome!

Welcome to the next installment of our magazine. This is my first Chairman's message, so I wanted to lay out who I was and what I hope to achieve for ABC-NH/VT in 2021.

First, for those who don't know me, my name is Matt Johnson. I am a shareholder at the law firm of Devine Millimet where I practice construction and real estate law. I live in Bedford with my wife, Gretchen, and five kids. I am excited about what 2021 could bring for our chapter. We have several exciting initiatives. First and foremost, we are increasing in a tangible way our commitment to Vermont. We hope to use 2021 to improve our impact on and reach in Vermont for educational, training and

marketing opportunities. Stay tuned as there will be more to come on this initiative as the year progresses. Second, we also are looking to capitalize on the legislative changes in New Hampshire to see if we can push legislation that benefits the construction industry. We will likewise pursue legislative opportunities in Vermont but the political landscape is likely less receptive in Vermont presently. Third, we will continue to improve and reimagine the delivery of our top flight educational op-



portunities for the membership. At our core, ABC is an educational association and so we will continue to work to improve the training experience both in New Hampshire and Vermont. We look forward to the new furniture arriving soon for the Tim Barton Education Center. Finally, I look forward to the not too distant future when ABC can restart the marketing initiatives and gathering opportunities which have long been a favorite of the membership and staff. We are cautiously optimistic given current trends that we will be able to host live events starting this summer. Please keep an eye out for these event flyers.

In the meantime, if there is any way that I, the Board, or the Chapter staff can help you more fully utilize or see the benefits from your ABC membership, please do not hesitate to reach out to us through the staff and we will do our best to try to improve your experience.

Thank you in advance for the trust that you have placed in me by allowing me to be your Chair for 2021 and I look forward to an exciting and productive year.

Thank you!

Matt Johnson

2021 Chairman



VOLUME 30, ISSUE 1

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Will You Mandate Vaccinations?

COVID-19 Vaccination Policies

BY RON CIOTTI AND LISA ZACCARDELLI, PARTNERS AT HINCKLEY ALLEN

With the roll out of the COVID-19 vaccine nationwide, many employers are asking if they can or should require their employees get vaccinated. Recent Guidance from the Equal Employment Opportunity Commission ("EEOC") provides that employers can, in certain circumstances, require employees to get vaccinated. In this article we will discuss the EEOC guidance and exceptions to mandatory vaccination policies; considerations when deciding whether to implement a mandatory vaccination policy; and alternative options.

EEOC GUIDANCE

On December 16, 2020, the EEOC issued guidance on mandatory COVID-19 vaccinations in the workplace. According to the guidance employers can, with

certain exceptions, mandate employees to obtain a COVID-19 vaccination. Employers may mandate that an employee gets vaccinated if they determine that the employee poses a direct threat under the Americans with Disabilities Act's ("ADA") "direct threat" analysis. This means that an employer would have to determine that an employee would pose a direct threat to themselves or others in the workplace if the employee did not get vaccinated. As such, depending on the employer's location and industry, employers may want to require employees to get vaccinated or strongly encourage vaccination.

According to the EEOC guidance, mandatory vaccination programs are lawful under both the federal ADA and Title VII of the Civil Rights Act ("Title VII"). Just like many other workplace

policies, an employer's mandatory vaccination requirement may be subject to possible accommodations for disability and/or religious reasons. Managers and supervisors should be prepared to identify accommodation requests in order to engage in an interactive process with employees, and also to know when to escalate requests internally to human resources professionals or engage outside counsel, when appropriate. If an employee indicates he or she is unable to receive a vaccination because of disability the employer must conduct and individualized assessment to determine whether an unvaccinated employee would pose a direct threat to the health or safety of others in the workplace. The EEOC cautioned that an employer cannot exclude the employee from the workplace or

take other action unless there is no way to provide a reasonable accommodation, absent undue hardship, that would eliminate or reduce the risk. If an employee indicates he or she cannot comply with a COVID-19 vaccination requirement because of a religious practice, belief, or observance, the employer must provide a reasonable accommodation for a sincerely held religious practice or belief unless it would pose an undue hardship under Title VII, which is a less demanding standard than under the ADA. Under Title VII, an undue hardship to an employer just has to be something that imposes more than a de minimis cost or burden on the employer.

The guidance provides that employers may also require their employees to provide proof

VAX, CONT. ON PAGE 41

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Women IN CONSTRUCTION

Our industry is and continues to become more diverse in many ways. The month of March is marked by Associated Builders & Contractors New Hampshire/Vermont Chapter as Women in Construction (WIC) Month. This is an opportunity for us to pause as we recognize and celebrate the many women who work in and make important contributions to our industry every day! We are pleased to share the stories from many of the women who work and live in NH and VT. This edition of **Construction Resource** features the stories of a handful of the many women crafting the future of our industry and over seventy stories can be found on our social media sites and webpage, by visiting <http://abcnhvt.org/Workforce-Development/Women-in-Construction>.

HEATHER ILICK

ReArch Company

Director of Marketing & Communications

Why construction?

It is a lucrative industry that will always be around, filled with complex and dynamic projects, several trades and career paths to choose from with options for remote, office, or field work.



What is your education/training background?

I have a BBA in Marketing and Professional Sales.

How did you find yourself working in the construction industry?

I was an intern for Schindler, global vertical transportation (Elevator/ Escalator) company and they trained me on technical information on elevators/escalators to be able to sell the product to clients. Upon graduation, I became a sales representative out in the field and worked closely with my technicians and superintendents selling service contracts on existing elevators.

What do you enjoy most about your career?

It is rewarding to find new ways to innovate processes and make them more efficient. It is fun working in a fast paced environment that is ever-evolving, with technology changing by the day. I especially enjoy relationships with clients and coworkers, overcoming challenges and winning projects as a team.

What's the most interesting project you've worked on?

Healthcare projects – in all of my previous jobs in the healthcare industry, I find large hospitals the most interesting as they operate 24/7 and need their facilities and equipment around the clock. They always have special requirements for almost every trade. They require special coordination and attention, phasing, and scheduling to ensure continuous operation.

What advice do you have for women who want to work in the construction industry?

Be prepared for a fast paced, rewarding career with TONS of room for advancement. You will be respected by your peers and show your worth through your knowledge and hard work, and at the end of the day, you will have an excellent sense of accomplishment.

WOMEN, CONT. ON PAGE 15



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KASEY TARDIF

Metro Walls, LLC
Assistant Foreman

Why construction?

Construction has run in my family for generations, including my father who got me into this industry. Seeing the outcome of something you put a lot of time and energy in is extremely fulfilling. I enjoy the fast pace and routines that are often changing – it keeps me on my feet!



What is your education/training background?

I started as a laborer and obtained my OSHA 10 and not too long after I got my OSHA 30. Then I started working in the safety aspect of my company and obtained my OSHA 500. I have also received a lot of training like CPR and First Aid.

What do you enjoy most about your career?

The fast pace and constant changes, it can be stressful, but the reward outweighs it.

What advice do you have for women who want to work in the construction industry?

Be willing to learn every day, there are always things to learn or different ways of doing things. To be frank, tough skin is important and not taking things personally. Working in the field is stressful at times for everyone involved, so learning how to communicate effectively is important. It can be intimidating working in this environment but it is 2021 so be confident that us women are more than capable of doing this work!

TARA EGGLESTON JOHNSTON

Methuen Construction
Sub & Vendor Relations Specialist

Why construction?

It's a physical and tangible representation of a day/week/year(s) hard work. I don't know a single person in the industry, whether office or field, who hasn't said "I helped build that" whenever they drove by a project they had a hand in building.



What is your education/training background?

I have had a combination of college, field and office work for the past 15 years. Try on a multitude of hats, it will help you in the long run be a well rounded employee.

How did you find yourself working in the construction industry?

Safety was a little different a few years ago – my brother and I were on site Saturdays filing Co's and Po's at 7, typed my first RFI at 11, wordsmithed my first appeal to the Conservation Committee at 15. Once I was old enough to choose a path, going to school for Construction Management seemed familiar and something I knew the culture of, which helped my decision.

What do you enjoy most about your career?

The people I meet and the stories they tell. It's very rare that experience is valued more than a degree, but in this industry, experience and the stories of other sites are the law of the land. Construction is a misfit group of golden heart, well-meaning, hard-working, and incredibly knowledgeable people.

What's the most interesting project you've worked on?

Early in my career, it was watching the Flagship Apple store go up in New York City on 14th street. Watching the precision it took on the glass staircase install was the first time I realized how far the boundaries that engineers and designers pushed.

Later on as a Residential project manager, it would be a Boston brownstone renovation where the Architect took the place down to the studs and had full creative control with a blank checkbook. There were some bold style choices made in that project.

Currently in my career, I am in the estimating department. The numbers that come in on bid day look like monopoly money to me, I've just never witnessed some of these scopes of work before. Once I started attending our job site visits and was able to view some of our mammoth industrial projects in progress, it made a lot more sense. The intricate dance and coordination it takes to keep these industrial processes running, while simultaneously building massive structures and reformatting sites to better enhance the productivity of the plant, is just incredible. I'm very thankful to be working at Methuen and to see a whole new side of the industry, on a scale I've never been a part of in the past.

What advice do you have for women who want to work in the construction industry?

- 1) Get dirty. Don't be afraid to learn, look and really get in there.
- 2) Ask the questions to find out WHY things work, not just how. This thought process will help you creatively problem solve moving forward, no matter what your career is.
- 3) Don't waste time on an apology, just take responsibility and work on how to fix it. Women tend to overuse "I'm sorry" to fill a pause in conversation, keep the peace or admit more fault than they are responsible for. Confrontation happens, mistakes happen, but none of that is fixed by an "I'm sorry." Save your breath, as you'll need it when you're working hard to fix it.
- 4) At the start of your career, not everyone will want you there, want to respect you or want to listen to you. Don't let that discourage you, because you'll live there in that weird bubble for a while until your experience catches up with your knowledge.
- 5) You, just by being a woman, will bring a different dynamic to your interactions with subcontractors, vendors and teammates. That's ok, different doesn't mean less than or bad. Different just means not the same.



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LORIE LANE

Cianbro Corporation
Safety Supervisor

Why construction?

I love construction. It is always a changing environment and we get to work with great and talented people. I learn something new in the world of safety every day.

What is your education/training background?

I graduated from high school in 1982 and took some safety related classes at the University of Washington (a great school). After working many years in the general industry in the semiconductor sector, I switched to the construction industry. I've come up through the ranks through the BCSP and have my CHST and SMS certificates.

How did you find yourself working in the construction industry?

I moved from Washington state to South Carolina where my husband was from. It all started by running into a lady in a Walmart line... I was working 3 jobs in my home town at the time and struck up a conversation with a now longtime friend and they were hiring a Safety Professional at a local paper mill. I made the call and was hired a week later. Interesting enough, all my jobs have been obtained through networking.

What do you enjoy most about your career?

I get to have a positive influence with my team members everyday. We build great things through hard work, constant challenges, and a positive safety culture. It's not always a breeze, but most of the time it is extremely rewarding.

What's the most interesting project you've worked on?

The bridge and infrastructure projects are my favorite. My first bridge project was the demolition of the Grace and Pierman Memorial bridge over Charleston Harbor.

What advice do you have for women who want to work in the construction industry?

This field is not easy. The challenge is real but it is so rewarding. Empower your people, lead by example and listen. It is different for us trying to maintain a work life balance, but at the end of the day worth the sacrifices.

Keep your compassion and empathy for people. Stay humble and remember where we came from.

KRISTIN WELLS

DEW Construction
Senior Project Manager

Why construction?

Construction is an industry that allows diverse activities, provides an ever changing environment and people to interact with. It allows



me to utilize my organizational skills and my love of people to develop and execute construction projects with a high sense of satisfaction at the completion. It is never boring!

What is your education/training background?

Bachelors in Business Administration and Economics

How did you find yourself working in the construction industry?

I was scheduling with Primavera products with my father who was a consultant after leaving AT&T and he asked me, "Can you learn this software so I can provide scheduling services to my construction clients for AT&T?" I said, "Sure" then that transitioned into working at Denver International Airport scheduling to the cubic yard of concrete and that was so fun! Learning how to schedule and adopting principles from the PMI institute, one thing just led to another and here I am!

What do you enjoy most about your career?

I enjoy saving money for the owners/subs and planning for super productivity so things move like clockwork. I also enjoy the fun owner relationships (I let my crazy out now and then!) and the happy DEW Management team.

What's the most interesting project you've worked on?

Redstone Lofts in Burlington Vermont was the most interesting project because we were scheduling and resource loading our schedule and it worked so perfectly we finished early! I love that!

What advice do you have for women who want to work in the construction industry?

Don't let your perception of how people feel about you stop you from moving in the direction you want to go!



KAYLA JOHNSON

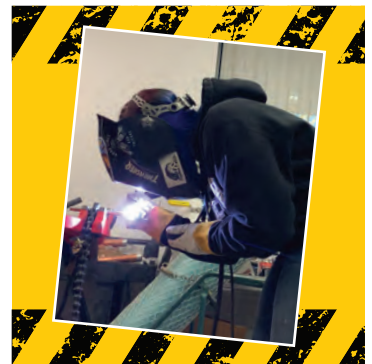
DECCO, Inc.
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Why construction?

You get to earn and learn – every day I use my hands and learn so much in one day just at work. It's not the same thing every day, and I'm not in debt from going to college. My work provides the opportunity for me to get my pipefitter license and send me to school. I love my job but it's not even a job, it's a career.

What is your education/training background?

I went to Monty Tech in Fitchburg, MA and studied welding and fabrication.



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■ Paugus Properties, LLC, has selected **BONNETTE, PAGE & STONE CORP.** of Laconia to manage the construction of the next phase of their Lakeport Revitalization Effort. The purchased properties are located at 41 Elm Street and 9 Park Street in Lakeport and are a short dis-

apartments, and purchasable condos. The goal is to continue enhancing the area's vibrancy by creating additional housing and business opportunities in a structurally sound, aesthetically pleasing new structure.

"Paugus Properties is polishing a gem that was just waiting

backyard. I also have family connections to this neighborhood so being a part of its makeover means a lot to me on a personal level too," says Bonnette, Page & Stone Vice President, Barrett Salta.

Construction will begin in early 2021 with anticipated completion in 2022.

Bonnette, Page & Stone Corp. recently began work on the new Mittersill Performance Center in Franconia, New Hampshire. The newly constructed Performance Center will be a much needed lodge located at the base of the The Mittersill Ski Slopes at Cannon Mountain. It will be open to resort visitors and be a facility for the alpine ski & training teams to utilize during races and/or training efforts.

Plans call for 9,200 square feet of indoor space and is expected to be completed before



Mittersill Performance Center

the conclusion of the 2020-2021 ski season. Funding is being provided by private donors for the project. The project is a partnership of the Franconia Ski Club, the State of New Hampshire, the Holderness School and the U.S. Ski Team.

The new center will provide indoor restrooms, dining facilities and warming spaces allowing the resort to draw in, and better accommodate, more visitors and more prestigious alpine races to the area and resort.

NEWS, CONT. ON PAGE 21



Elm Street drawing

tance away from the beautifully restored Lakeport Opera House at 781 Union Avenue, also owned by Paugus Properties, LLC.

Unlike the Opera House, the existing buildings are not structurally sound and will require demolition. In their place will stand a beautiful mixed-use development that will include some retail space, leasable

for its day to shine and it will shine for many years to come. We are thrilled to be part of this journey with Scott and his team," says Bonnette, Page & Stone President, Keith McBey. "Every project BPS is selected for is amazing. We are grateful for each of them but there is something extra special about being selected for a project in your own

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■ **NOBIS GROUP** is pleased to announce Tom Barrasso has joined the firm as Project Development Manager. An accomplished environmental professional, Barrasso brings over 30 years of experience in environmental consulting, developing environmental policy for a variety of local, State, and Federal agencies, as well as managing environmental projects across the United States involving policy compliance, site remediation, and Brownfields site redevelopment. Barrasso received his degree in geology and chemistry from Salem State College in Massachusetts.



Tom Barrasso

Prior to joining Nobis Group, Barrasso served as the Director of Energy & Environmental Affairs

with the City of Amesbury, MA where he was responsible for overseeing the City's energy and environmental programs. "Tom brings to Nobis a great deal of knowledge centered on site remediation, energy, Brownfields, resilience, and regulatory compliance. His experience aligns tremendously well with where we see business growth opportunities for our firm," remarked Nobis Group's Senior Vice President Pete Delano.

Nobis Group has also announced the selection of two new Associates: Brett Kay, Director of Civil Engineering Services and Jennifer Lambert, PG, Senior Hydrogeologist.

Kay, who has been with the firm for 18 years, leads Nobis Group's civil engineering team and currently oversees the company's Elizabeth Copper Mine Superfund Site project in South Strafford, VT - one of the largest historic copper mine sites in New England. "Brett has played an



Brett Kay



Jennifer Lambert

integral part in shaping Nobis' outstanding company culture. He's a natural leader and mentor, always focused on the professional growth of his entire team," notes Christopher Adams, PE, Vice President of Operations at Nobis Group.

Lambert offers 17 years of experience completing complex environmental investigation and remediation projects and currently manages Nobis Group's On-Call Contaminated & Hazardous Materials Services Contract for the NHDOT. Andrew Boeckeler, PG, Vice President of Engineering and Science at Nobis Group describes Lambert as an outstanding and talented professional committed to delivering technical excellence to the firm's clients. "Internally, she strives to innovate and improve our technical expertise and offerings as leader of the company's Technical Development Team. This quality makes her an invaluable addition to the Associates group."

community on Bridle Path Lane in Londonderry, NH. The project, Wallace Farm Phase 2, was a \$13.2 million project comprised of the construction of three 24-unit three-story apartment buildings along with the associated site and infrastructure work. The 72 additional 1- and 2-bedroom units built in Phase 2 bring the total number of mixed-income units available within the Wallace Farm community to 168 units.

We are very pleased to have been selected as the construction manager for building Phase 2 of Wallace Farm Apartment Homes," said Joseph H. Campbell, President of North Branch Construction. "It has been wonderful to see what a difference this accessible and beautiful new community makes in the lives of those seeking affordable rental housing options in Londonderry."

Renovation projects at two facilities owned and operated by Families in Transition-New Horizons (FIT-NH) were recently completed by North Branch Construction. The spaces will allow FIT-NH to respond more effectively to operational limitations due to the COVID-19 pandemic and provide assistance for food insecurity and homelessness in the future.

"It was very rewarding to work on these two facilities that are making an immediate and positive impact on our com-

■ **NORTH BRANCH CONSTRUCTION**, one of the largest multi-unit housing builders in New Hampshire, has completed construction of three multi-unit apartment buildings at the Wallace Farm Apartment Homes

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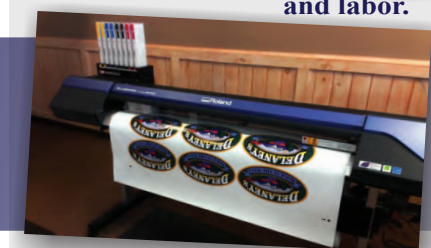
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munity, said Joseph Campbell, North Branch Construction President. "Individuals and families struggling with food insecurity are able to visit the Lake Avenue food pantry for assistance, and forty people experiencing homelessness on another cold winter night, now have a safe and warm place to sleep tonight in the adult emergency shelter. I would like to extend my sincere gratitude to the dedicated team that worked so hard on these important projects for FIT-NH and those within our community that need these services the most."

The project included moving the organization's food pantry from 199 Manchester Street to a new property located at 176 Lake

new partition walls. Installation of new LED lighting, upgrades to mechanical, electrical, and plumbing, as well as the HVAC system and painting.

North Branch Construction has also begun work on a new 6,900 sf pre-engineered



steel building housing a testing and engineering range at the Sig Sauer Academy campus in Epping, NH. Construction is expected to be complete by late spring 2021.

The New Hampshire Chapter of the U.S. Green Building Council presented North Branch Construction with their Building of the Year Award for the NHARNG Field Maintenance Shop in Hooksett, NH at the NH Chapter's Virtual Annual Meeting on December 3, 2020. Also receiving the award for this project are Smith Alvarez Sien-



Families in Transition

Avenue across the street from the organization's Family Emergency Shelter located at 177 Lake Avenue. Renovations at the new Lake Avenue location included major structural improvements, asbestos abatement, roof replacement, new gas service, new 3-phase electrical service, and two new RTU systems, installation of new security, fire alarm, and LED lighting systems, bathroom renovations to ensure ADA compliance, relocation of a walk-in cooler and freezer from the organization's 199 Manchester Street location, and addition of an ADA compliant ramp at the entrance.

The former food pantry area at the 199 Manchester Street location was renovated to create additional sleeping quarters for individuals experiencing homelessness. Renovations included selective demolition of walls and offices and reframing



kiewicz Architects of Burlington, Vermont, architectural designers for the project and the State of New Hampshire/NHARNG. North Branch constructed the 27,200-square-foot facility to achieve Silver Level LEED certification by the U.S. Green Building Council (USGBC). The project, earning a total of 58 points in the Silver level LEED certification process, was the highest scoring project certified in New Hamp-

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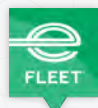
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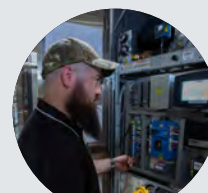
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NEWS, CONT. FROM PAGE 23

shire and was the third highest scoring Silver level LEED projects certified in the United States in 2020.

■ **PROCON** recently completed construction of Unitil's 54,000 square foot regional facility in Exeter, NH. The new facility is located on Energy Way, just off Exit 9 on Rt. 101, a location selected specifically to help fa-

cilitate swift response to outages throughout Unitil's seacoast ser-

vice region.

Unitil selected Manchester-based PROCON as the designer and construction manager for the project. While energy efficiency practices and other environmentally-friendly design choices have been made throughout the building, the building was designed as an 'essential' facility,

meaning it will be able to operate during a man-made disaster, similar to a police or fire station. During major weather events, the facility will serve as the Emergency Operations Center (EOC) for the region and will support preparation, damage assessment, public safety, and restoration efforts as the hub of local operations.

"Working with Unitil has been very rewarding as they are leading by example by in-

corporating LEED, WELL and EnergyStar certifications into this new facility," Michael Lawrence, Architectural Sr. Project Manager of PROCON said. "Their commitment to the environment and their local customers is admirable."

■ **REARCH COMPANY** is pleased to announce the promotion of Peter Post from Project Engineer to Assistant Project Manager and Jesse Rowe from Foreman to Assistant Superintendent.

Peter has a great attitude, cares deeply about the success of projects, and has consistently offered to contribute assistance wherever he can. Peter consistently represents ReArch professionally



Peter Post



NEWS, CONT. ON PAGE 35

New Members December 2020 – February 2021

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with clients and subcontractors and goes above and beyond to provide the level of quality and service that sets ReArch apart.

Jesse has recently managed two projects as ReArch's site representative and delivered both of those projects on-time, has run a professional job site, and exhibited excellent leadership skills.



Jesse Rowe

His proactive pre-planning of the work, scheduling, and coordination with subcontractors ensured these projects' success.

ReArch Company is also pleased to announce the promotion of Andrew MacKechnie from Assistant Superintendent



Andrew MacKechnie



to Superintendent. In his new role, Andrew will coordinate with project managers, vendors, and subcontractors to achieve client goals and project requirements. He will focus on budgeting appropriately, communicating frequently and effectively with project team members, maintaining project schedules, and creating a safe job site. Andrew's education and experience allow him to directly impact ReArch's quality assurance process by

identifying potential operational challenges and creating work processes to avoid or resolve them.

■ **TFMORAN** has made another \$5,000 contribution to the New Hampshire Children's Scholarship Fund to help families. TFMoran's COO, Dylan Cruess presented the check to Kate Baker, Executive Director of Children's Scholarship Fund New Hampshire, at the Bedford office on January 11th. This financial assistance is available to New Hampshire children of low- and moderate- income families to attend K-12 schools that best fit their needs. These scholarships can apply to private schools, out-of-district schools, and homeschooling, which make these options more financially available.

TFMoran is proud to announce the promotion of several senior-level employees, Christopher Rice, Thomas Lamb, and Kyle Roy, to Principals of the firm. Mr. Rice is in the civil engineering group; Mr. Lamb and Mr. Roy are in the structural group. "We are pleased to welcome these exceptional individuals who embody the core values



Christopher Rice



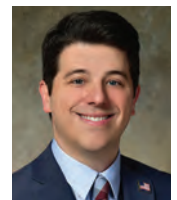
Thomas Lamb

of TFMoran: engineering excellence and superior client service, into our ownership team," said Robert Duval, president of TFMoran. "Effective engineering companies require leaders who are innovators and problem-solvers. These new Principals have all taken on leadership roles within the construction industry, and within community service organizations as well."



Kyle Roy

Nicholas Colon, PE has also become as a principal of the firm. Mr. Colon joined TFMoran's Civil Engineering Department in July 2006. He holds a BS in Civil Engineering Technology from Wentworth Institute of Technology, is a licensed Professional Engineer in New Hampshire and Maine, and holds an NHDOT LPA certification among others.



Nicholas Colon

Alexander Croteau has joined TFMoran as a Civil Project Engineer in the Bedford office. Mr. Croteau recently graduated from the College of Engineering and Physical Sciences at the University of New Hampshire in Durham. He earned a Bachelor of Science degree in Civil Engineering, where his studies included project engineering; transportation engineering; engineering materials; green building design; and structural analysis.



Alexander Croteau



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How did you find yourself working in the construction industry?

I got out of high school and hated my co-op job that I had in high school. I worked there for about a year—it was at a truck building company. My best friend told me about DECCO and I applied that same day. Things have been looking up ever since I got hired. I love working out on the road, and I am always working on the road. I couldn't say I loved it any more!

What do you enjoy most about your career?

Getting my hands dirty, being a girl in a male dominated workplace is awesome. Everyone is very respectful. DECCO has an awesome group of people to work with.

Also welding—I love welding. It's my passion to be a pipe welder.

What's the most interesting project you've worked on?

The Moderna build-out in Norwood, MA. We did the clean-room build out for them.

What advice do you have for women who want to work in the construction industry?

Do it for sure, don't let anyone tell you you shouldn't get into construction. It is awesome and I couldn't recommend a better work field to be in. The benefits and money are great. The people are real. It's definitely something I'd push anyone who said they wanted to get into construction to do.

KAYLA GENDREAU

Fulcrum Associates

Assistant Project Manager

Why construction?

When I was in high school I had the opportunity to take classes in the Career and Technical Education wing (vocational classes). I had so many to choose from including nursing, early childhood education, culinary arts, welding, forestry, etc.

Me being the more sporty/tomboy type of girl, I decided that I did not want to follow the stereotypical female job paths. I immediately signed up for the 2-year Building Trades course where I learned framing, finish carpentry, roofing, siding and so much more.

The more I engaged myself in the class, the more I fell in love with the concept of construction. And from there, the rest is history.

What is your education/training background?

I took a 2-year construction course in high school. I then worked as a laborer for one of my town's well known construction companies. This was while I was also getting my degree in Construction Management from Wentworth Institute of Technology. While at WIT I completed 3 internships, 2 of which were with Fulcrum. Upon graduation, Fulcrum offered me a full time position.

How did you find yourself working in the construction industry?

I followed my dream and my education path and got the opportunity to work for an amazing company!



What do you enjoy most about your career?

I really enjoy getting to be on the management side and being able to see the projects through their entirety. It's not every career where you can see a project from conception on paper to the final product. I like being able to help be part of the teams that make this happen.

What's the most interesting project you've worked on?

I am currently on a project in which there are 3 apartment buildings and it has been interesting having to coordinate the phases of construction, dealing with all of the COVID delays, organizing the manpower and continuing the final aspects of the punch list while having tenants moving into other parts of the building. Constantly crazy, but makes for an interesting time!

What advice do you have for women who want to work in the construction industry?

Don't let others tell you what you want to do in life. Go for what you dream of being, there will plenty of people who support you and your decision!

Is there anything else you'd like to add?

Keep promoting the trades to the younger generation. Don't just push college on them. Show them that working in the field can be just as great of an opportunity!

HALEY FRAZIER

Charters Brothers Construction, LLC

Assistant Project Manager

Why construction?

I've always had a passion for architecture and development. I love watching the community grow with new improvements and I love being a part of it all.

What is your education/training background?

I have a bachelor's degree in business management and about 4 years of experience in the industry.

How did you find yourself working in the construction industry?

I started out as a project coordinator with a company who focused on renovating and developing large apartment complexes throughout the south. I loved the work and found it very rewarding and challenging. From there I knew I wanted to pursue a career in construction management.

What do you enjoy most about your career?

I enjoy the variety of the job. You are always collaborating with new people, there is always something new to learn as every project is unique.

What advice do you have for women who want to work in the construction industry?

Never hesitate to ask questions with the fear of appearing unsure about something and take every opportunity to learn especially in the field.



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AMANDA CAMPBELL

HP Cummings Construction Company
Assistant Project Manager

Why construction?

I enjoy construction because it is an ever-evolving, non-stop creative line of work. Additionally, the construction industry is filled with tradespeople who are willing to help out others and provide insight into their particular craft. This knowledge I have found to be priceless and educational while working alongside so many individuals. I am also a very creative person and enjoy being able to collaborate with architects and engineers during the design development and construction process.

What is your education/training background?

I graduated from Vermont Technical College in 2011 with an Associate's Degree in Architectural & Building Engineering Technology. I went on to work for a small construction business after college and eventually was hired at HP Cummings Construction Company.



How did you find yourself working in the construction industry?

I found myself working in the construction industry because many people in my family are in the trades, or are architects and engineers. I started out enjoying the creative and artistic side of architecture and wanted to become an architect, but I ended up working at a construction company to get some experience in the field and ended up enjoying how every day the challenges are different and unique.

What do you enjoy most about your career?

I enjoy that every day there is a different challenge and a different set of tasks. From the start of the project developing a plan and drawings to the end when we actually get to see it come alive, that's the best part.

What's the most interesting project you've worked on?

The most interesting project that I worked on was for the State of Vermont. While working for the small business before HP Cummings, I was working as an Assistant Project Manager on a multi-phased project at the Vermont Veterans Memorial Cemetery. We built two buildings, (one for the general public and the other for the cemetery maintenance crew), 140 pre-installed burial crypts, 3 columbariums, road infrastructure, and landscaping. My job was to help with the on-site planning during the construction process and working closely with the owners and architects to come up with solutions when problems onsite arose.

What advice do you have for women who want to work in the construction industry?

The advice that I would give to any woman in the construction industry is that we can do anything that we set our mind to and never give up. It's always a challenge, but that's the best part.

Is there anything else you'd like to add?

I am proud to be a woman in construction and enjoy being part of something that will always evolve, remain creative, and challenging.



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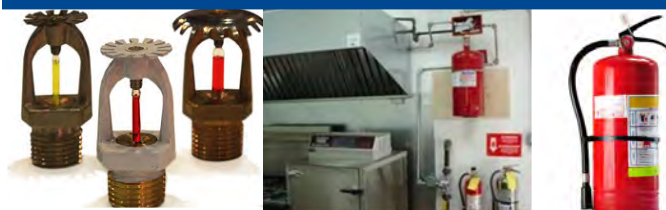


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VAX, CONT. FROM PAGE 11

that they obtained the vaccine. Care should be taken to ensure employees do not provide other medical information that may come from a healthcare provider along with such proof. If such other health information is received, employers must take steps to maintain confidentiality and keep the documentation in a separate medical file in accordance with ADA standards.

CONSIDERATIONS

Before implementing a policy, employers should fully evaluate legal issues, practical issues, and the composition and dynamic of its workforce. Employers will need to be mindful of the practical implications of requiring vaccinations based on vaccine supply and distribution. For example, mandating that all on-site employees obtain the vaccine before reporting back to work in these early stages of distribution may result in a lack of available employees due to the limited availability of vaccines and the prioritizing of who is able to receive one.

Employers also need to be aware of potential employment claims that could stem from mandatory vaccination policies. Employers need to be sure to engage in the interactive process to avoid disability-related federal or state claims due to disparate treatment, failure to accommodate, and/or retaliation. Employers need to understand their obligations to pay employee's time or costs associated with getting vaccinated under federal and state laws. Additionally, should be aware that they face potential exposure to workers' compensation claims if they decide to implement a mandatory vaccination policy. If an employee becomes ill or suffers a significant adverse reaction to the vaccine, requiring medical treatment and/or time off work, such an injury could be deemed

compensable under state works' compensation statutes. Employers should establish policies and practices specific to COVID-19 to mitigate these risks.

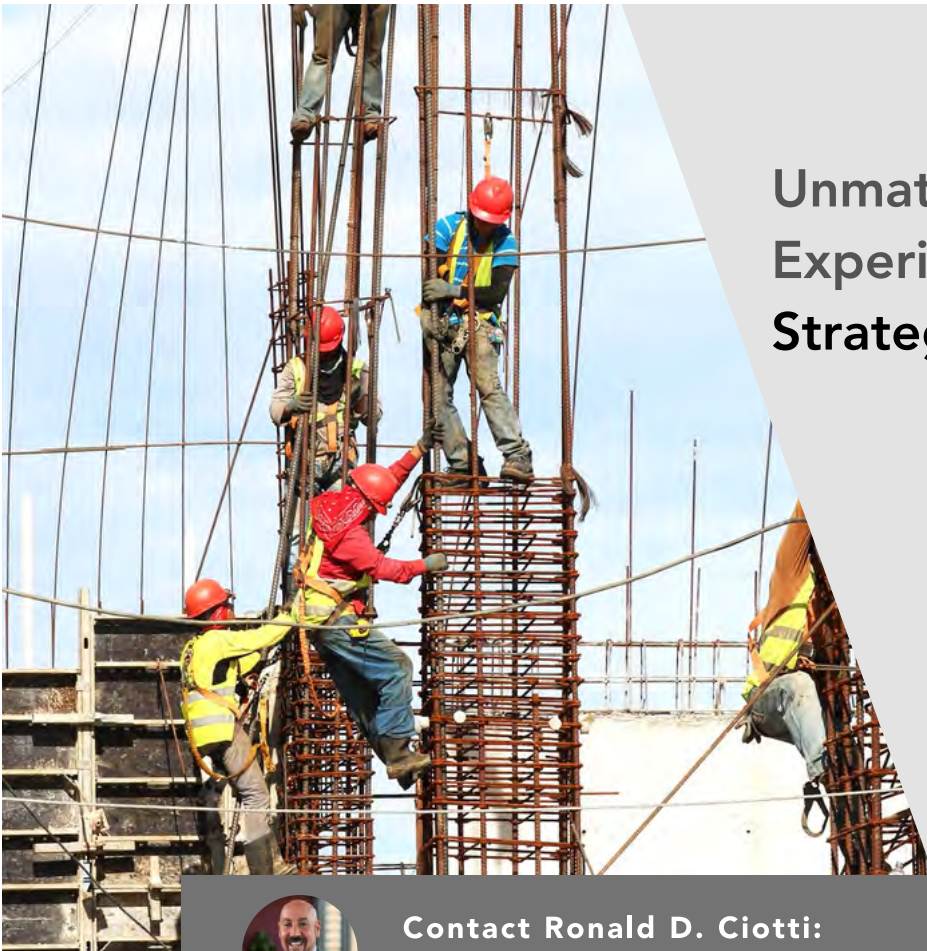
Finally, unionized workplaces must consider whether they need to bargain with the applicable labor unions before any vaccination program begins. Generally employers have a duty to bargain with unions over changes to wage, hours, and working conditions. Employers will need to review the terms of their collective bargaining agreements when implementing vaccination programs.

ALTERNATIVES TO MANDATORY VACCINATION POLICIES

Employers should fully assess the benefits, risks, and potential liabilities when deciding what type of policy to implement. Each decision will be fact specific and based on the specific workplace and industry. Should employers decide to strongly encourage vaccination instead of implementing a mandatory vaccination policy, they can do so by educating and encouraging their employees to get vaccinated on a voluntary basis. They can do this in various ways including: consider paying all costs of the vaccination; provide accurate, up-to-date information about the known benefits of the vaccination and vaccination process; or hosting vaccination clinics on-site.

TAKE AWAYS

When deciding whether to implement a mandatory vaccination policy or to strongly encourage vaccination, employers should pay close attention to federal, state and local guidance and state plans regarding distribution. Employers should then implement clear written policies describing the employer's COVID-19 vaccination requirements or recommendations.



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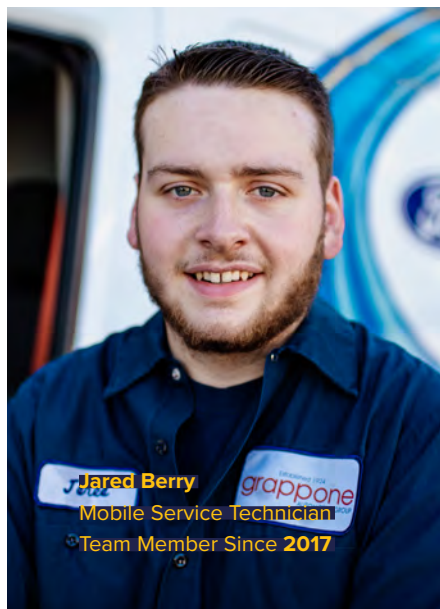
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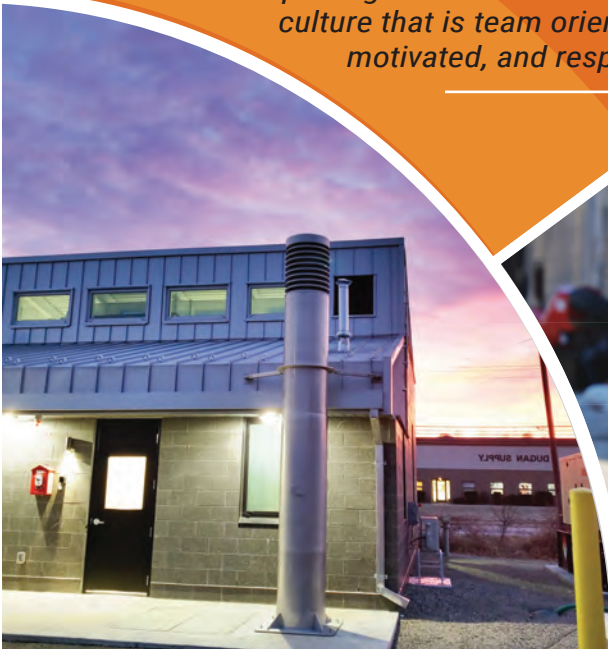
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