

INSIDE...

Protections from
the Failure of
Other Contractors:
Maintain
Security Rights

 **construction**resource



*How are you addressing the
Workforce Shortage?*

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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.

The NH/VT chapter is located at:
58 Chenell Drive, Concord, NH
603-226-4789
info@abcnhvt.org

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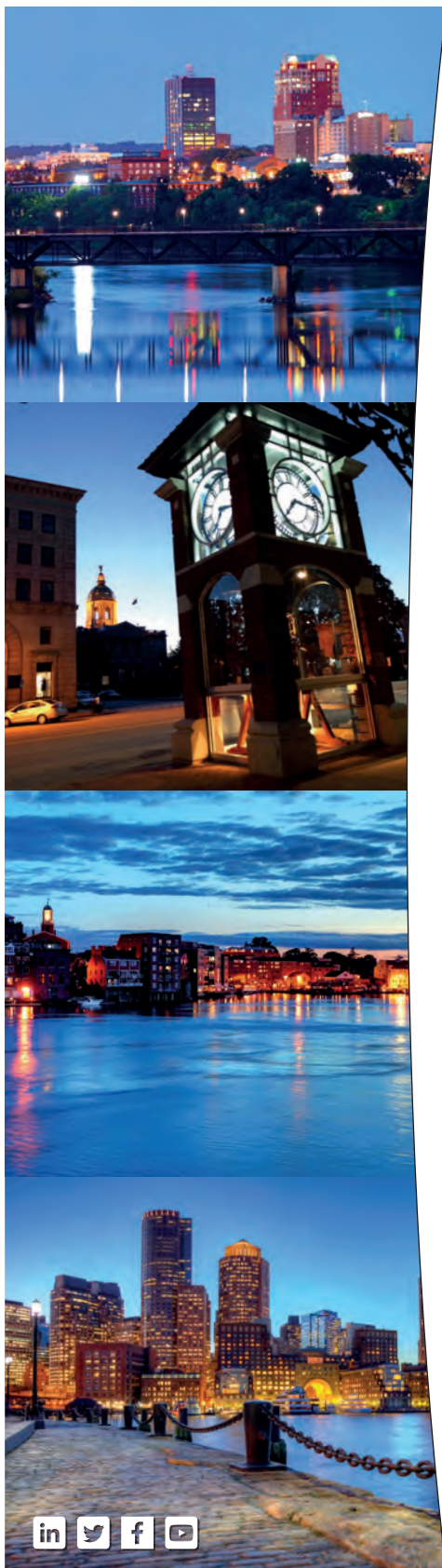
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Reflections on the Past – Goals for the Future

Every New Year is the time to reflect on our accomplishments from the last and recognize the many achievements by the ABC staff, the out-going president, and our chapter chair.



tion committee to hire a highly qualified replacement for our long-term president Mark Holden. Mike has tirelessly taken an active role in promoting our future through the YPG and protect-

The Chapter is embarking on a fresh start with the transition of Presidents. Mark Holden has moved on to a well-earned retirement, which was preceded by building one of the most respected associations in the region. Mark consistently kept focus on the predominant issues facing our industry over the last 33 years. Our 2017 chapter chairman, Mike Dion provided leadership and guidance that facilitated the transi-

ing the Merit Shop way through his advocacy. Our chapter staff did not miss a beat through the transition despite the demands of training, membership growth, event planning, and workforce development.

It is important to acknowledge the challenges the industry has experienced over the last decade. Although some of the challenges remain constant, we are faced with the most extraordinary challenge of de-

veloping tomorrow's future for our industry.

The leadership of the NH/VT ABC Chapter must consistently stay focused on goals, follow up on progress, and pursue results. As an association we must remain relevant to the priority issues at hand for our industry. During our planning session we revisited 2017 goals for the association and our progress. We also established new goals and objectives to be implemented over the course of 2018. Three focus areas were prioritized for 2018, which include workforce development, political advocacy, and membership growth. Each focus area will have a Board Member Champion that will work with ABC staff and membership to advance these goals.

Now is the time to invest in workforce development -the industry needs a culture change.

Investing in our teammates is a recruitment tool, a retention tool, and a requirement in order for our businesses to remain viable. Workforce development(WFD) is a widely used term that encompasses both those activities that encourage students in elementary, middle, and high school to consider the potential of a career in construction. We need more mentors to help prepare young people for their first jobs in the industry.

In order to accomplish this as an industry, we must establish ABC NH/VT the "leading" resource for industry training and WFD needs. Some of the initiatives we will advance this year include: the creation a Member Advocate Program with high schools, technical schools and expansion of the

chapter's training programs to better support skilled trade development. The ABC chapter's bottom line, the establishment of a 501(c)3 as a vehicle for the intake of training grants and donations as well as the creation of a "Trades Bootcamp" will all help in our mission to develop a bigger workforce. We need the utilization of YPG and other similar organizations to work collaboratively as a vehicle to develop the industry future leaders.

Political advocacy is key to supporting our number one priority of workforce development. Our chapter president will identify and establish a working relationship with influential legislative contacts to promote legislation that supports the ABC mission, the development and support of policy positions on key issues in New Hampshire and Vermont.

Last and equally as important, robust membership growth will support priority one for our association as chapter growth will facilitate outreach with high schools, CTE's, and especially with parents.

I am honored, humbled and very proud to have the opportunity to serve our industry and most importantly work on behalf of our members.

Wayne Symonds

ABC NH/VT Chairman 2018

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How Are You Addressing the Workforce Shortage?

The nation's construction industry is facing a crisis today.

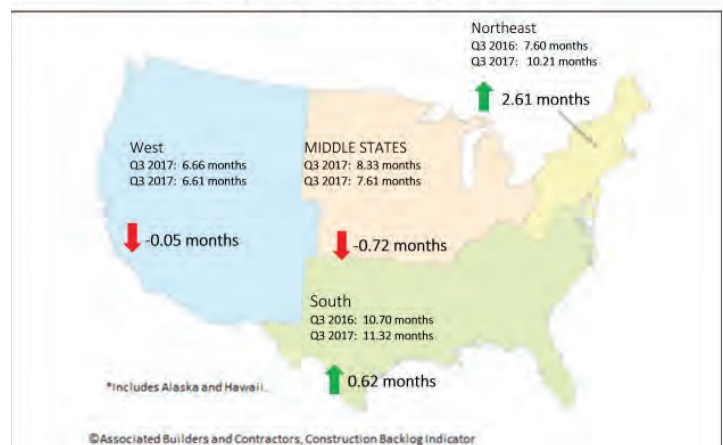
In New Hampshire the construction unemployment rate is around 2.9% and has remained below 3% for over a year. As an industry, we have a gray and graying workforce, with the average age of a worker hovering around 50. These factors combine to create a challenge for an industry experiencing rapid growth which keeps it from being able to address the issue of workforce development.

Judging by the amount of work

experienced rapid growth in the demand for education and ABC delivered high quality training that exceeded the expectations of our members across the chapter. As a chapter we are proud to help contractors invest in their people, which led to winning more work and the delivery of that work for the betterment of communities across New England.

Not only have we seen a demand for more education and safety training, but ABC has also provided training, such as

Year-over-Year CBI Map of Regions and Backlog Months
Third Quarter 2016 v. Third Quarter 2017



on the books, the problem is going to be long term as the Construction Backlog Indicator current sits at 10 months in the Northeast.

Workforce Development Efforts

ABC is a lead partner in construction workforce development. Last year ABC and its members invested \$1.1 billion in workforce training. That amounted to 476,000 people trained across America. In New Hampshire and Vermont, we

the very popular Future Leaders in Construction (FLiC) program and our Super Cert programs. These classes made for a good year in 2017 and we anticipate that 2018 will be even greater.

Creating Opportunity

There are limitless opportunities to build the American workforce through government-defined and industry workforce development programs. Innovative and unique platforms can

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WORKFORCE, FROM PAGE 5

provide the way for all Americans to develop skills to achieve their dreams.

However, with an aging workforce and an insufficient pipeline of new workers, the construction industry faces a critical shortage of skilled craft professionals. According to economic data, approximately 500,000 construction jobs are ready to be filled right now, and that number will increase with economic growth and forthcoming federal infrastructure legislation.

In 2018 the ABC New Hampshire/Vermont Chapter is engaged with sector partners across the region to address the problem locally. We find our-

curricula and industry-recognized, portable credentials for more than 70 crafts that have been used in all 50 states and in 20 countries. Though it was relatively unknown in New Hampshire and Vermont, that is beginning to change.

Everyday more stakeholders are coming to know and use NCCER because it is flexible and affordable. It is proven to get people ready for the workforce and is a valuable tool more employers should use when training their workforce. To learn more, you can visit www.NCCER.org.

At ABC, we believe in building people through the merit shop philosophy: that projects and personal advancement should be awarded based on

“Leadership is not about finding the fault with others, it’s more about learning about yourself and looking inward. When I first came to this program I thought it was going to be about how to manage people. I quickly found out that it is more about learning who I am. What are my strengths, weaknesses and areas that I need to work on? In this way I can be a more effective leader.”

- FLiC 2017 Graduate

selves serving as the nexus that has brought together contractors, career and technical education high schools, colleges and even middle schools.

Credentialed Training

Portable, credentialed programming is an important component to solving the workforce shortage. Founded in 1991 by ABC and leading contractors, NCCER is the industry’s source for craft training, assessment and certification. Today, NCCER develops standardized

performance, skill and achievement. ABC has been setting the standard for safety, quality and integrity in the construction industry since 1950 and will continue doing so well into the future.

To become involved in our workforce development initiative, contact our office today by calling (603) 226-4789.



ABC New Hampshire/
Vermont Chapter

Education by the Numbers

Total Participants
in 2017 ABC trainings: **912**

40% increase from 2016

20% more classes in 2017

500,000 JOBS
ARE READY TO BE FILLED RIGHT NOW
in the American construction industry

ABC'S ANNUAL IMPACT:

\$1.1 BILLION

INVESTED BY ABC MEMBERS
IN WORKFORCE TRAINING



476,000

PEOPLE TRAINED

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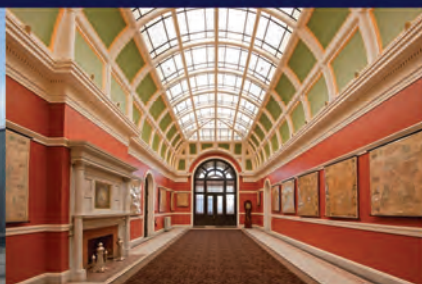


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Protections From the Failure of Other Contractors: Maintain Security Rights

BY NATE BUDDÉ

The construction industry is overly burdened by contractor failures. In fact, construction routinely leads all other industries in failure rates. The construction industry seems to present a perfect storm for driving up failure rates: razor-thin margins, significant cash demands, payment timing issues necessitating large “floats” of costs, and more all add up to a large number of failures. And, since the construction payment chain is so interconnected, a failure by any project participant can be felt up and down the payment chain – and even on other projects.

It doesn't have to be this way. Construction companies all benefit from strong statutory protections built into the laws of every state. These protections, when used appropriately, can shield a company from the failure of other contractors and – as an added bonus – make sure payment is made more quickly.

The best way to protect against the financial risks associated with contractor failure is two-pronged:

- understanding and avoiding internal factors or practices that put the business at risk; and
- preparing for and protecting against the mistakes and failures of other parties.

Internal protections: know and prevent the leading factors that cause contractor failure

There is a lot of data on the propensity of contractors to close up shop, and much of it details relatively common practices that just take a disciplined approach to avoid. Contractors of all tiers must understand these common risk factors and risky behaviors in order to avoid becoming an unfortunate statistic. Cash flow is one of the most common triggers for contractor failures. This is due in no small part to the nature of construction payment itself. Paying suppliers' invoices with short payment terms and making sure payroll is met can cause severe strain on a company that is waiting for payment for work already performed on multiple jobs. And, taking on more work to increase revenue can exacerbate these problems in the short run. The construction industry is always cash hungry, but it helps to take a moment to consider that more business requires more cash – so the dangers of too much potential business can be just as devastating as the problems of too little.

In order to best protect the company from these cash risks, the following steps should be taken:

- get financial documents in order and make cash projections each month; use these projections to guide the company as to which projects to accept, and which to discard;

- always plan ahead to secure cash financing and availability before the company gets desperate;
- don't get greedy and take on too much work (compared to cash reserves and ability to navigate floating significant associated costs related to potential slow payment);
- be careful with bids and estimates, and don't promise to do projects for too low a fee, relying on good luck or change orders to make up for unexpected costs; and
- take steps to improve the timing of payments by providing notices and remaining in a secure position.

External protections: prepare for and protect against the mistakes and failures of other parties

Understanding the default risks and taking proactive steps to keep a company healthy is only one part of the equation. By itself, though, it is not enough. Exercising extraordinary discipline and good cash management practices is a crucial part of avoiding failure, but even a carefully constructed protection wall can come crashing down like a house of cards due to the poor practices of other companies on a project. Diligent cash management is only part of the necessary story.

The web of construction payment means that one company's default, delay or poor workmanship on a project – no

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RIGHTS, FROM PAGE 9

matter where that company is on the contracting chain – can cause problems for everyone, so it's equally critical to prepare for everyone else's cash management to be a mess.

While there are numerous methods (of differing effectiveness) to protect against other parties' failures, by far the most effective is to always protect mechanics lien and bond claim rights. Mechanics liens give a contractor an interest in the improved property itself and enable the contractor to skip right past the defaulting contractor to seek payment directly from another interested party, including the prime contractor or property owner. It even allows the contractor to actually foreclose on the

property itself in order to get paid. If a customer is having cash problems or is slow to pay, these security instruments can be incredible tools, and the

... the process of informing all parties up the chain that the company is on the project, when otherwise they may not know, and that the company's rights are protected, puts the company at the front of the line for payment and prioritizes payment over others if money gets tight.

difference between a write off and cash in hand.

Further, the process of informing all parties up the chain that the company is on the project, when otherwise they may not know, and that the company's rights are protected, puts the company at the front of the line for payment and prioritizes payment over others if money gets tight. Providing notice, which is generally required to maintain these security rights, makes a company visible and opens up an avenue for communication and dialogue between parties. The mere act of having a forum for discussion available can help a contractor avoid many payment disputes or other sticky payment issues.

Construction is a tough business, but following the steps outlined above can make the difference between success

or adding to the pile of contractor failures.

Nate Budde is the chief legal officer and general counsel at zlien, a nationwide mechanics lien service to help contractors reduce their credit risk through the management of mechanics lien and bond claim compliance. He is a licensed attorney in Louisiana and a graduate of Stanford University (B.A.) and Tulane Law School (J.D.).

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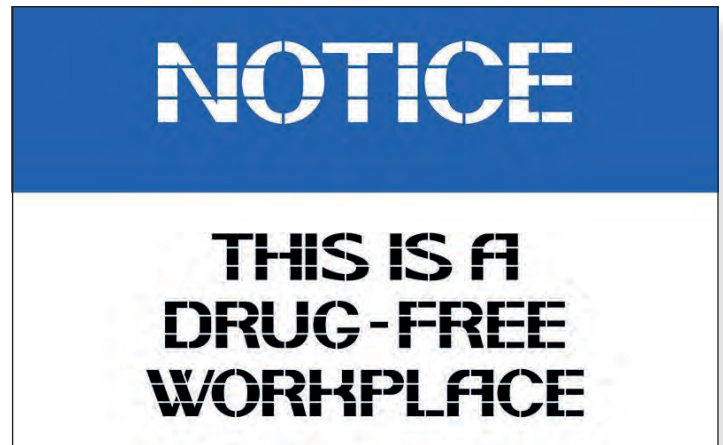
Five Strategies to Deal With Opioid Dependence and Substance Abuse in Construction

BY DR. DEBORAH HAPP

According to estimates from CNA Insurance, illicit drug use among construction workers is at 15 percent—and construction industry employees are more likely to abuse opioids than employees in any other industry (except food service). The current opioid epidemic has been called the worst drug crisis in American history, reaching every corner of society, including workplaces across all industries. This epidemic involves the use of prescription opioid (pain) medications and illicit drugs including heroin and illegally manufactured fentanyl.

A survey recently released by the National Safety Council reveals more than 70 percent of workplaces are feeling the negative effects of opioid abuse. Nearly 40 percent of employers said employees are missing work due to abuse of painkillers, with roughly the same percent reporting employees abusing drugs on the job.

Workers in the construction industry are especially at risk for prescription opioid abuse. There are several factors that contribute to the high rate of opioid abuse in the construction industry. The field is male-dominated and males are twice as likely as females to abuse prescription medica-



tions. Construction workers tend to face more physical wear on their bodies, increasing the likelihood for aches and pains. Finally, the risk of injury on the job is greater, which can lead to the prescription of opioids to treat the pain.

It's important to note that treating opioid dependence is costing companies huge dollars. The average cost to treat a non-opioid-abusing individual is \$3,435 compared to the average \$19,333 for an individual with opioid abuse or an opioid dependence diagnosis, according to The Impact of the Opioid Crisis on the Healthcare System, a FAIR Health Study.

The costs of opioid abuse in the workplace are not limited to healthcare claims costs. Other costs include lost time at work, job turnover and retraining. Despite the prevalence and costs of opioid and substance addiction in the construction industry, only a small percentage of those with opioid or other substance use disorders ask for or receive help.

Here are five ways construction businesses can take action with opioid dependence and substance addiction in their workplace.

1. EDUCATE EMPLOYEES

Educate employees about opioids, including how they work, how they interact with other drugs and alcohol, and how they can become addictive. It's also important to educate employees about alternative treatments for pain.

2. CREATE A NON-STIGMATIZING WORKPLACE

One way to influence more people to seek help is to convince them that getting treatment is the smartest thing to do. By talking about addiction like any other disease, leaders can silence the stigma and allow people to realize it's alright to ask for help. It's equally critical to send the message that the employee's workplace is a safe place, and the company is there to help.

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OPIOID, FROM PAGE 13

3. EQUIP STAFF TO RECOGNIZE THE SIGNS OF ADDICTION

It's important that management and staff be trained on the early signs of opioid and substance addiction—including irritability, poor concentration and declining performance—so they can intervene before the situation deteriorates. Train managers to address performance issues because that often opens up the dialogue to talk about sensitive matters. By showing genuine concern, managers gain the trust of employees, which allows them to guide their workers to the care they need.

4. OFFER SUPPORT TO EMPLOYEES AND FAMILY MEMBERS

Just as a manager would with an employee who has a medical condition, such as cancer or heart disease, managers need to offer non-judgmental support to employees with a substance abuse disorder. Remember, employees who have family members struggling with substance addiction suffer at work too. Those who are affected by a loved one's addiction can have increased absenteeism, lack of focus and health problems related to stress.

If a business doesn't already have one, consider providing an employee assistance program (EAP) for employees. EAP services can be an effective first step for employees and their dependents to initiate support

for nonmedical prescription drug problems. An EAP can offer counseling and referral services, conduct substance abuse evaluations or connect an employee to a qualified substance abuse professional. The best thing about an EAP is that it costs the employee nothing and is completely confidential.

5. HELP EMPLOYEES ACCESS TREATMENT

Ensure workers have access to quality treatment for substance addiction. Consult with the company's health plan provider about a comprehensive plan that covers inpatient and outpatient services. Employees with opioid addiction can often benefit from medication-assisted treatment, which reduces the cravings for opioids and allows employees to work while

in treatment.

By taking action and implementing these strategies, construction companies can create a safe work environment where employees feel supported and can do their best work. There's nothing more important than sending a message to workers that the company cares about their health and well-being.

Dr. Deborah Happ - Senior Vice President, New Directions Behavioral Health

New Directions provides employee assistance programs and managed behavioral health services to health plans and employers.

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News of Our Members

■ **METRO WALLS, INC.** Manchester, NH was selected to provide commercial framing and drywall services for a new \$50 million assisted living center in Keene, NH. Metro Walls was proud to be chosen by fellow ABC member, The MacMillin Company, a DEW affiliate, for this project.



Hillside Village has received the go-ahead to begin construction for a 140-unit senior citizens complex on Wyman Road.

The complex is the result of a merger between Prospect Place and The Woodward Home, assisted living facilities on Court Street in Keene.

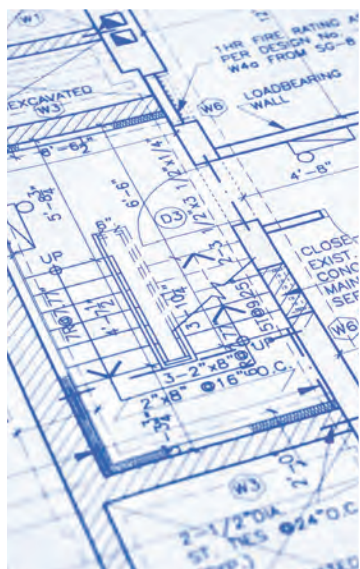
The complex will sit on 48 acres near the Black

Brook watershed and will feature a health care center, continuing care facility, 24 Woodside Apartments 'villas', and 114 independent living accommodations.

■ **METHUEN CONSTRUCTION** is thrilled to announce it's "Future Leaders Program Class of 2019." These teammates have been selected to participate in an 18 month program that will provide opportunities to build on their education and to advance both personally & corporately, enabling promising careers. The purpose of the

■ **RPF ENVIRONMENTAL, INC.**, Northwood, NH, an environmental health and safety (EH&S) consulting firm, is proud to announce that Adam Frey has joined the team and successfully completed his initial field training as an EH&S technician.

Mr. Frey earned a Bachelor of Science in environmental science from Southern New Hampshire University. Over the past year, he obtained three licenses for asbestos consulting and testing, training for OSHA compliance, experience with a wide array of air sampling methods, and certification for optical microscopy. He also gained hands-on training and experience in various projects involving many of the services provided by RPF Environmental.



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Methuen Construction "Future Leaders Program Class of 2019". From left to right: Marcus Swedberg, Ben Raymond, Keith Maynard, Matt Gadziala, Denise Freudenberg, Michelle Douglass, Joann Pickard, Joe Barbone—President & CEO, & Bill Garland—Training and Development Specialist

Future Leaders Program (FLP) is to further develop a culture within the organization that will endure both external and internal challenges in an ever-changing world. To this end, the FLP aims to develop teammates to better influence others within Methuen Construction and enable them to share common goals, values and attitudes to work more effectively toward attaining our organization's short and long-term vision.

Also new to the team, RPF Environmental, Inc. announced that Drew Carter has joined the sales team as a Business Development Representative. Mr. Carter has an impressive track record in health industry sales, and



Drew Carter



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**April
19** **Northern Region Celebrate Spring Mixer**
Woodstock Inn & Brewery
Woodstock, NH

**May
11** **Swing Into Spring Golf Tournament**
Breakfast Hill Golf Club
Greenland, NH

**June
28** **Merit Shop Night at the Ballpark**
Safety Awards Presentation & Graduates Recognition
Fishercats Northeast Delta Dental Stadium
Manchester, NH

**July
19** **FLiC Vermont Graduation & Mixer**
Blackback Pub
Waterbury, VT

**August
9** **Seacoast Harbor Cruise**
Isles of Shoals Steamship Co.
Portsmouth, NH

**October
25** **Excellence in Construction Awards**
Manchester Country Club
Manchester, NH

**December
6** **Annual Holiday Party**
TBD

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MEMBER NEWS, FROM PAGE 19

a well-developed aptitude for complicated, technical products. He will be a great benefit to RPF Environmental, Inc. and its customers.

Mr. Carter earned a Bachelor of Science in international business with a minor in marketing from Franklin Pierce College. Prior to joining RPF Environmental, he was an account manager at OSRAM Sylvania and OSRAM Opto Semiconductors, a pharmaceutical sales representative at Shionogi & Co., Ltd., and an outside sales representative at Lincare—a supplier of respiratory care. Most recently, he was a sales director at Biz to Biz Network Inc. Mr. Carter is quickly coming up to speed to provide exemplary service to RPF Environmental's customers.

NORTH BRANCH CONSTRUCTION of Concord has recently completed construction of a new satellite retail facility for CarMax Auto Superstores on Keller Street in Manchester, expanding the nationwide used car retailer's Boston market area with its 1st store in New Hampshire. The 9.66 acre site was previously

developed as a Walmart, which was demolished to make way for the new 17,758-square-foot sales and service building featuring a showroom and



CarMax Auto Superstores

community Building. Renovations will include improvements to kitchens and bathrooms, replacement of mansard roofs and trim, windows, replacement of five 10,000-gallon oil-fired furnaces with gas-fired furnaces, refurbishment of elevators, the addition of a new asphalt driveway to increase visitor parking spaces, life safety improvements, and the reconfiguration of the Community Building to repurpose its interior space to provide office space for Management & Leasing as well as additional resident recreational uses. All apartments will remain occupied throughout construction, requiring the highest level of coordination by North Branch Construction.

Burnell Johnson Architects of Manchester, NH are providing architectural design for the project, which is expected to be complete by the end of the year. The project is funded through Low Income Housing Tax Credits (LIHTC) administered through the New Hampshire Housing Finance Authority (NHHFA).

PROCON of Manchester, NH returned to Merrimack College as their as the Architect and Construction Manager for the 16,000 SF two-story Dr. Alfred L. Arcidi Welcome Center.

The facility will house the undergraduate and graduate admissions, the O'Brien Center for Career Development, and also provide specialty meeting spaces serving the entire campus. The Dr. Alfred L. Arcidi Welcome Center will border the recently opened Crowe Hall, and will support the college's goal of transforming the North District into the focal point of campus.

presentation lanes. The facility also includes a 936-square-foot car wash building, a 402-space sales lot, a 203-space customer parking lot, and a 2.74 acre vehicle staging area. North Branch Construction completed the project on time with an aggressive schedule of just eight months. Pieper O'Brien Herr Architects of Alpharette, GA provided design services for this project.

North Branch Construction of Concord has recently begun the \$11.5 million renovation of Cimmarron Apartments located just off Interstate 95 on Batchelder Road in Seabrook, NH. Owned by Chartwell Holdings, Cimmarron Apartments offer quality, affordable housing to New Hampshire's Seacoast and the North Shore of Massachusetts.

North Branch Construction will renovate six, four-story residential buildings totaling 388 units, as well as a stand-alone, 2,400-square-foot Com-



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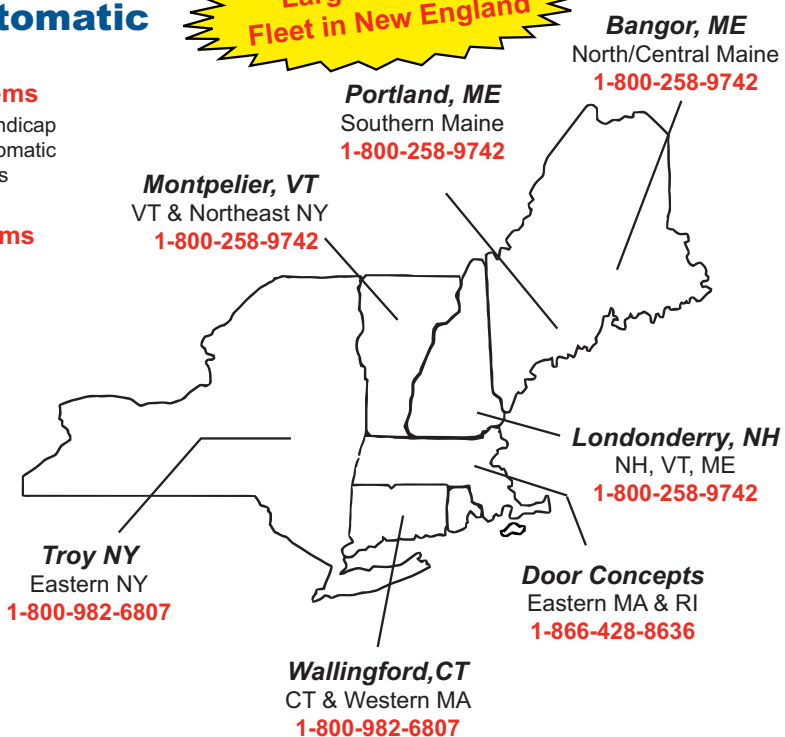
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MEMBER NEWS, FROM PAGE 23

The center's key features will include nine interview/advising rooms, administrative offices,



a student interview preparation space, a boardroom and five conference rooms. Large groups will be able to assemble in a 1,100 SF presentation room to learn about the college. The first floor lobby area was designed featuring floor-to-ceiling windows for a sophisticated first impression.

The Welcome Center is expected to open in fall 2018.

PROCON of Manchester, NH is the designer and builder of the 45,000 SF addition and the company's Vice Chairman John

Samenfeld was on hand for the occasion.

It was a brisk winter morning as attendees arrived and signed their names on the 168-pound beam. Rand-Whitney President Nick Smith opened up the event and talked about what the building upgrades will mean for their company's headquarters. "This expansion will allow us to become even more efficient than we already are. We want the end-result to be a first-class campus for our flagship facility, and also be one of the most efficiently run plants in New England."

City Councilor George Russell took a few moments to talk about the project's impact on the city of Worcester. He said, "Nothing is better than seeing people getting jobs and working in this city." Rand-Whitney was great in their communication with us. They took the time to explain a good plan to the city that would have a minimal impact on the neighborhood. And, I hope that we will continue to see more of this."

The expanded area will be used for much needed additional storage space, as well as for a state-of-the-art waste extraction system and 22 dock doors. The site refurbishments will also

include a shipping/receiving area, increased trailer storage, a driver's office area and modifications to the existing parking area. When complete, the existing building and expansion will total 201,400 SF.

■ **TFMORAN, INC.** announces the recent addition of Engineering Technician, Andrew Gray, EIT to their Portsmouth division team. Mr. Gray graduated from the University of Alaska Anchorage with a Bachelor of Science degree in Civil Engineering. In addition to septic system design, his over ten years of experience includes civil project management, permitting, construction inspection and oversight, and geotechnical investigations.



Andrew Gray

Prior to TFMoran, Mr. Gray was the SWPPP lead inspector for the \$14M Portage Cove Harbor Expansion in Haines Borough, Alaska.

Eric Picard, PE, also of TFMoran, recently passed the Professional Engineer exam and is now a licensed structural

MEMBER NEWS, TO PAGE 29

New Member Spotlight



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the ABC
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Vermont 2018
Annual Meeting?

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MEMBER NEWS, FROM PAGE 27

engineer in New Hampshire. Mr. Picard joined the TFMoran Structural Team in 2013 after obtaining a Bachelor of Science in Civil Engineering degree from the University of New Hampshire, Durham. His experience includes the design, analysis and construction administration of municipal, commercial,



Eric Picard

industrial and residential projects throughout New England. Mr. Picard is a member of the Structural Engineers of New Hampshire.

Dylan Cruess, TFMoran's chief operating officer and principal, has been named to the 40 Under Forty Class of 2018. The New Hampshire Union Leader's "40 Under Forty" acknowledges New Hampshire residents under the age of 40 for professional and personal contributions that make New Hampshire a better place to live and work. Cruess, 38, lives

in Bedford and has been involved in his family's engineering business in various capacities since he was 10.

He, along with the other TFMoran principals, encourage their entire team to become involved in the communities in which they live through support of non-profit, industry, and community organizations. Mr. Cruess credits the amazing people he works



Dylan Cruess

with who help shape communities through new development every day. His engineering firm has a keen focus on STEM (Science, Technology, Engineering, Mathematics) initiatives and supporting personal causes of employees and clients. Mr. Cruess volunteers on the Board of Directors for the Greater Manchester Chamber of Commerce, and as treasurer for the Manchester Masonic Foundation.



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All of our events, seminars, and collaborations are open and available to everyone - from those just starting their careers to seasoned professionals. We strive to connect individuals of all ages and backgrounds across the construction industry. By coming together to network and unite, we make our partnerships stronger and more fulfilling.

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Gold Sponsorship (\$1,000.00) Includes logo on all marketing & event communication throughout the year, logo on website with link to company site, name recognition at all events, logo on all event posters & flyers, and 2 free tickets to all YPG-hosted events (excluding the annual charity event)

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Corporate sponsorship monies help the ABC YPG remain a no dues organization. This encourages all young professionals to participate, regardless of their financial situation. As the membership grows, and the need for a greater diversity of professional development and networking arises, sponsorship monies will ensure that our members continue to receive quality opportunities for growth as young professionals.

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11** **ABC Golf Tournament**
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9**

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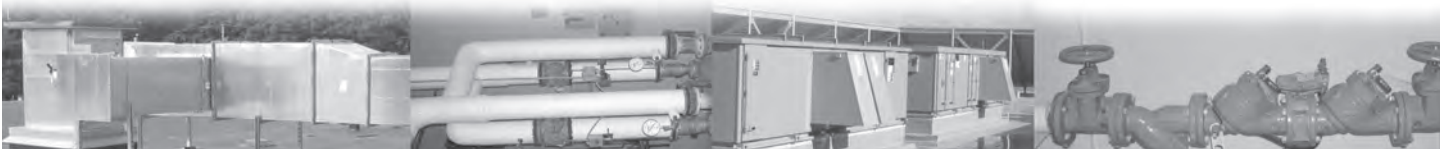


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Upcoming Events

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Location TBA

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Friday, May 11, 2018, 8:00 AM

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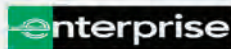
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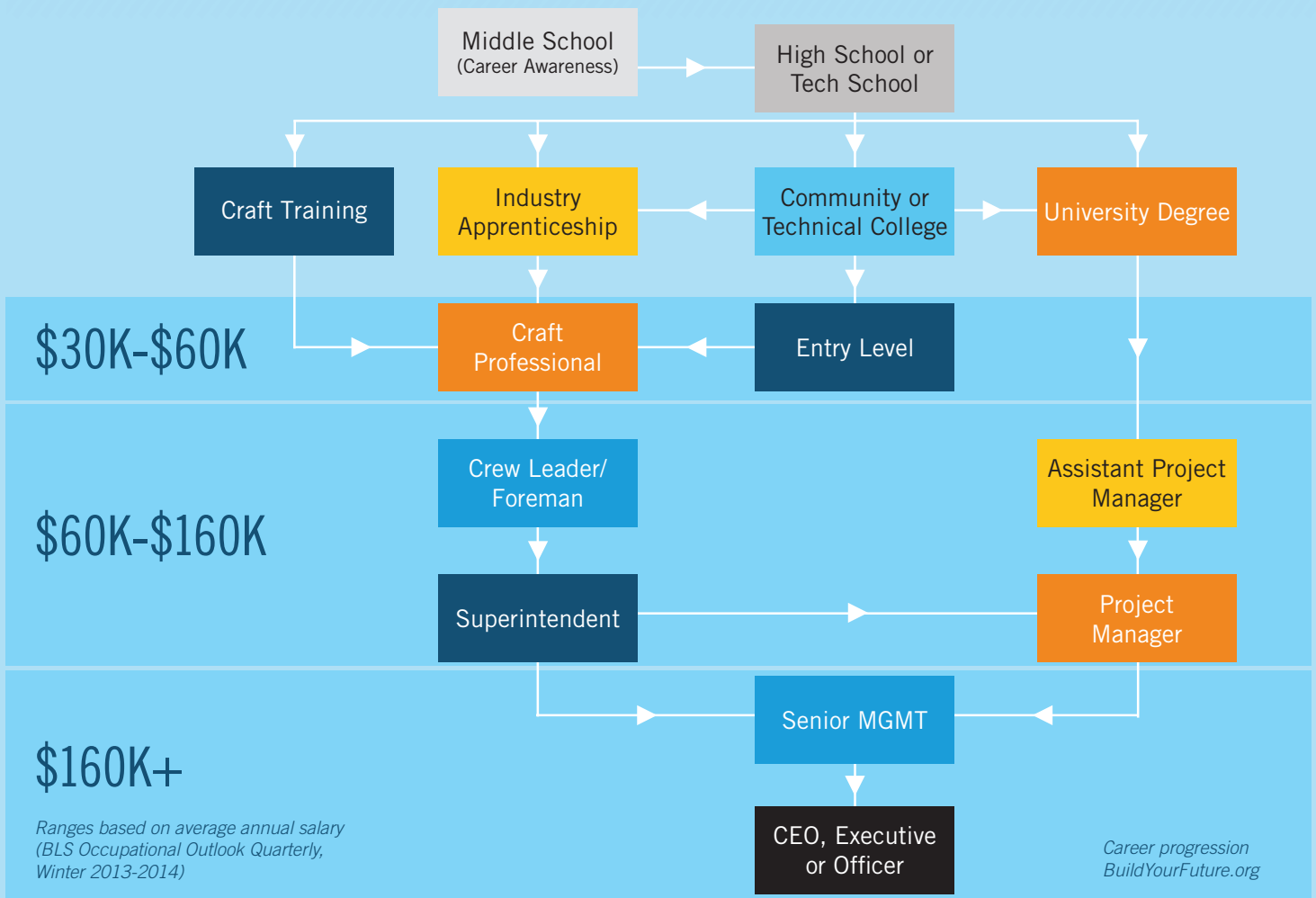


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