

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

# CONSTRUCTION RESOURCE



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## Building a Workforce

### Inside This Issue:

- From Apprentice to Professional: Developing New Hampshire's Next Generation of Carpenters
- Merit Shop Apprenticeship Program Enrollment Up 60%, Growing Faster Than Union
- Building Leaders from Within: Why Promoting Employees Is One of Construction's Best Investments



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## CORE PURPOSE

The Core Purpose of ABC is to advance and defend the principles of the merit shop in the construction industry and to provide members and their employees with an opportunity to succeed.



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## *From the Chair*

# Workforce Revolution

In recent years, we've seen the workforce development and employment landscape change significantly. Companies have had to work harder than ever to find qualified

employees. Like most businesses, when your company is growing, it creates opportunities to promote from within. When developing and promoting employees internally, it's important to identify the right people. Key qualities to look for include consistent performance, the ability to stay calm under pressure, strong problem-solving skills, and a willingness to take ownership of outcomes.

As part of the development process, it's important to give employees opportunities to take on new challenges, provide constructive feedback, and recognize their accomplishments. Active coaching throughout the transition can help them build confidence and develop the skills needed for their new role. Creating a clear path forward and being transparent about expectations are critical to successfully promoting and developing talent within an organization. Of course, whenever a strong employee moves into a new position, there is also the challenge of finding the right person to fill the vacancy they leave behind.

In conversations with companies across the state, veterans have emerged as a strong source of talent for filling hiring needs. Our experience at Longchamps Electric has been very positive when hiring veterans. Military-trained individuals are often reliable and bring strong work ethics to the job. They show up on time, work hard, stay focused, remain calm when problems arise, and understand both leadership and teamwork.

Another workforce resource that some companies are utilizing is second-chance employees (people released from incarceration). While I don't have extensive experience in this area personally, many businesses are finding success filling labor gaps with second-chance employees. Statistics indicate that these employees are often loyal, motivated, and eager to prove themselves. They tend to stay with employers longer, have fewer absences, and help expand the available talent pool when companies are looking to hire.

One area where some companies may be missing opportunities is educational and workforce training grants available in New Hampshire and Vermont. These programs can be valuable tools for expanding employee development and training opportunities within your company.

**WorkInvestNH** provides funding for up to 50% of the cost of structured workforce training programs, including technical, safety, management, and leadership training.

**ApprenticeshipNH** offers grants funded by the U.S. Department of Labor to support apprenticeship programs, including those offered through the Community College System of New Hampshire.

**Vermont Training Program (VTP)** grants can cover up to 50% of the costs associated with structured on-the-job training. In addition, the Vermont Department of Labor's Workforce Education and Training Fund

provides assistance to businesses seeking to train employees for critical, high-demand, or supervisory roles.

Finally, don't forget to take advantage of your ABC membership. There are many ways to maximize its value. Networking events provide opportunities to connect with contractors and industry professionals. Members can participate in educational seminars and training programs covering topics such as reading construction documents, Bluebeam, estimating techniques, safety, legal issues, and insurance.

ABC membership also offers access to valuable programs such as ABC 401(k) and ABC Self-Insured Workers Comp Group (SIG) benefits, along with opportunities to become involved in legislative advocacy to help protect and promote the merit shop philosophy. Members can also benefit from hiring graduates of the Vermont Construction Academy (VCA) and take advantage of discounts through partners such as Ace Hardware, Avis/Budget, Ford, Lowe's Pro, and the ABC Fuel Program.

These are just a few of the many ways ABC membership can help support your business, strengthen your workforce, and create opportunities for long-term growth.

Sincerely,

*Gregory A. Bairam*

2026 ABC NH/VT Chairman  
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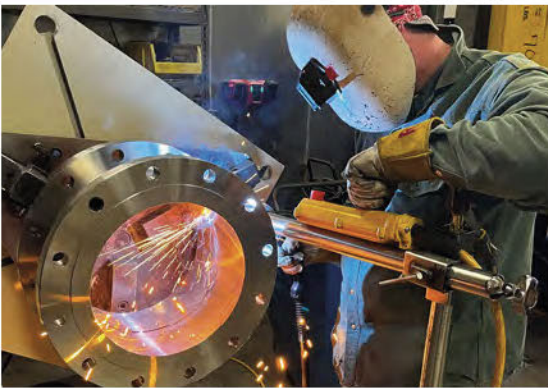
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# From Apprentice to Professional

## Developing New Hampshire and Vermont's Next Generation of Carpenters

For many people, a career in construction starts with a simple desire: to work with their hands, build something meaningful, and earn a good living. The challenge has often been finding a pathway that delivers real-world experience, quality education, and nationally recognized credentials—without the burden of significant student debt. The Registered Carpentry Apprenticeship Programs offered through Associated Builders and Contractors New Hampshire/Vermont (ABC NH/VT) provide exactly that opportunity on both sides of the Connecticut River.

In New Hampshire, the program operates in partnership with Manchester Community College and the Community College System of New Hampshire. In Vermont, classroom instruction and program delivery run through the Vermont Construction Academy (VCA) in Winooski under a Vermont Department of Labor (VTDOL) registered commercial carpentry apprenticeship. Together, these pathways give contractors a proven way to grow their own skilled workforce and give individuals a structured route into one of the region's most rewarding careers.

### Earn While You Learn

As the construction industry faces a critical shortage of skilled workers, registered apprenticeships have emerged as one of the most effective workforce development solutions available. Rather than forcing a choice between work and education, apprentices combine both. They receive a paycheck while building skills in the classroom and on the job.

Unlike traditional college programs that focus primarily on classroom instruction, apprentices spend the majority of their time working for an employer. In New Hampshire, they complete 6,000 hours of paid, supervised on-the-job training over three years while attending 455 hours of related technical instruction at Manchester Community College. Vermont apprentices follow the ABC state VTDOL-registered commercial carpentry standards, with related instruction delivered at VCA. In both states, the combination of classroom learning and real jobsite experience produces well-rounded professionals who understand theory and practical application in commercial and residential carpentry.

Under the guidance of experienced mentors, apprentices develop the craftsmanship, problem-solving ability, and safety awareness that employers value most.

### Vermont: Record Enrollment Driven by Employer Value

Vermont's carpentry apprenticeship is growing at a pace that stands out even among ABC NH/VT's other trades programs. This year the chapter supports a record 26 carpentry apprentices drawn from a wide array of Vermont's leading general contractors.

That growth is different from enrollment in licensed trades such as electrical and plumbing, which is typically driven by state licensure requirements. Carpentry has no comparable license mandate. The Vermont program is expanding organically because employers get tremendous value from the quality of instruction and admin-

istration at the Vermont Construction Academy. Contractors keep sending apprentices because the program works—not because a statute requires it.

Apprentices progressing through the ABC state VTDOL-registered commercial carpentry program consistently perform ahead of their non-merit-shop counterparts. They arrive on the job with structured related instruction, nationally recognized curriculum, documented competencies, and a culture of safety and professionalism that shows up immediately in the field.

### A Curriculum Built for the Jobsite—and What Comes Next

Related technical instruction follows nationally recognized National Center for Construction Education and Research (NCCER) standards. Students receive instruction in construction safety, blueprint reading, building materials, framing systems, interior and exterior finishes, and estimating. The curriculum also exposes carpentry apprentices to related trades such as plumbing, HVAC, electrical safety, masonry, and heavy equipment.

That cross-training is intentional. It helps apprentices understand how the trades interact on a jobsite, making them more collaborative teammates and better preparing them for future roles as superintendents and project managers if they choose those paths.

Participants earn an OSHA 10-Hour Construction Safety Card, complete nationally recognized NCCER curriculum modules, and receive a U.S. Department of Labor certificate upon successful completion. These portable credentials are respected by employers across the country and demonstrate a commitment to professionalism and continuous learning.

### What Employers Gain

For contractors, the apprenticeship is a practical strategy for recruiting and retaining talent. Instead of competing solely for a limited pool of experienced carpenters, they invest in developing their own workforce. Participating employers hire apprentices as full-time employees and provide mentoring and jobsite training. ABC NH/VT, Manchester Community College, and the Vermont Construction Academy handle classroom education and program administration. That collaborative model lets businesses of all sizes participate without building their own apprenticeship infrastructure.

The program also strengthens the broader industry by creating a sustainable pipeline of skilled professionals. With a significant portion of today's construction workforce approaching retirement age, attracting younger workers is essential to meeting future demand for housing, schools, healthcare facilities, manufacturing plants, and commercial development. Registered apprenticeships help bridge that gap while preserving the knowledge and craftsmanship of experienced tradespeople.

### A Debt-Free Path Into the Trade

Financially, the benefits are equally clear. Apprentices avoid large student loans because they earn wages throughout their training.

CONTINUED ON PAGE 33





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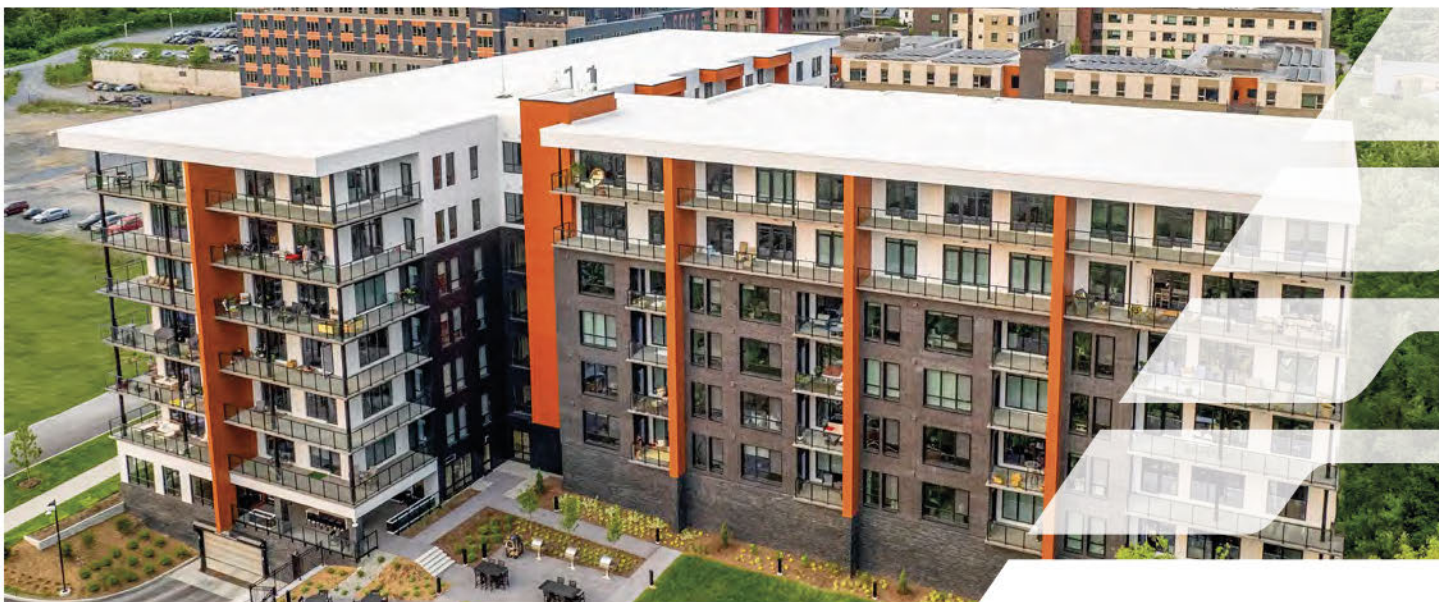
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# Merit Shop Apprenticeship Program Enrollment Up 60%, Growing Faster Than Union

Nonunion apprenticeship programs and participants were responsible for the vast majority of growth in construction registered apprenticeship programs, or RAPs, over the past five years, according to an Associated Builders and Contractors analysis of U.S. Department of Labor data.

“The DOL data show that ABC and merit shop contractors are leading the industry in growing both registered apprenticeship programs and innovative new workforce development pipelines,” said Kristen Swearingen, ABC vice president of government affairs. “ABC supports the DOL building on its success by streamlining and simplifying apprenticeship regulations while providing incentives for better RAP performance, which will attract new sponsors and employers to the system. This is vital to providing access to these high-quality, earn-and-learn opportunities to more Americans and

meeting the important goal of 1 million new active apprentices set forth by President Donald Trump.”

ABC’s analysis of the data demonstrates that the merit shop is the sector most responsible for increasing access to registered apprenticeships in fiscal years 2020-2025:

- In 2025, 93% of the construction industry’s RAPs were nonunion providers.
- Participants in nonunion RAPs increased by 60% from 2020 to 2025, compared to just 21% for union programs.
- The number of nonunion RAPs has grown by 18% since 2020, compared to a 1.5% decrease in union-affiliated RAPs.
- Completers of nonunion RAPs increased by 47% from 2020 to 2025, compared to 19% for union programs.

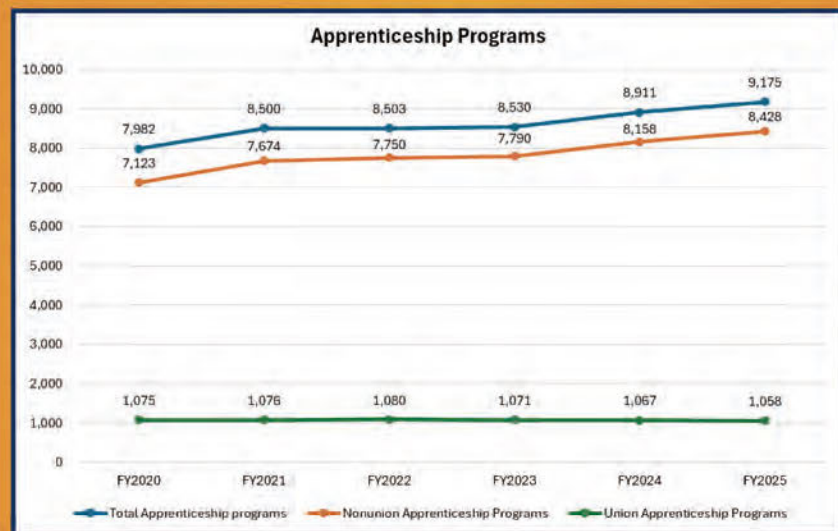
- In 2025, 31% of all construction industry RAP participants were in nonunion programs.

ABC estimates that, in fiscal year 2025, the construction industry’s federal and state RAPs had about 324,000 apprentice participants and yielded 40,000 completers.\* ABC put the construction industry workforce shortage at 349,000 in 2026, reflecting the need for an all-of-the-above approach to workforce development that incorporates registered apprenticeship as an important tool.

“ABC champions registered apprenticeships as a key solution in construction workforce development,” said Swearingen. “ABC’s 67 chapters educate craft, safety and management professionals using innovative and flexible learning models like just-in-time task training, competency-based progression and work-based learning, in addition to more than 450 federal and state RAPs in more than 20 different occupations across America.” ■

*\*Note that eight states did not report complete RAP data to the DOL, so ABC’s figure incorporates rough estimates to account for missing state data.*

**The number of nonunion registered apprenticeship programs has grown by 18% since 2020, compared to a 1.5% decrease in union-affiliated RAPs.**



\*ABC’s analysis of the U.S. Department of Labor data demonstrates that the merit shop is the sector most responsible for increasing access to registered apprenticeships in fiscal years 2020-2025.

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# Invest in Your Workforce—Not Just the Cost: How ABC Training Can Be More Affordable Through State Workforce Grants

In today's construction industry, investing in employee training isn't just a smart business decision, it's a competitive advantage. As technology advances, regulations evolve, and the demand for skilled workers continues to grow, companies that prioritize workforce development are better positioned for long-term success. The good news? Employers in both New Hampshire and Vermont have access to state-funded programs that can significantly reduce the cost of training.

Many of the education and professional development courses offered through Associated Builders and Contractors (ABC) New Hampshire/Vermont may qualify for reimbursement through **WorkInvestNH** and the **Vermont Training Program (VTP)**. These workforce development initiatives are designed to help employers strengthen their teams while easing the financial burden of training. Depending on the program and the training provided, eligible employers may receive reimbursement for up to 50 percent of approved training costs, making it easier than ever to invest in employee growth.

## WorkInvestNH: Supporting New Hampshire Employers

WorkInvestNH, formerly known as the New Hampshire Job Training Fund, helps employers develop the skills of both new and existing employees. The program supports a wide range of workforce training, including leadership development, project management, technical skills, safety education, supervisory training, and quality improvement, all areas in which ABC offers high-quality instruction.

To qualify, businesses must be physically located in New Hampshire (or planning to locate there), contribute to the New Hampshire Unemployment Trust Fund, and be in good standing with state requirements. Training must benefit employees who either work in New Hampshire or are employed by an eligible New Hampshire business.

The program operates on a reimbursement basis, meaning employers

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first apply for funding before training begins. Once the application is approved and a grant agreement is executed, employees attend the approved training. After completion, employers submit the required documentation and receive reimbursement for eligible expenses. It is important to remember that training expenses incurred before approval generally cannot be reimbursed, so planning ahead is essential.

Applying for WorkInvestNH is a straightforward process. Employers begin by identifying the training they want employees to attend, complete the online application through New Hampshire Employment Security, and submit the required information before the first day of class. Once approved, companies simply complete the training and submit attendance records and invoices to receive reimbursement.

## Vermont Training Program: Building Vermont's Workforce

Vermont employers have access to similar funding through the Vermont Training Program (VTP). Administered by the Vermont



Department of Economic Development, the program helps businesses improve employee skills while supporting economic growth across the state.

The Vermont Training Program assists employers with customized training plans for new hires, incumbent workers, technical education, leadership development, and other workforce training initiatives. ABC's extensive catalog of construction education courses aligns well with many of the program's objectives, making it an excellent resource for Vermont employers seeking quality instruction.



Like WorkInvestNH, the Vermont Training Program reimburses employers after approved training has been completed. Businesses work with the state to develop a training plan, submit an application outlining the proposed training and expected outcomes, and receive approval before classes begin. Once employees successfully complete the training, employers submit documentation to receive reimbursement for eligible expenses.

### Why ABC?

ABC NH/VT has built its training programs around the real-world needs of today's construction industry. From safety and compliance courses to leadership academies, project management, blueprint reading, estimating, Bluebeam software, and trade-specific technical education, ABC offers practical instruction taught by experienced industry professionals.

These courses are designed to help employees become more productive, more confident, and better prepared to meet the challenges of today's jobsite. At the same time, employers benefit

from improved performance, stronger employee retention, increased safety, and a more skilled workforce.

For companies already budgeting for employee development, workforce grants offer an opportunity to stretch those dollars further. Rather than delaying training because of cost, employers can leverage available state funding to develop their teams while reducing their overall investment.

If you're considering sending employees to an upcoming ABC class, don't overlook the funding opportunities that may be available. The ABC NH/VT team can help you identify classes that may qualify and point you toward the appropriate state resources. By taking advantage of WorkInvestNH or the Vermont Training Program, you can continue building a knowledgeable, highly skilled workforce while making the most of your training budget.

After all, investing in your employees isn't just an expense, it's an investment in the future success of your company. ■





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1900 Southwood Dr  
Nashua, NH 03063  
(603) 673-2200  
www.decco.com

DEW Construction  
150 Dow St, Ste 441  
Manchester, NH 03101  
(603) 352-3070  
dewconstruction.com

Eckman Construction Co., Inc.  
84 Palomino Lane  
Bedford, NH 03110  
(603) 623-1713  
Eckmanconstruction.com

Engelberth Construction, Inc.  
150 Water Tower Circle, 101  
Colchester, VT 05446  
(802) 655-0100  
www.engelberth.com

Farrington Construction  
4788 Spear Street  
Shelburne, VT 05482  
(802) 985-8669

Fulcrum Associates, LLC  
5 Tech Circle  
Amherst, NH 03031  
(603) 673-3200  
www.fulcrum-nh.com

H.P. Cummings Const Co  
PO Box 269  
Woodsville, NH 03785  
(603) 747-3303  
www.hpcummings.com

Hollis Construction Management  
237 Morrill St  
Gilford, NH 03249  
(857) 400-1028  
www.holliscon.com

Housewright Construction, Inc.  
5365 Main St S.  
Newbury, VT 05051  
(802) 866-5520  
www.housewright.net

J-Tek Construction, LLC  
220 South Hall Street  
Manchester, NH 03103  
(603) 370-0636

Jewett Construction Co., Inc.  
25 Spaulding Rd, Ste 17-2  
Fremont, NH 03044  
(603) 895-2412  
www.jewettconstruction.com

Kingsbury Companies, LLC  
58 Center Rd  
Montpelier, VT 05602  
(802) 496-2205  
www.kingsburyco.com

Landry/French Construction  
160 Pleasant Hill Rd  
Scarborough, ME 04074  
(207) 730-5566  
landryfrenchconstruction.com

Lewis Builders Development, Inc.  
54 Sawyer Ave.  
Atkinson, NH 03811  
(603) 362-5333  
www.lewisbuilders.com

Martini Northern, LLC  
PO Box 164  
Newfields, NH 03856  
(603) 431-6664  
www.martininorthern.com

Meridian Construction Corp  
32 Artisan Court # 4  
Gilford, NH 03249  
(603) 527-0101  
www.meridiannh.com

Methuen Construction Co., Inc.  
PO Box 980  
Plaistow, NH 03865  
(603) 328-2222  
www.methuenconstruction.com

Morin Contracting Services, Inc.  
711 Riverwood Dr  
Pembroke, NH 03275  
(603) 223-4127  
www.morincontractingservices.com

North & South Construction Services  
19 Nimble Hill Rd, Unit 2  
Newington, NH 03801  
(603) 610-1784  
www.northsouthnh.com

North Branch Construction  
76 Old Turnpike Rd  
Concord, NH 03301  
(603) 224-3233  
www.northbranch.net

NorthPoint Construction Management, LLC  
22 Hampshire Dr  
Hudson, NH 03051-4922  
(603) 546-2000  
www.northpointcm.com

Optiline Enterprises, LLC  
131 Burke St Unit A,  
Nashua, NH 03060  
(603) 402-1446  
www.optiline.com

Optimum Construction, Inc.  
91 Auburn St, Ste 1030  
Portland, ME 04103  
(207) 808-8269  
www.optimumconstruction.com

PC Construction  
193 Tilley Dr  
South Burlington, VT 05403  
(802) 658-4100  
www.pcconstruction.com

PROCON  
PO Box 4430  
Hooksett, NH 03106  
(603) 623-8811  
www.proconinc.com

R.H. White Construction Co., Inc.  
615 River Rd  
Bow, NH 03304  
(603) 424-3130  
www.rhwwhite.com

R.M. Piper, Inc.  
PO Box 490  
Plymouth, NH 03264  
(603) 536-4154  
www.rmpiper.com

Realty Management Partners, LLC  
8025 S. Willow St, Ste 211  
Manchester, NH 03053  
(603) 432-8778

ReArch Company Inc  
88 Technology Park Way Ste 2  
South Burlington, VT 05403  
(802) 863-8727  
www.ReArchCompany.com

Sargent Corporation  
3 Godfrey Dr  
Orono, ME 04473  
(207) 827-4435  
https://sargent.us/

Structural Associates, Inc.  
5903 Fisher Rd  
East Syracuse, NY 13057  
(315) 463-0001  
www.structuralassociates.com

Sullivan Construction, LLC  
258 South River Rd  
Bedford, NH 03110  
(603) 647-1777  
www.sullivanconstruction.com

Swan Contracting, LLC  
PO Box 420  
Peterborough, NH 03458  
(603) 371-2261  
www.swan2b.com

Timberline Construction Corporation  
300 Pine St  
Canton, MA 02021  
(339) 502-5000  
www.timberlineconstruction.com/

Turnstone Corporation  
479 Nashua St  
Milford, NH 03055  
(603) 249-9300  
www.turnstonecorp.com

W.M. Schultz Construction  
PO Box 2620  
Ballston Spa, NY 12020  
(518) 885-0060  
www.wmschultz.com

Waterline Industries Corp.  
7 London Lane  
Seabrook, NH 03874-4328  
(603) 474-7477  
www.waterlineind.com

## CONCRETE & MASONRY

AA & D Masonry, LLC  
908 Hanover St. # 5  
Manchester, NH 03104-5418  
(603) 669-0083

Associated Concrete Coatings, LLC  
476 Valley St  
Manchester, NH 03103  
(603) 669-2780  
www.concoat.com

Carroll Concrete Co. Inc.  
PO Box 1000  
Newport, NH 03773  
(603) 863-1000  
www.carrollconcrete.com

Fifth Gen Masonry & Concrete, LLC  
24 Townsend Rd  
Mason, NH 03048  
(978) 868-5436  
www.fifthgenmason.com

George W. Pynn Masonry  
29 Newton Rd. - Rte. 108  
Plaistow, NH 03865  
(603) 382-8969  
www.pynnasonry.com

GS Bolton  
61 Airport Dr Unit 4  
Rochester, NH 03867  
(603) 330-0055

JG MacLellan Concrete Co., Inc.  
180 Phoenix Ave  
Lowell, MA 01852  
(978) 388-6102  
https://www.jgmaclellanconcrete.com/

Mas-Con Corporation  
29 Center St  
Laconia, NH 03246  
(603) 528-4880  
www.mas-concorp.com

Masonry Arts NH, LLC  
319 Dale St  
Wilton, NH 03086  
(603) 296-4933

Northern Design Precast, Inc.  
51 International Drive  
Loudon, NH 03307  
(603) 783-8989  
www.ndprecast.com

Premier Concrete Construction LLC  
614 Gibbons Highway  
Wilton, NH 03086  
(603) 654-2471  
www.premierconcretetelc.com

RediMix Companies, Inc.  
1 Sundial Ave # 310  
Manchester, NH 03103  
(800) 269-6500  
www.redimixcompanies.com

S.D. Szelata Masonry  
PO Box 222  
Glen, NH 03838  
(603) 383-9740  
www.sdszelata.com

Tuff-Crete Corporation  
84 Exeter Road  
East Kingston, NH 03827  
(603) 485-1969  
www.tuffcretecorp.com

VR Concrete, LLC.  
PO Box 247  
Colebrook, NH 03576  
(603) 237-5000  
www.vrconcrete.com

## ELECTRICAL & CONTROLS

Advanced Power and Controls, LLC.  
5 East Point Dr #16  
Hooksett, NH 03106  
(603) 722-9242  
www.advancedpowercontrols.com

CFW Electric, LLC  
PO Box 142  
Danville, VT 05828  
(802) 684-2157  
www.cfwelectric.com

Charron I Reflex Lighting North  
PO Box 4550  
Manchester, NH 03108  
(603) 624-4827  
www.charroninc.com

Cole Electric, Inc.  
205 Church Lane  
East Thetford, VT 05043  
(802) 785-4818  
www.coleelectric.com

Consolidated Electrical Distributors  
79 Carl Dr  
Manchester, NH 03103  
(603) 669-6427  
www.cedmanchester.com

Cummings Electric  
80 Ethan Allen Drive  
South Burlington, VT 05403  
(802) 658-1292  
www.cummingselectric.com

Custom Electric & Communications, LLC  
407 Daniel Webster Hwy.  
Merrimack, NH 03054  
(603) 424-7557  
www.CustomElectricNH.com

Daniels Electric Corporation  
PO Box 7412  
Gilford, NH 03247  
(603) 293-4707  
www.danielselectriccorp.com

Dependable Controls Services LLC  
PO Box 307  
Seabrook, NH 03874  
(603) 580-5744  
www.dependablecontrolsservices.com

Econ Electrical Contractors, Inc.  
17 Franklin Street  
Warrent, RI 02885  
401-297-1844  
www.econelectrical.net

Electric Supply Center  
25 Sundial Ave #405W  
Manchester, NH 03103  
(781) 272-7700

Ewing Electrical Co., Inc.  
PO Box 370  
Deerfield, NH 03037  
(603) 463-8852

F.H. Hamblet, LLC  
29 Victoria St.  
Keene, NH 03431  
(603) 352-2330  
www.hambletelectric.com

Gate City Electric, LLC  
PO Box 3554  
Nashua, NH 03061  
(603) 886-0200  
www.gatecityelectric.com

Graybar Electric Co., Inc.  
80 Pepsi Rd  
Manchester, NH 03109  
(603) 206-7900  
www.graybar.com

Harry-O Electrical Corporation  
PO Box 67  
Pittsfield, NH 03263  
(603) 798-5599  
www.harryoelectrical.com

Independent Electric Supply  
177 Gay St  
Manchester, NH 03103  
(603) 627-2220  
www.iesbuy.com

Interstate Electrical Services Corporation  
15 Cote Lane  
Bedford, NH 03110  
(855) 500-4372  
www.iesc1.com

Irish Electric Corp.  
659 Currier Rd  
Hopkinton, NH 03229  
(603) 224-7474  
www.irishelectric.net

Jolt Electric & HVAC Svc LLC  
PO Box 474  
Hudson, NH 03051  
(603) 402-1955  
www.joltnh.com

Lawrence & Lober Electric, Inc.  
15 Barker St  
Bellows Falls, VT 05101  
(802) 460-3479  
www.llelectricservices.com

Liberty Electric Inc.  
50-B Northwestern Dr # 1  
Salem, NH 03079-5846  
(603) 898-6023  
www.libertyelectricnh.com

Longchamps Electric, LLC  
PO Box 4328, 700 Harvey Rd  
Manchester, NH 03108-4328  
(603) 625-5954  
www.LongchampsElectric.com

MEC Electrical Contractors & Technologies  
27 Industrial Avenue  
Chelmsford, MA 01824  
(978) 244-9301  
www.themecteam.com

Nappa Electrical Contractors  
24 Cook Rd  
Billerica, MA 01821  
(781) 273-6697  
www.nappaelectric.com



Norman E. Day, Inc.  
116 Perimeter Rd. # E  
Nashua, NH 03063  
(603) 880-4601  
www.normaneday.com

NorthEast Electrical  
36 Littleworth Rd  
Dover, NH 03820  
(781) 401-8500  
www.needco.com

Oak Ridge Electrical  
76 Oak Ridge Rd  
Weare, NH 03281  
(603) 660-4651  
www.oakridgeelectrical.com

Peak Technical Solutions  
14 Bittersweet Lane  
Chester, NH 03036  
(603) 582-1234  
www.peaktechnicalsolutions.com

Piquette & Howard Electric Service  
222 Plaistow Rd  
Plaistow, NH 03865  
(603) 382-3130  
www.phelectric.net

Ray's Electric and General Contracting  
33 Jericho Road  
Berlin, NH 03570  
(603) 252-1370  
www.rayselectricnh.com

Richard Electric, Inc.  
PO Box 999  
Wildier, VT 05088  
(802) 295-3894  
www.richardelectric.com

TC Reilly Electric  
67 Seaverns Bridge Rd  
Amherst, NH 03031  
(781) 858-8545  
www.tcreillyelectric.com

Tocco Building Systems  
29 Cook St, Ste A  
BillERICA, MA 01821  
(978) 663-0292  
www.toccocorp.com

## ENVIRONMENTAL & DEMOLITION

Alpine Environmental, Inc.  
275 BillERICA Rd., Ste 2B  
Chelmsford, MA 01824  
(877) 527-4040  
www.alpine-environmental.com

EnviroVantage, Inc.  
629 Calef Highway  
Epping, NH 03042  
(603) 679-9682  
www.envirovantage.com

GZA GeoEnvironmental, Inc.  
5 Commerce Park North #201  
Bedford, NH 03110-6984  
(603) 623-3600  
www.gza.com

RPF Environmental, Inc.  
320 First NH Turnpike  
Northwood, NH 03261  
(603) 942-5432  
www.airpf.com

## FINISHES & SPECIALTY CONTRACTORS

3D Panels, Inc.  
750 Pierre Caisse Rd  
Saint-Jean-Sur-Richelieu Quebec J3B 7Y5  
(877) 731-7067

A.C. Hathorne/Melanson  
252 Ave C, Griswold Industrial Park  
Williston, VT 05495  
(802) 862-6473  
www.achathorne.com

All Weather Insulated Panels  
1276 Crowe Rd  
East Stroudsburg, PA 18301  
(707) 260-9037  
www.awipanel.com

Barrett Siding, Inc & Sheet Metal Bending  
107 Willey Hill Rd  
Londonderry, NH 03053  
(603) 425-2856  
www.barrettsiding.com

Blaktop, Inc.  
PO Box 5243  
West Lebanon, NH 03784  
(603) 298-8885  
www.blaktop.com

Builders Installed Products of NH, LLC  
PO Box 5111  
Manchester, NH 03108  
(800) 626-7797

Chamberlain Companies, Inc.  
14 Delaware Dr  
Salem, NH 03079  
(603) 893-2606  
www.chamberlaincompanies.com

Chevron Royal  
245 Papin Street  
Sherbooke, QC J1L2E2  
(819) 823-2225  
www.chevronroyal.com

Damon Insulation Co., Inc.  
5 Tallwood Dr # C  
Bow, NH 03304  
(603) 224-7406  
www.damoninsulation.com

Door Control, Inc.  
8 Delta Dr # D  
Londonderry, NH 03053-2349  
(603) 216-9222  
www.doorcontrolinc.com

Dually Works, LLC  
90 Joppa Hill Road  
Bedford, NH 03110  
www.duallyworks.com

Evergreen Roofing, LLC  
206 Hegeman Ave  
Colchester, VT 05446  
(802) 865-2264  
www.evergreenroofingvt.com

Executive Building Systems, Inc.  
25 Craftsman Lane  
Merrimack, NH 03054  
(603) 782-8930  
www.executivebuildingsystems.com

Exterior Designs, LLC  
184 Rockingham Rd  
Londonderry, NH 03053  
(603) 668-4113  
www.exteriordesigns.com

F.A. Gray, LLC  
300 West Rd. # 4  
Portsmouth, NH 03801  
(603) 436-0170  
www.fagray.com

Fasadex Designs, LLC  
36 Londonderry Turnpike  
Hooksett, NH 03106  
(603) 782-5152  
www.fasadexdesigns.net

Fortin Building Systems, Inc.  
82 Daniel Webster Highway  
Merrimack, NH 03054  
(603) 583-4653  
www.fortinbuildingsystems.com

Gorman-Thomas, Inc.  
60 Buckley Circle  
Manchester, NH 03109  
(603) 641-6055  
www.gormanthomas.com

Granite State Glass  
78 Douglas St  
Manchester, NH 03102  
(603) 528-4748  
www.granitestateglass.com

Jasmore Properties LLC  
PO Box 221  
Concord, NH 03302  
(603) 961-0335  
jasmoreprop.com

JDS Flooring Associates, LLC  
5 Commerce Ave.  
Londonderry, NH 03053  
(603) 471-1821  
www.floornh.com

JJ's Exteriors  
PO Box 14  
N Ferrisburg, VT 05473  
www.jjexterior.com

Kaloutas  
11 Rail Road Ave  
Peabody, MA 01960-4311  
(978) 532-1414  
www.kaloutas.com

Kelley Brothers of New England  
87 Holly Ct  
Williston, VT 05495  
(802) 865-5133  
www.kelleybros.com

Keystone Carvings  
1 Rebel Road, Unit 1  
Hudson, NH 03051  
(603) 598-2650  
www.keystoncarvings.net

KTM Exteriors  
10 Hazel Dr  
Hampstead, NH 03841  
(603) 895-0400  
www.ktmexteriors.com

Metropolitan Cabinets & Counter Tops  
505 University Avenue  
Norwood, MA 02062  
(781) 949-8941  
www.metcabinet.com

Lajeunesse Interiors, Inc.  
103 Plainfield Brook Rd  
Barre, VT 05641  
(802) 476-3173  
www.lajinteriors.com

Merrimack Drywall, Inc./Merrimack Estimators, Inc.  
24 Putney Rd  
Dunbarton, NH 03046  
(603) 774-1320  
www.merrimackdrywall.com

Metro Walls, Inc.  
160 Bouchard Road St  
Manchester, NH 03103  
(603) 668-2648  
www.metrowalls.net

New Horizon Finishes  
48 Beechwood Drive  
North Andover, MA 01845  
(781) 933-9301  
www.newhorizonfinishes.com

Overhead Door Company  
210 West Rd  
Portsmouth, NH 03801  
(603) 431-2474  
www.overheaddoor-portland.com

Pella Windows & Doors New England  
109 Airport Dr  
Rochester, NH 03867  
(603) 568-9194

Raynor Door Authority of New England, Inc.  
444 E Industrial Park #1  
Manchester, NH 03109  
(603) 628-3667  
www.raynordoorauthority.com

Skyline Roofing Services, LLC  
861 Page St  
Manchester, NH 03109  
(603) 669-0131  
www.skylineroofinginc.com

Steel Elements International, LLC  
237 Daniel Webster Highway  
Merrimack, NH 03054  
(603) 466-2500  
www.steelelements.com

Superior Contracting Services, LLC  
31 Draper Street  
Woburn, MA 01801  
(781) 570-2251  
www.superiorcsllc.com

Vast Glass  
P.O. Box 159  
North Salem, NH 03073  
(603) 401-5918  
www.vastglass.com

Vermont Frames  
22 Varney Hill Road  
Starksboro, VT 05487  
(802) 453-3727  
www.vermontframes.com

Vermont Furniture Designs  
4 Tigan Street  
Winooski, VT 05404  
(802) 655-6568  
www.vermontfurnituredesigns.com

Viking Roofing  
10 Clinton Dr  
Hollis, NH 03049  
(603) 883-6642  
www.vikingroofingnh.com

## FIRE SUPPRESSION & LIFE SAFETY

Encore Fire Protection  
70 Bacon St  
Pawtucket, RI 02860  
(603) 563-7700  
www.lifesafetyfire.com

Hampshire Fire Protection Co. LLC  
8 North Wentworth Ave.  
Londonderry, NH 03053  
(603) 432-8221  
www.hampshirefire.com

Interstate Fire Protection  
25 Chenell Drive  
Concord, NH 03301  
(800) 649-9881  
www.interstatefire.com

## HVAC, MECHANICAL & PLUMBING

Accurate Air LLC  
140 Bouchard St # 1  
Manchester, NH 03103-3358  
(603) 669-5159  
www.accurateairinc.com

Al Terry Plumbing & Heating, Inc.  
1776 Hooksett Rd.  
Hooksett, NH 03106-1689  
(603) 485-4205  
www.alterryplumbing.com

Alliance Group, Inc  
PO Box 666  
Essex Junction, VT 05453  
(802) 864-4000  
www.agusa.com

ARC Mechanical Contractors  
PO Box 724  
Bradford, VT 05033  
(802) 222-9255  
www.arcmech.com

Bow Plumbing & Heating Corp.  
3 Bow Bog Rd  
Bow, NH 03304  
(603) 225-6929  
www.bowph.com

CRS Mechanical, LLC  
119 Turnpike Rd, Unit 3G  
Concord, NH 03301  
(603) 333-2949  
www.crsmechanicalnh.com

Denron Hall Plumbing & HVAC  
605 Front St  
Manchester, NH 03102  
(603) 627-4186  
www.denronhall.com

Dowling Corporation  
363 Exeter Rd  
Hampton, NH 03842  
(603) 433-1311  
www.dowlingcorp.com

Eastern Mechanical Contractors  
724 E Industrial Park Unit 1  
Manchester, NH 03109  
(603) 518-8480  
www.easternheatpump.com

Eastern Vent Systems LLC  
4 Dick Tracy Dr  
Pelham, NH 03076  
(603) 595-8559  
www.easternvent.com

Eckhardt & Johnson, LLC  
6 Eastpoint Dr  
Hooksett, NH 03106  
(603) 622-7493  
www.eckhardtjohnson.com

Elliott Controls, Inc.  
10 Northern Blvd. #4  
Amherst, NH 03031  
(603) 883-7975  
www.elliott-controls.com

Granite State Plumbing & Heating, LLC  
17 Oil Mill Rd  
Weare, NH 03281  
(603) 529-3322  
www.gspinc.com

Johnson & Jordan, Inc.  
22 Gauthier Dr  
Epsom, NH 03234  
(603) 736-0175  
www.johnsonandjordan.net

Laconia Refrigeration  
11 Walker St  
Laconia, NH 03246-2819  
(603) 524-2937  
www.laconiarefrigeration.com

New England Mechanical Overlay.  
100 Barnstead Rd  
Pittsfield, NH 03263  
(603) 435-9999  
www.nemoinc.net

North Shore Mechanical Contractors, LLC  
72 Jonspin Rd  
Wilmington, MA 01887  
(978) 774-9800  
www.nsmcmech.com

Oliver Mechanical, Inc.  
991 Candia Road Unit 1-3  
Manchester, NH 03109-5209  
(603) 621-9063  
www.olivermechanicalinc.com

Palmer & Sicard, Inc.  
89 Holland Way  
Exeter, NH 03833  
(603) 774-1841  
www.palmerandsicard.com

Powers Guaranteed Services  
PO Box 10005  
Swanzey, NH 03446  
(603) 352-9334  
www.powersguaranteed.com

VHV Company  
16 Tigan St. #A  
Winooski, VT 05404  
(802) 655-8805  
www.vhv.com

Wicked Cool Mechanical  
1 Burton Dr, Ste 1, Unit 4  
Meredith, NH 03253  
(603) 524-0445  
www.wickedcoolmech.com

## LANDSCAPING, SITEWORK & UTILITY

BMP Consultants LLC  
51 Granite Lane  
Chester, NH 03036  
(603) 608-9779  
www.bmpconsultantsllc.com

E.A. Quinn Landscape Contracting LLC  
240 Commerce St  
Glastonbury, CT 06033  
(860) 633-0115

Greeley Farms Landscaping, LLC  
136 Temple Road  
Wilton, NH 03086  
www.greeleyfarms.com

Helical Drilling, Inc.  
639 Granite St  
Braintree, MA 02184  
(781) 848-2110  
www.helicaldrilling.com

Jamco Excavators, LLC  
84 Exeter Rd  
South Hampton, NH 03827  
(603) 394-7664  
www.jamcoexcavators.com

Kenyon Lawn & Property Maintenance  
40 South River Rd, Ste 35  
Bedford, NH 03110  
(603) 391-5819  
www.kenyonlawn.com

Knotts Land Care, LLC  
6 Manhattan Drive  
Amherst, NH 03031  
(603) 521-7757  
www.knottslandcare.com

Leighton A. White, Inc.  
138 Elm St  
Milford, NH 03055  
(603) 673-2294  
www.leightonawhite.com



New Era Excavation  
13 Sheridan Dr  
Londonderry, NH 03053  
(603) 231-1164  
www.neenh.com

North Point Outdoors  
PO Box 925  
Derry, NH 03038  
(603) 289-8000  
www.northpointoutdoors.com

Outdoor Pride Landscaping  
500 Harvey Road, Ste 205  
Manchester, NH 03103  
(603) 625-9738  
www.outdoorpride.com

R & B Services  
71 Brook Rd  
Sanbornton, NH 03269  
(603) 235-8254  
www.rbservicesnh.com

St. Pierre, Inc.  
59 Jeffrey Rd  
Charlestown, NH 03603  
(603) 826-4121  
www.stpierreincsandandgravel.com

## PAINTING

Caprioli Painting, Inc.  
20 Beech St Extension # 3  
Newmarket, NH 03857  
(603) 659-2788  
www.capriolipainting.com

CE Painting, LLC  
220 Forbes Road Ste 108  
Braintree, MA 02184  
(781) 849-3030  
www.cepaint.com

Keeley Painting Co., Inc.  
256 True Rd  
Pittsfield, NH 03263-3516  
(603) 435-7234  
www.keeleypainting.com

King Painting, Inc.  
85 Flagship Drive, Suite K  
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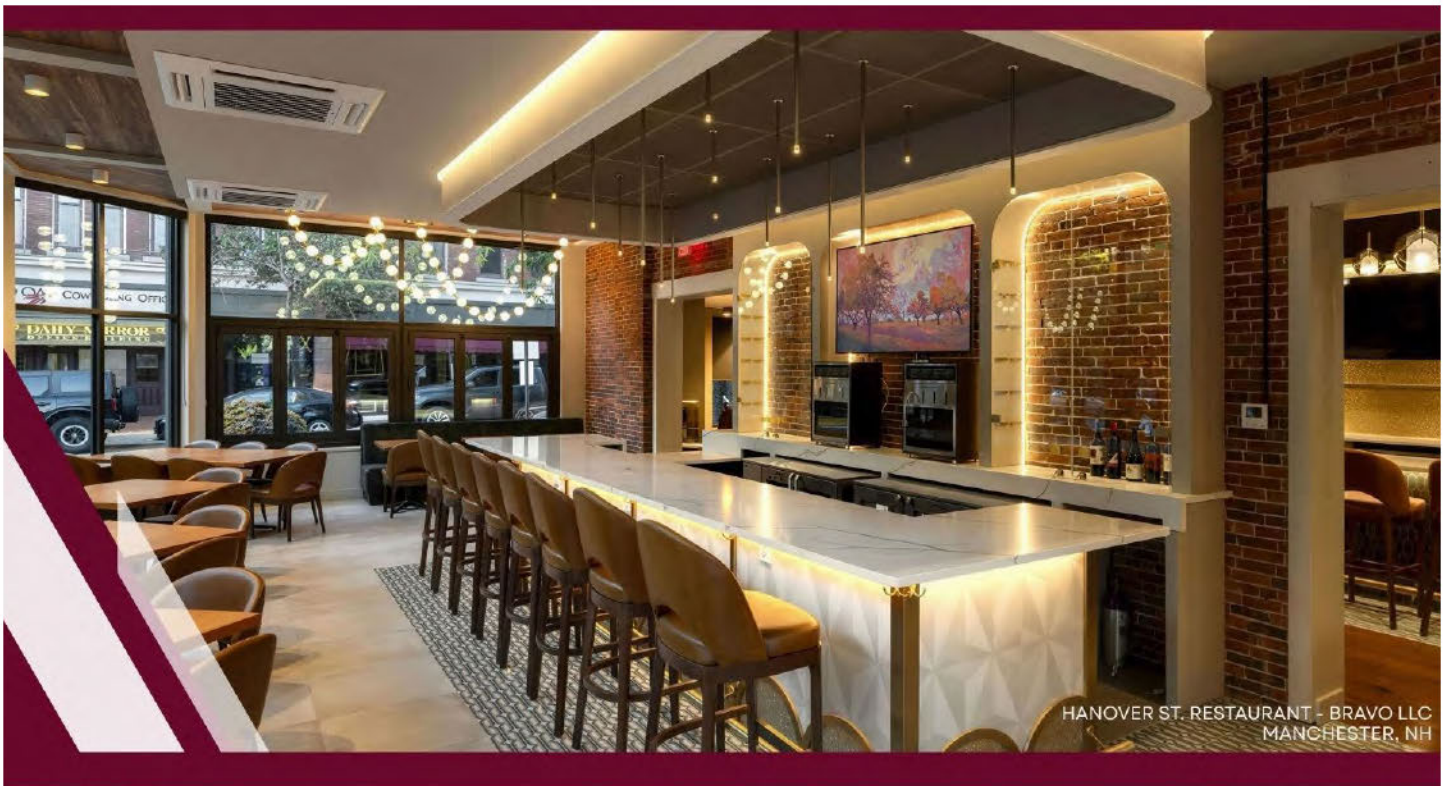


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Promoting from within is more than simply filling an open position. It is a philosophy that demonstrates a company's commitment to investing in its people, rewarding performance, and creating clear career

pathways. Companies that consistently develop and promote their own employees often experience stronger retention, higher morale, improved productivity, and a leadership team that understands the organization's culture from the ground up.

Construction has long been an industry where hard work, dedication, and a willingness to learn can lead to tremendous career growth. Many of today's company presidents, project executives, and superintendents began their careers carrying lumber, operating equipment, or serving as apprentices. Their firsthand understanding of the field often makes them exceptionally effective leaders because they have experienced every stage of the construction process.

Employees are more engaged when they can see a future within the organization. When workers believe their efforts can lead to greater responsibility, increased compensation,

and leadership opportunities, they are more likely to remain committed to the company. In contrast, organizations that consistently hire managers from outside may unintentionally send the message that advancement opportunities are limited, prompting talented employees to seek growth elsewhere.

Retention is particularly important in today's labor market. Recruiting and training new employees requires significant investments of time and money. By developing existing employees, companies preserve institutional knowledge, maintain continuity on projects, and reduce the costs associated with turnover.

CONTINUED ON PAGE 35



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As their skills increase, wage rates typically progress according to milestones established in the apprenticeship agreement. Instead of graduating with debt, they finish with work experience, nationally recognized credentials, and several years of income already earned.

The New Hampshire program's first classroom cohort completed instruction at Manchester Community College in 2023—an important milestone for both ABC NH/VT and ApprenticeshipNH. Those apprentices continued gaining field experience while helping meet growing demand across the state. Vermont's record 26-apprentice class this year is the latest evidence that the same model is taking hold—and accelerating—north of the border.

## Building More Than Carpenters

Today's construction careers offer far more than framing walls or installing finishes. Modern carpenters use advanced technology, read digital plans, coordinate with multiple trades, and play an integral role in delivering complex projects safely and efficiently.

The ABC NH/VT Registered Carpentry Apprenticeship prepares participants for those evolving responsibilities and provides a clear pathway toward long-term advancement, supervisory positions, project management, or business ownership.

As New Hampshire and Vermont continue to invest in housing, infrastructure, and economic development, demand for skilled construction professionals will only grow. Through partnerships with Manchester Community College, the Community College System of New Hampshire, the Vermont Construction Academy, and the Vermont Department of Labor, ABC NH/VT is ensuring that individuals and employers have access to a proven workforce development model.

By combining education, mentorship, paid employment, and nationally recognized credentials, the Registered Carpentry Apprenticeship is building much more than skilled carpenters. It is building the future of New Hampshire and Vermont's construction industry. ■





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Promoting from within also strengthens company culture. Internal candidates already understand the organization's values, safety expectations, quality standards, and customer relationships. They have established credibility with coworkers and are familiar with company processes, allowing them to transition into leadership roles more quickly than someone learning both a new position and a new organization simultaneously.

That doesn't mean every promotion should simply reward seniority. Successful companies identify employees with leadership potential early in their careers and intentionally prepare them for future opportunities. Technical expertise alone doesn't always translate into effective leadership. The best future supervisors and managers are those who communicate well, solve problems collaboratively, mentor others, embrace accountability, and lead by example.

Developing these skills requires intentional investment. Leadership workshops, mentoring relationships, project management training, safety leadership programs, and opportunities to lead small teams all help prepare employees for greater responsibility. Progressive contractors increasingly recognize that leadership development deserves the same attention as technical training.

Succession planning is another important benefit of promoting from within. Many construction companies face the upcoming retirement of experienced leaders and skilled tradespeople. Waiting until someone announces retirement often leaves little time to prepare a replacement. By identifying future leaders years in advance, companies create a smoother transition that protects customer relationships, preserves institutional knowledge, and minimizes operational disruption.

Promoting from within also encourages accountability throughout the organization. Employees recognize that performance, professionalism, and continuous improvement are noticed and rewarded. This creates a culture where individuals take ownership of their work, pursue additional training, and actively contribute to the company's success.

Of course, promoting internally does not eliminate the need to recruit outside talent. New perspectives, specialized expertise, and diverse experiences remain valuable assets. The strongest organizations strike a balance—bringing in external talent when needed while maintaining a clear commitment to developing the people who have already demonstrated their dedication to the company's success.

Ultimately, promoting from within reflects a simple but powerful philosophy: invest in people, and they will invest in your company. When employees see a future filled with opportunity, they become more than workers—they become leaders, mentors, and ambassadors for the organization.

In an industry where relationships, reputation, and experience drive success, developing tomorrow's leaders from today's workforce may be one of the smartest investments a construction company can make. The strongest companies are not simply building projects—they are building careers, cultivating leadership, and creating a legacy that will endure for generations. ■




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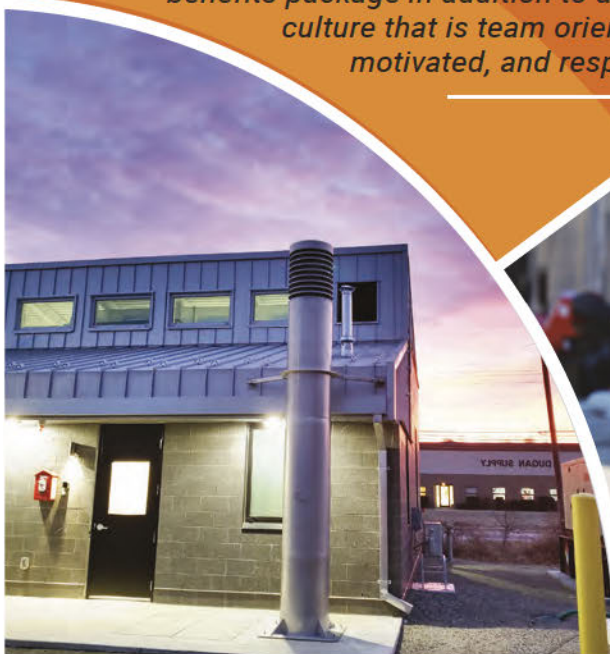


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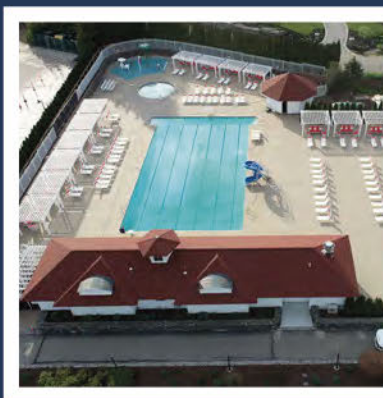
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## FORTIN BUILDING SYSTEMS INC.

■ Fortin Building Systems has promoted **Alicia Santucci** to **Internal Operations Manager**, recognizing her leadership in strengthening the company's financial, administrative, and operational infrastructure.

Her work has transformed the company's internal systems into a strategic advantage, bringing greater reporting accuracy, and real-time visibility across the organization. These improvements allow field teams to remain focused on project execution while supporting the speed and precision clients expect. She has taken the back office and turned it into a competitive advantage.

As Fortin Building Systems continues to grow, Santucci will be central to ensuring the company's internal infrastructure keeps pace with its expanding field operations and maintains the high standards on which FBS has built its reputation. ■



Alicia Santucci



■ Metro Walls has added **Matthew Kellett** as **Assistant Project Manager**, strengthening project support for its Maine operations.

Kellett brings hands-on construction and project coordination experience, most recently working as an Assistant Project Manager supporting project coordination, client communication, and field operations. His construction background also includes safety and carpentry experience.

In his new role, Kellett will work closely with Metro Walls' project and field teams to support successful project execution.

His addition continues the company's broader investment in team depth and operational continuity, helping position its teams to support future growth and increasingly complex projects. ■



Matthew Kellett



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# Invest in the Future of Your Workforce with ABC NH/VT's Super Cert Program

In today's construction industry, technical skills alone are no longer enough. As projects become increasingly complex and companies face ongoing workforce shortages, employers need professionals who can lead teams, understand the business of construction, communicate effectively, and make sound decisions in the field. Recognizing this need, Associated Builders and Contractors of New Hampshire/Vermont (ABC NH/VT) has developed the **Super Cert Program**, a comprehensive professional development experience designed to prepare today's construction professionals for tomorrow's challenges.

The Super Cert Program is far more than a traditional training course. Spanning **12 months** and offering **more than 100 hours of instruction across 42 classes**, this virtual program provides participants with a well-rounded education covering the technical, operational, leadership, and safety aspects of the construction industry. Whether you're an emerging superintendent, project engineer, foreman, project manager, or another construction professional looking to advance your career, Super Cert delivers the knowledge and confidence needed to succeed.

For a tuition of **\$3,900**, participants receive access to every class, all required course materials, and a valuable **DISC behavioral assessment** to help them better understand their communication style, leadership strengths, and opportunities for growth. Best of all, the program is **eligible for both the New Hampshire WorkInvest NH Grant and the Vermont Training Program (VTP)**, making this significant investment in employee development much more affordable for many employers.

Throughout the year, students build a strong foundation in the essential principles of construction management. Coursework includes **Basic Construction Law**, helping participants understand contracts, liability, and legal responsibilities. They also study **Basic Structural Principles**, gaining a stronger understanding of how buildings perform and why structural decisions matter on every project.

Strong project execution begins with organization, which is why the curriculum includes **Construction Documents and Document Control, Planning and Scheduling, Preconstruction Planning, and Quality Control**. These classes equip participants with the tools to improve project coordination, reduce costly mistakes, and deliver projects more efficiently.

Managing people and resources is another major focus of the program. Students learn effective **Jobsite Leadership and Communication** techniques that help them build stronger teams, resolve conflict, and communicate clearly with employees, subcontractors, and clients. Additional coursework in **Resource Control and Cost Awareness** helps participants better understand labor productivity, equipment utilization, budgeting, and the financial impact of daily decisions made in the field.

Safety remains at the heart of every successful construction company, and the Super Cert Program reinforces that commitment with several critical safety-focused courses. Participants complete training in **The Role of OSHA, Secure Construction, Drugs in the Workplace, and Suicide Prevention and Mental Health**. These topics reflect to-

day's jobsite realities, emphasizing not only regulatory compliance but also the importance of protecting workers' physical and mental well-being.

One of the greatest advantages of the Super Cert Program is its accessibility. Because all classes are delivered **virtually**, participants can attend from virtually anywhere while continuing to work full-time. This flexible format allows companies to invest in employee development without the added expense and time associated with extensive travel.

Graduating from the Super Cert Program is an accomplishment worth celebrating. Upon successful completion, participants receive a **commemorative plaque** recognizing their achievement and are honored during **ABC NH/VT's Summer Safety BBQ**, where they receive **complimentary admission** to the event. This public recognition celebrates their dedication to professional growth while highlighting their commitment to excellence within the construction industry.

For construction companies looking to strengthen their workforce, improve project performance, and develop future leaders, the Super Cert Program offers exceptional value. With more than 100 hours of expert-led instruction, practical coursework, leadership development, safety education, and grant funding opportunities through both WorkInvest NH and the Vermont Training Program, there has never been a better time to invest in your team.

ABC NH/VT's Super Cert Program isn't simply another training opportunity—it's a year-long investment in building more knowledgeable, confident, and capable construction professionals who are prepared to lead the industry forward. ■

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# Building Opportunity: Why Hiring Veterans and Second-Chance Employees Strengthens New Hampshire and Vermont's Construction Workforce

The construction industry throughout New Hampshire and Vermont continues to face one of its greatest challenges—finding and retaining qualified workers. As contractors compete for skilled labor to meet growing demand, many are discovering that two often-overlooked talent pools—military veterans and formerly incarcerated individuals—offer exceptional opportunities to strengthen their workforce while making a meaningful impact on their communities.

Both groups possess valuable qualities that align naturally with the culture and demands of the construction industry. By embracing these workers through thoughtful hiring practices and strong support systems, construction companies can fill critical workforce gaps, improve employee retention, and contribute to stronger local communities.

Military veterans bring a unique combination of leadership, discipline, and technical expertise developed through years of service. They are accustomed to working in demanding environments, following strict

safety protocols, adapting quickly to changing conditions, and functioning as part of a team. These characteristics mirror the expectations found on today's construction jobsites.

Many veterans also possess specialized skills in equipment operation, logistics, engineering, electrical systems, heavy equipment, communications, project planning, and leadership. Even when their military occupations don't directly translate into construction trades, their work ethic and commitment to mission accomplishment make them highly trainable employees who often advance quickly into supervisory roles.

Likewise, second-chance employees—individuals who have completed their sentences and are committed to rebuilding their lives through meaningful employment—represent an important source of untapped talent. For many, stable employment is the single most significant factor in reducing the likelihood of returning to the criminal justice system. Construction offers exactly what many seek: the opportunity to develop valuable skills, earn



family-supporting wages, and build a rewarding career.

Contractors who have embraced second-chance hiring frequently report that these employees become some of their most dependable workers. Grateful for the opportunity, many

demonstrate exceptional loyalty, strong attendance, and a genuine desire to prove themselves. As with any applicant, hiring decisions should be based on qualifications, experience, and the specific requirements of the position, but many employers

CONTINUED ON PAGE 48





have found that offering a second chance often results in long-term, dedicated employees.

Beyond the workforce benefits, employers may also find assistance through state and federal workforce programs. Both the New Hampshire and Vermont Departments of Labor work closely with employers to recruit veterans, connect businesses with qualified job candidates, support Registered Apprenticeships, and provide workforce development services. Through local American Job Centers, employers can receive assistance with recruitment, candidate screening, on-the-job training opportunities, and connections to workforce specialists familiar with veteran employment and reentry programs.

Historically, employers hiring qualified veterans and certain justice-involved individuals have also been eligible for the federal Work Opportunity Tax Credit (WOTC), which provided tax incentives for hiring individuals facing barriers to employment. Although the program is currently awaiting congressional reauthorization, employers should continue screening eligible hires because Congress has extended the program retroactively several times in the past. In addition, veterans with service-connected disabilities may qualify employers for wage subsidies through the U.S. Department of Veterans Affairs' Veteran Readiness and Employment (VR&E) on-the-job

training program, which can offset training costs while veterans learn new skills.

Hiring veterans and second-chance employees also benefits the broader communities of New Hampshire and Vermont. Veterans who successfully transition into civilian careers continue contributing their leadership and experience to local economies. Helping formerly incarcerated individuals secure stable employment strengthens families, reduces recidivism, and creates safer, healthier communities.

Construction has always been an industry where individuals can build successful careers through hard work, determination, and continuous learning. As workforce shortages continue, companies willing to expand their recruiting strategies are discovering highly motivated individuals eager to contribute, learn, and grow.

The construction industry has long offered more than just jobs—it offers careers, purpose, and the opportunity to build something lasting. By welcoming veterans who have served our country and second-chance employees committed to building a better future, contractors not only strengthen their businesses but also reinforce the values that define the construction profession: integrity, resilience, opportunity, and community.

Sometimes the strongest foundations are built not only with concrete and steel, but with the willingness to invest in people who are ready to build their next chapter. ■

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