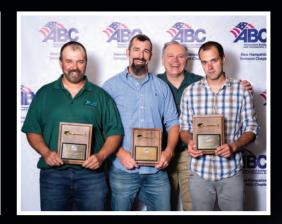
INSIDE...

Why Company Leaders Should Be Connecting With Every Employee









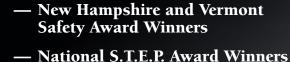
Congratulations

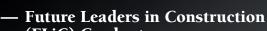
to our

2019 Safety Award Winners!









- (FLiC) Graduates

 Superintendent Certificate
- Superintendent Certificate Program Graduates

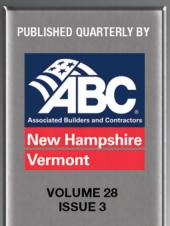












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Associated Builders and Contractors, Inc. is a national non-profit organization whose mission is to represent the construction industry as a cohesive group of professionals, to serve as their vision and voice, and to pursue quality, common goals, and solutions to industry issues.

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

Construction Resource is published quarterly by the NH/VT Chapter of Associated Builders and Contractors. Subscription rate is \$20 per year.

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ISSUE 3

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From The Chair

Dear Business Associates and Friends,

I hope you all had a terrific summer. The colder weather is now upon us and the dreaded project of cleaning up leaves and acorns seems to be never ending. Thankfully, my wife and son join in to assist with this chore.

This is a time of the year that we often try to catch our breath reflecting back on the busy summer project schedule. The fast-track school projects



are all wrapped up and kids are back to school enjoying new

buildings and renovated classrooms. During this slight momentum shift, I find it is a great time to focus on education for our own personnel. As an industry, we invest some \$1.6 billion annually nationwide in training. That's roughly \$76,000 per ABC Member. In New Hampshire, that equates

to about \$18 million in developing our collective workforces.

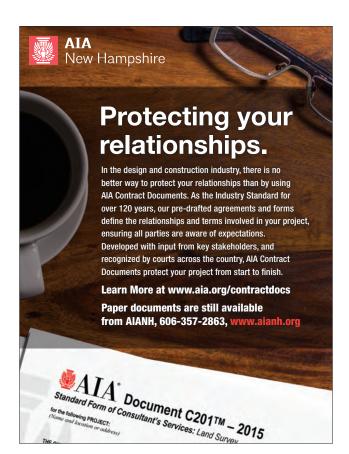
As a company, North Branch Construction invests significantly in training. A number of years ago the Education Committee at North Branch started North Branch University (NBU). NBU completes a yearly survey of our personnel to determine interest areas and needs for training. From the data collected, a list of courses is developed and offered to staff throughout the year. Although some courses are obtained through our ABC chapter, many are taught by our senior management. We budget over \$100K per year in the training of our employees — an investment in our people and our company.

One of the most fruitful benefits of membership in ABC NH/VT is the training that we offer. Please visit www.abcnhvt.org and click on the Education and Training tab to see the wide array and schedule of course offerings. Investing in training pays dividends in improved job performance, safety, and employee retention.

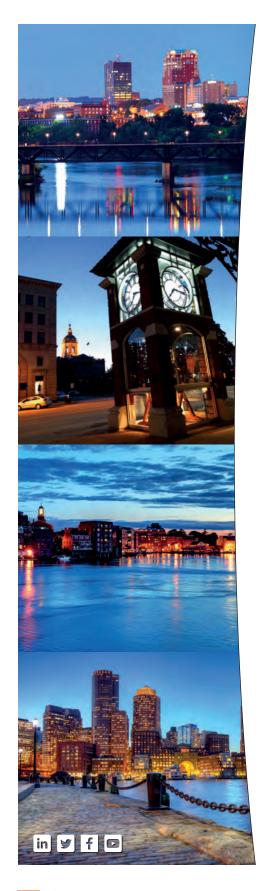
I encourage you to explore training opportunities for your own employees. For any owners or senior managers that haven't signed up for FLIC, I highly recommend it!

Sincerely,

Foseph H. Campbell
ABC NH/VT Chairman



CHAIR, TO PAGE 5



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New Member Spotlight

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Olaf Zwickau | olaf@airsolutionsandbalancing.com

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Airadigm Solutions® offers certified independent testing, adjusting and balancing services for the HVAC industry and the national accounts market. With over 20 years in business, we have a well-established responsive and reliable team of experienced and certified TAB technicians, dedicated project management staff along with office support teams to meet our customers project needs and demanding deadlines.

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Jon Driscoll | jon.driscoll@lifesafetyfire.com

97 Lower Jaffrey Rd, Dublin, NH 03444 | (603) 563-7700 | www.lifesafetyfire.com

Life Safety Fire Protection, Inc. was established in 1989 and has locations in Dublin and Portsmouth, NH. We pride ourselves on quality installations, inspections, and servicing of fire sprinkler systems. Our services also include inspections, testing, installation, and servicing of fire extinguishers and fire suppression systems.

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John Turner Consulting, Inc. (JTC) is a multi-discipline consulting firm founded in 1997, providing geotechnical engineering and consulting, environmental consulting, special inspections, utility inspections, highway inspections, materials testing, and structural and infrared evaluations. We have grown to a staff of over 150 professionals providing services throughout New England and the state of New York.

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2019 Safety Awards

New Hampshire & Vermont Chapter and National STEP Awards

ABC Construction Industry Safety Awards Program recognizes commendable safety performance of individual firms. The awards are intended to convey ABC's strong support of safety performance in full recognition of the fact that each firm has the responsibility for execution of safety to ensure an overall safe workplace.

It is important that as an industry we do everything possible to ensure that everyone who shows up for work goes home in the same condition or better than when they showed up that day.

SIC 15 UNDER 50,000 Personnel-Hours

First–Meridian Construction Corporation **Second**–Turnstone Corporation **Third**–JBR Associates, LLC

Zero Cases Resulting In Lost Workdays

Jasmor Properties LLC JBR Associates, LLC Meridian Construction Corporation Turnstone Corporation

SIC 15 50,000-100,000 Personnel-Hours

First–Bonnette, Page & Stone Corp. **Second**–Fulcrum Associates **Third**–Leighton A. White, Inc.

Most Improved

Eckman Construction Company, Inc.

Most Creative

Fulcrum Associates

Zero Cases Resulting In Lost Workdays

Bonnette, Page & Stone Corp. Eckman Construction Company, Inc. Fulcrum Associates Leighton A. White, Inc.

SIC 15 100.000-200.000 Personnel-Hours

First–Lewis Builders Development, Inc.
Second–North Branch Construction
Third–North & South Construction Services

Most Creative

North & South Construction Services

Zero Cases Resulting In Lost Workdays

Lewis Builders Development, Inc. North & South Construction Services













SIC 15 200,000-300,000 Personnel-Hours

First–Methuen Construction Co., Inc. Second–PROCON LLC

Most Improved

Methuen Construction Co., Inc.

Most Creative

Methuen Construction Co., Inc. PROCON, LLC

SIC 16 50,000-100,000 Personnel-Hours

First-St. Pierre, Inc.

Second–Andrews Construction Co., Inc.

Third–R.M. Piper, Inc.

Most Improved

Andrews Construction Co., Inc.

Zero Cases Resulting In Lost Workdays

Andrews Construction Co., Inc. St. Pierre, Inc.

SIC 16 100,000-200,000 Personnel-Hours

First-W.M. Schultz Construction, Inc.

Most Creative

W.M. Schultz Construction, Inc.

SAFETY, TO PAGE 9



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SAFETY, FROM PAGE 7

Zero Cases Resulting In Lost Workdays W.M. Schultz Construction, Inc.

SIC 16 Million or More Personnel-Hours

First-CIANBRO Corporation

SIC 17 UNDER 50,000 Personnel-Hours

First–Exterior Designs **Second**–All-Bright Systems, LLC **Third**–Harry-O Electrical Corporation

Most Improved

Knott's Land Care

Most Creative

Knott's Land Care

Zero Cases Resulting In Lost Workdays

All-Bright Systems, LLC
Caprioli Painting, Inc.
Exterior Designs
F.A. Gray, Inc.
Harry-O Electrical Corporation
Knott's Land Care
Lawrence & Lober Electric, Inc.
Multi-Weld Services, Inc.

SIC 17 50,000-100,000 Personnel-Hours

First–Associated Concrete Coating, LLC **Second**–Rose Steel, Inc.

Most Improved

Rose Steel, Inc.

Most Creative

Associated Concrete Coating, LLC

Zero Cases Resulting In Lost Workdays

SIC 17 100,000-200,000 Personnel-Hours

First–Damon Insulation Co., Inc. **Second**–Al Terry Plumbing & Heating, Inc. **Third**–TOCCO Building Systems

Most Improved

Al Terry Plumbing & Heating, Inc.

Most Creative

TOCCO Building Systems

Zero Cases Resulting In Lost Workdays

Damon Insulation Company

SIC 17 200,000-300,000 Personnel-Hours

First–DECCO, Inc. **Second**–EnviroVantage

Third-Denron Plumbing & HVAC, LLC

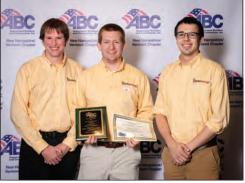
Most Improved

Optiline Enterprises, LLC













Most Creative

Denron Plumbing & HVAC, LLC

Zero Cases Resulting In Lost Workdays

DECCO, Inc.

Denron Plumbing & HVAC, LLC EnviroVantage

SIC 17 300.000-500.000 Personnel-Hours

First–Granite State Plumbing & Heating, LLC **Second**–Metro Walls, Inc.

Third–RELCO - Reilly Electrical Contractors, Inc.

Most Improved

Granite State Plumbing & Heating, LLC.

Most Creative

Granite State Plumbing & Heating, LLC.

Zero Cases Resulting In Lost Workdays $\ensuremath{\mathsf{NONE}}$

SUPPLIERS

First-Novel Iron Works, Inc.

Second–Patriot Building Systems, LLC

Third-LaValley-Middleton Building Supply

Most Improved

Novel Iron Works, Inc.

Most Creative

NONE

Zero Cases Resulting In Lost Workdays

Patriot Building Systems, LLC



Future Leaders in Construction Graduates

Future Leaders in Construction is an 8-month leadership program that meets once a month beginning in October. Affectionately known as "FLiC," it's a program tailored for construction professionals as they advance in their careers and take on additional responsibilities. This interactive program develops results-oriented leadership. To date, hundreds of New England construction professionals have gone through the program to become leaders in the industry.

Nationally recognized books are coupled with activities, discussion and visits from guest leaders in our industry making for stimulating and effective class environment. Congratulations to all the 2018-2019 FLiC Graduates!

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Central Vermont Career Center
Craig Hervey Housewright Constr., Inc.
H.P. Cummings Construction Company
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New Hampshire

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Al Terry Plumbing & Heating, Inc. Al Terry Plumbing & Heating, Inc. Al Terry Plumbing & Heating, Inc. **Associated Builders & Contractors** Cohen Steel Supply Inc. Cohen Steel Supply Inc. Cormack Construction Cormack Construction Denron Plumbing & HVAC, LLC Denron Plumbing & HVAC, LLC EnviroVantage, Inc. EnviroVantage, Inc. Harry-O Electrical Corporation Harry-O Electrical Corporation Jewett Construction Co., Inc. Kindler Development Group, LLC Knott's Land Care LLC Methuen Construction Co., Inc. Methuen Construction Co., Inc. Methuen Construction Co., Inc. Methuen Construction Co., Inc. Nobis Group North Branch Construction NorthPoint Construction Management, LLC NorthPoint Construction Management, LLC NorthPoint Construction Management, LLC Optiline Enterprises, LLC Team Engineering











Daniel Martel

ABC National S.T.E.P. Award Winners

Platinum

CIANBRO
EnviroVantage, Inc.
NorthPoint Construction Management, LLC

Gold

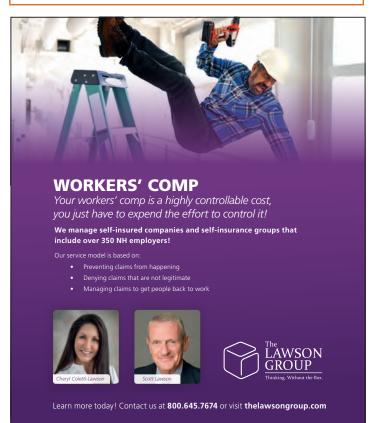
Methuen Construction Co., Inc. Metro Walls, Inc. Structural Associates, Inc. W.M. Schultz Construction, Inc.

Silver

J. Lawrence Hall Co., Inc. The RELCO Companies

Participant

Denron Plumbing & HVAC, LLC Multi-Weld Services, Inc. PROCON Tradesmen International



ABC Superintendent Certificate Program Graduates

Associated Builders and Contractors Superintendent Certificate Program was developed by construction industry professionals to prepare and provide construction supervisory level people with the knowledge required to perform their duties.

The certificate program courses expose students to the functional skills and the management/leadership skills needed. Eight courses complete the full certificate program. Participants who complete all of the program requirements are awarded a Certificate of Achievement in Construction Supervision.

Required courses include: Understanding Construction Documents, Safety, Quality Control, Document Control and Estimating, Planning and Scheduling, Resource Control and Cost Awareness, Human Relations and Problem Solving. Elective courses include: Basic Construction Law, Basic Structural Principles, Building Green, Project Estimating, Understanding Codes.

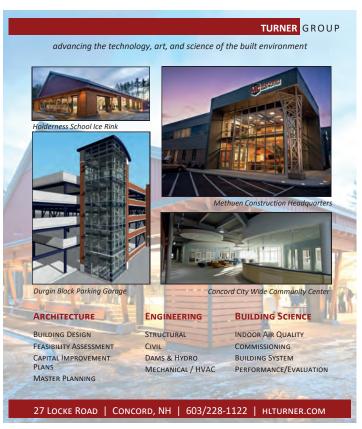
Congratulations to recent graduates of the full ABC Superintendent Certificate Program:

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Policy Disagreements and Bi-Partisanship Budget Summarize 2019 NH State Legislative Session

This year there was a lot of tension between Gov. Sununu and the Majorities in the state Legislature. Democrat lawmakers made a tumultuous noise over the record-setting 57 vetos issued by the Republican governor; however, lawmakers tried and mostly failed to override the Sununu's vetos. The legislature overturned just two vetos-one measure that abolishes the death penalty and another that will eliminate the three-month waiting period before a patient can be prescribed medical marijuana from a provider.

Among the upheld vetoes this year was SB271, a measure that would have added a ques-

tionable form of state prevailing wage regulations and costs to state public work and local

This state budget does not increase taxes and ensures business tax cuts that went into effect in January for the business profits tax are to remain in place

work receiving state assistance. ABC applauded the governor for vetoing this bill and thanks members of the legislature who sustained the veto.

Other measures vetoed by the governor included a higher minimum wage, a new Family and Medical Paid Leave and the redefinition of gainful employment for purposes of workers' compensation. Despite the partisanship of the state house, some common ground was found with new laws on suicide prevention training, increased penalties for animal cruelty and banning offshore drilling.

At the end of the summer, lawmakers and the governor came together to pass a budget after weeks of an impasse. The compromise state spending plan was broadly supported in both parties and received overwhelming backing, passing the House and Senate with over 300 votes.

This state budget does not increase taxes and ensures

business tax cuts that went into effect in January for the business profits tax are to remain in place. There is also a switch to a single-sale factor in calculating business taxes for multi-state businesses. The compromise plan also includes \$130 million in extra school funding as well as \$40 million in state aid for municipalities.

Both sides will claim victory for this. The governor kept spending down; while the Legislative majorities got the spending they wanted for schools, mental health, Medicaid and child protection.

More on the state budget on page 17.



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Key Provisions from the Budget Deal

- Provides additional cuts to the business tax rate if total revenue reaches 6 percent over projected amounts.
- \$56 million for Medicaid provider rate increases (down from \$58 million) but it'll increase 3% anyway on January 1, 2020.
- Continued support for the Sector Partner Initiative; a collaborative, industry-led program that provides funding, training expertise and other resources to help companies within a
- growing industry sector collaborate on workforce development needs together.
- \$62.5 million annually in education funding as requested by the Democrat Majorities of the Legislature
- State's structural deficit will be reduced by 75%, or about \$70 million from the Legislature's proposed budget. This ensures no funding cuts for existing programs.

\$130M in school building funds State's structural deficit will be reduced by

75%

or about \$70M from the Legislature's proposed budget \$62.5M annually in education

funding as requested







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Notable Laws Passed in 2019

Updates the definition of the state building code to include the 2015 editions of the International Building Code, the International Existing Building Code, the International Plumbing Code, the International Mechanical Code, the International Energy Conservation Code, and the International Residential Code.

SB 22:

Provides that any municipality that has adopted the construction property tax exemption under RSA 72:81 shall determine the rate and duration of the exemption on a per case basis, based on the public benefit generated by the commercial or industrial project.

Requires the state building code review board to maintain a publicly accessible list of applicable building codes and amendments. Further provides for an appeal to the state building code review board from decisions of a local building code board of appeals.

HB 25:

Appropriates nearly \$125 million in general fund bonding for capital projects.

HB 357:

Provides certainty that funds set aside for public school construction are non-lapsing.

Provides funding to produce a final development study the Capital Corridor rail project.

SB 190:

Changes the calculations in the apportionment of sales under the business profits tax and the apportionment of dividends under the business enterprise tax in a way that should benefit companies based in NH and hurt out of state firms that sell into the Granite State.

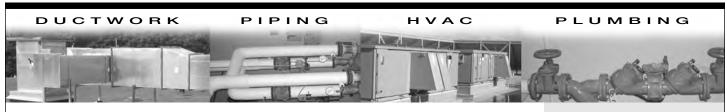
SB 270:

Provides \$500,000 of annual credits against the BPT for businesses donating to CTE centers.

Adds post-traumatic stress disorder and acute stress disorder to the definition of "injury" for the purposes of workers' compensation.

SB 12:

Graduate Retention Incentive Partnership, which would encourage job seekers to link up with employers that would pay off their student loans.



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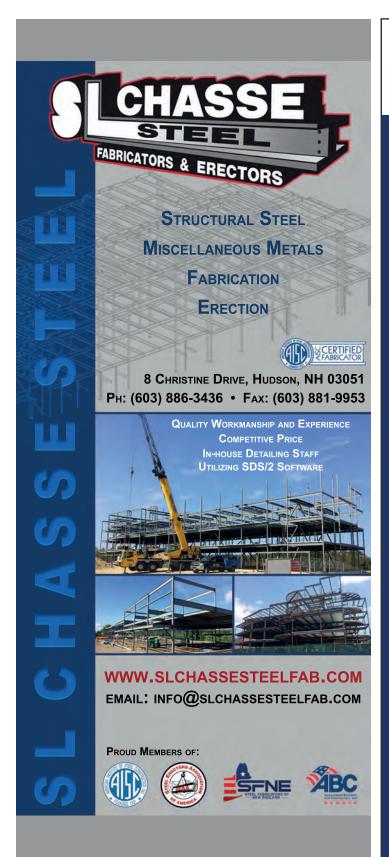
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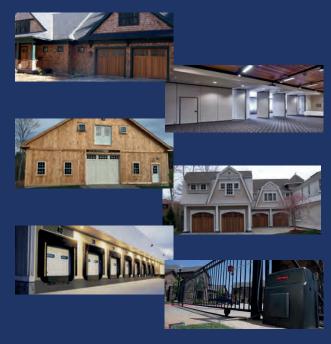






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News of Our Members

■ EXTERIOR DESIGNS, a leader in commercial cladding is excited to announce that their office has moved to 184 Rockingham Road in Londonderry, NH. This space will accommodate the company's staff and better serve its customers.

The interior of this office features some of Exterior Designs'

stylish furnishings and most importantly extra space for a growing staff. To celebrate, the company hosted a well-attended open house and ribbon cutting ceremony that included clients, vendors and friends.

Exterior Designs will con-

Exterior Designs will continue to provide outstanding

specialty cladding, along with

craftsmanship and an excellent workforce for all of your commercial cladding needs.





thrilled to announced that they have made 184 Rockingham Rd. in Londonderry, NH their home base. The new office reflects the culture of Patriot and strives to make it a great place to work. The facility features specialty materials, large offices and a modern design. Here, there is plenty of room for teams to collaborate with colleagues, customers and partners.

■ METRO WALLS recently held their First Annual Rally for a Cause, a motorcycle ride for charity. This year's beneficiary was The National Pancreatic Cancer Foundation. With "Mike's Match," \$1,585 was raised for this cause.

The trip started at Metro's home base of Manchester and ended at the well-known Broken Spoke Saloon in Laconia, NH. Motorcycle enthusiasts from Metro Walls, Exterior Designs, Atlantic Prefab, and Patriot Building Systems all attended.

"This year we had 25 riders and our goal is to grow this tradition. This event was both fun and rewarding. It was a chance

MEMBER NEWS, TO PAGE 25





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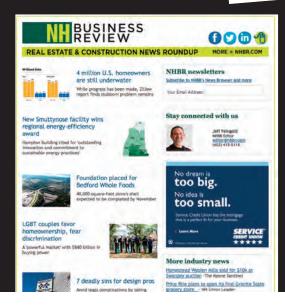
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MEMBER NEWS, FROM PAGE 21



to spend time with employees and friends while giving to a cause that matters," said Mike Dion of Metro Walls.

■ **PROCON** welcomes Daniel Stonecipher as the Senior Director of Innovation. Daniel has more than 25 years' experience in the Architecture, Engineering, Construction/Operations (AEC/O) industry, and is a recognized thought leader in

the fields of Building Information Modelling (BIM), Geographical Information Systems (GIS), Internet of things (IoT), Augmented



Stonecipher

Reality/Virtual Reality (AR/VR), Smart Commissioning and Integrated Facilities and Asset Management. His role will extend PROCON's internal operational effectiveness and design-build capabilities using leading-edge technology and processes for a more efficient and interactive client experience.

Unitil, a local provider of natural gas and electricity, recently broke ground for its planned 54,000 square foot regional facility in Exeter, NH. The facility will be located on the soon to be renamed Energy Way just off Exit 9 on Rt. 101, a location selected specifically to help facilitate swift response to outages throughout Unitil's seacoast service region.

The facility will be home to Unitil's seacoast electric distribution operations as well as its forestry, engineering and centralized electric dispatch teams. During major weather events, the facility will also serve as the Emergency Operations Center

MEMBER NEWS, TO PAGE 27







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MEMBER NEWS, FROM PAGE 25

(EOC) for the region and will support preparation, damage assessment, public safety, and restoration efforts as the hub of local operations.

Unitil selected Manchesterbased PROCON as the designer and construction manager for the project. Plans call for a two-story office building with a warehouse, garage space for bucket trucks and other operations vehicles, a vehicle wash bay, and workshop/lab spaces for other departments. Plans also include a designated testing and training room as well as a newly constructed outdoor pole training area, both of which are designed to help employees stay on top of the latest in safety techniques and operational best practices.

PROCON Director of Development Paul Roy stated, "Our PROCON design team worked together to include all of Unitil's needs, and remain cost-effective. So, I know that the Unitil employees will be very happy with the finished project. I also want to thank the Town of Exeter, which has been outstanding to work with again – a true working relationship."

The building is expected to open for business in summer 2020.

Thomas Lamb, PE, one of **TFMORAN**'s Senior Structural Engineers, has recently accepted the position of President of Structural Engineers of New Hampshire (SENH). He has been a SENH member since 2004 and held the office of secretary last year. Additionally, Mr. Lamb will be attending the 2019 NCSEA Structural Summit in Anaheim, California in November representing SENH as Alternate Delegate.

Mr. Lamb has a Bachelor of Science degree in Civil Engineering from the University of New Hampshire and has over 15 years



Lamb

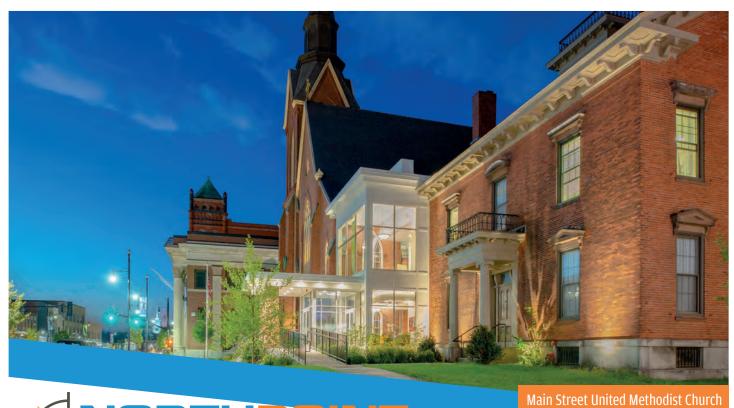
over 15 years of experience in the engineering and construction industries. His diverse skillset includes experience in structural design, analysis, and construction administration of residential, public, and commercial buildings throughout New England. Mr. Lamb is a licensed Professional Engineer in the states of NH, MA, ME, CT, NJ, VA, and TX.

TURNSTONE CORPORATION is

excited to announce that they are beginning construction at the future home of Adam Vaillancourt Roofing. The Milfordbased company is busting at the seams in its current location, and subsequently has been busy planning a beautiful new 6,400 square foot office space and warehouse to be located just off of Routes 13 and 101. From one local, small business to another, Turnstone applauds them for their success, and for their choice to stay in Milford. Actually being a part of their growth is the icing on the cake.

Further north, Turnstone is constructing the new Hooksett Turnpike Administration Building, located just off of Route 93 northbound. Also, it is still full steam ahead underneath the streets of Concord with the ongoing steam conversion project involving various State government buildings.

MEMBER NEWS, TO PAGE 29



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MEMBER NEWS, FROM PAGE 27

■ NORTH BRANCH CONSTRUC-

TION of Concord, NH welcomes Linda Provost as the firm's new

Marketing Coordinator. Linda brings with her over twenty years of marketing experience. Linda will coordinate



Belanger

the day-to-day marketing and communication strategies for the firm, as well as manage the company's web and internet presence.

Sean Cheney joins North Branch Construction as a Project Superintendent. Sean comes to North Branch with over 20 years of experience in construction and construction management, including roles as superintendent and estimator. Previously, Sean owned his own contracting firm for eighteen years. Sean's first assignment with North



Cheney

Branch Construction will be supervising the firm's project renovating the new offices of the Central New Hampshire VNA and Hospice offices in Wolfeboro, NH.

North Branch Construction welcomes Greg Suttles as a Project Superintendent. Greg comes to North Branch with over 27 years of construction industry experience, including 18 years as a Superintendent for large commercial construction companies and an additional nine years as the owner

of a large residential and commercial framing company. Greg's first assignment with North Branch Construction will be super-



Suttles

vising Phase 2 construction at Wallace Farms in Londonderry, NH.

North Branch Construction of Concord, NH has completed the fast-track renovation of the 14,287 square foot New London Police Station and Recreation Department. The New London Police and Recreation Departments share occupancy of the Buker Building and Whipple Hall. Whipple Hall was built in 1918 and is on the NH Registry of Historic Places. The Buker Building is an ad-

dition to Whipple Hall, built in 1985 and 2000. The Design/Build project scope of work included upgrade of mechanical systems throughout the building, provided access to HVAC equipment in attic, repair of water in-



MEMBER NEWS, TO PAGE 31





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*ABC 2018 Safety Performance Report, abc.org/spr









MEMBER NEWS, FROM PAGE 29

filtration at police entrance and sprinkler service entrance, as well as mold abatement and repairs. The building remained occupied and fully operational, including the Dispatch Center for New London and 5 surrounding communities, throughout the two and a half month construction schedule.

■ Employees of **NEW ENGLAND MECHANI-CAL SERVICES** donated backpacks to Parkside Middle School Construction Trades Program students. These were presented to students with the help of school principal Forrest Ransdell and instructor Dwayne Provencher. The contents were donated by the firm's group of employees working out of our Manchester, NH office.







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10⁺

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Construction Resource Magazine is About to Undergo a "Remodel"

You will notice a box on this page that indicates new ad sizes and copy deadlines. We will eventually catch up to these deadlines, but we're not there yet.

What you WILL see with the next issue is an entirely new layout! We want to stay as current as possible for our members, and part of this involves keeping your quarterly magazine as fresh and contemporary as possible. The last layout change was in the summer of 2014, so we're due for a new, refreshed look!

New Ad Sizes

If you have a marketing or advertising agency design your ads, you'll want them to redesign using the size specs on this page. The good news is that with the new layout, your ads will all be larger, giving your message greater visibility.





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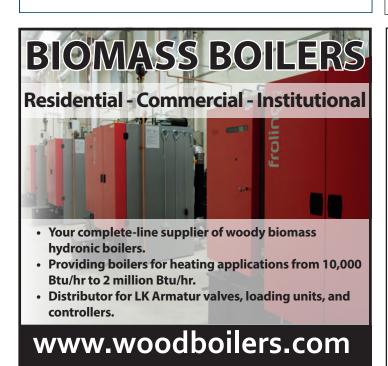
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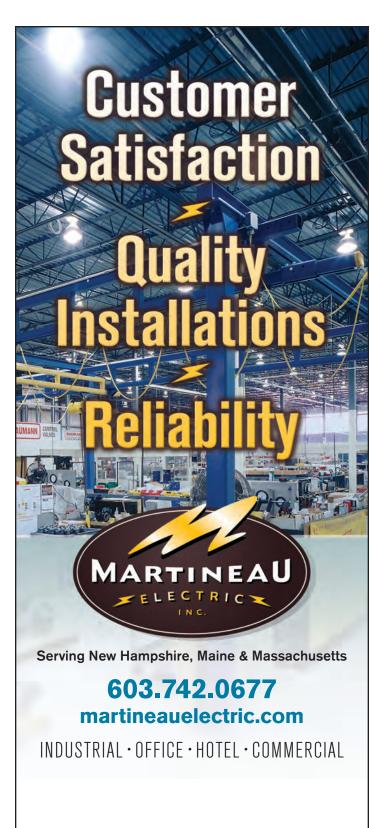
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Why Company Leaders Should Be Connecting With Every Employee

BY CHARLIE KIMMEL | FROM CONSTRUCTION EXECUTIVE | 9/25/19

During the hiring process, candidates get to meet with many company leaders, from their direct managers to executives in the firm. They hear a lot about how excited the leadership is to have them on board and, for many new employees, that's the last they'll hear from a company executive.

THE PROBLEM WITH SILENCE

From the time they begin work, especially if they're predominantly based out in the field, most employees won't see or speak to the company higher-ups—at least not with any degree of regularity. That unfortunate trend can pose a real problem that most companies don't think about.

For example, imagine a field team learns from subcontractors that those subcontractors haven't been getting paid. Without context, people are always going to assume the worst-and that news could make the field personnel believe their company is financially unstable and that their jobs are at risk. They might start looking around the market to find a more stable position and, before their managers know it, the company is grappling with significant turnover—all because no one at the top thought to mention to the field team that there was a change in accounting software, resulting in a few glitches that were being handled.

IT'S ALL ABOUT PERSONAL TOUCHES

Making the effort to improve communication from the top can save a construction company money and increase loyalty among its employees. The truth is that loyalty is easy and cheap to buy; however, it's not about money—it's all about personal touches. More employees are reporting a desire to work for a company that cares about them as a person; paychecks are no longer enough to keep good workers happy and engaged. Simply put, employees want to know that their employer sees them as more than just a payroll number. Luckily, there's a simple way to help employees see that their company values them as individuals: pick up the phone.

MAKE PERSONAL PHONE CALLS

Leaders in construction companies should be reaching out to employees regularly. It's important for managers to include employees outside their regular circle of direct reports in these communication efforts. Managers should be calling onsite project managers, superintendents, and other field- or site-based personnel. Everyone likes to feel special and important, and most leaders underestimate how much it will mean to employees to hear from the principals of their company.

Company leaders should put these calls on their calendars so they don't let them fall through the cracks. They might try organizing the company into groups and covering a percentage of those groups every week. As a rule of thumb, a manager should be reaching out once per quarter to each employee. It might help to schedule these "personal touch" calls for first thing in the morning so that managers take care of them be-

EMPLOYEES, TO PAGE 44







The ABC Young Professionals Group (YPG) has had a tremendous year in 2018. We set lofty goals for the group and, in the end, we exceeded all of our own expectations. Our twelve-member Steering Committee stepped up and gave it their all to make this one of the most successful and productive years since the ABC YPG's inception in 2012. I have been blessed to have such an energetic, determined, committed, and resourceful group.

Here are some highlights and milestones from 2018:

- Hosted 5 networking events, including our Party in the Park, co-sponsored by Concord YPN, which garnered over 150 people in attendance;
- Introduced, developed, and executed two of our very first educational seminars;
- Started the YPG Scholarship Fund (funded by 100% of educational seminar proceeds);
- Raised \$1,500 for the Parkside Middle School Pilot Program;
- Raised \$4,500 in cash and \$500 worth of donations for Families in Transition-New Horizons at our annual Charity Bowling Tournament;
- Developed the framework for, and presented, our First Annual Young Professional of the Year Award (awarded to Cody Barnes from Methuen Construction);
- Developed the YPG Ambassador Program for implementation in 2019.

The ABC NH/VT staff have been an invaluable resource. Thank you so much to Josh, Paulette, Jennifer and Shari for their continuing support. In 2018, we had seven ABC companies support and underwrite the YPG as annual Platinum Sponsors. Without their support, we would not have been able to be as effective as we were. We are very lucky to have a supportive membership. If your company would like to sponsor the ABC YPG for 2019, or if you have any questions about sponsorship details, please email chairman@abcypg.org.

Thank you once again to the ABC YPG, the ABC NH/VT staff, our Platinum Sponsors, and to all of the ABC companies and their employees who have attended and sponsored our events. 2018 has been amazing and I cannot wait to see what we achieve in 2019.

Jeff Comeau, Chair ABC YPG Board of Directors

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EMPLOYEES, FROM PAGE 39

fore other obligations cross their desks and clutter their inboxes.

The phone calls can take as little as two minutes. The manager should tell them that they're calling just to check-in or to congratulate them on a win. Ask how they're doing or if there's anything they need. Ask about their families. And. most importantly, tell them how much the company appreciates their hard work. Make sure they know that the company's success depends on them.

If they don't answer the phone, the manager can leave a voicemail, which is still enough to make an impact. However, managers should not resort to emails, which are impersonal and won't have the same effect as a phone call.

EMPLOYEES ARE THE TOP PRIORITY

There are always going to be obstacles and demands on any manager's time, but they should remember that when they reach senior management, they're no longer just managing projects and money.

First and foremost, they're managing people, so they must make the time to speak with those people. Their employees will be more engaged and loyal as the manager builds a personal rapport with employees at every level, and the company's turnover rate will decrease. Employees are the building blocks of a company and serve as brand ambassadors, so managers should treat them well and the company will reap the rewards.

Written by Charlie Kimmel, Kimmel & Associates

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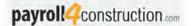
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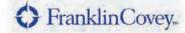
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