



# CONNESTON CHRONICLES

VOLUME I, 2024

## Project Profile

### Lebanon Opera House

By: Bryant Lehr

On January 7th, the Lebanon Opera House (LOH) held their official ribbon cutting ceremony and open house celebrating their centennial and the end of the CCI managed five-month renovation. During the ribbon cutting ceremony executive director Joe Clifford stated that one of the goals of LOH is to be the cultural hub of the upper valley. The Opera House is used by everyone from the local high schools to nationally known acts. Over eight hundred people had registered to attend the event. Judging by the turnout it seems the Opera House is well on its way to accomplishing Joe Clifford's goal.


Five months doesn't sound like a long renovation. However, CCI had been working with LOH for the prior two years. During those years CCI provided construction budgets and estimating for various options while providing advice and a common-sense approach to renovating the 100-year-old building. CCI superintendent Damien Patten was tapped to orchestrate this com-

plicated project which consisted of renovations to the main entry vestibule and lobby, the theater, balcony, green room, and dressing rooms spread across five different levels within the facility.

The project began with demolition and included the removal of the existing main level and balcony level theater seating and flooring removal throughout the various areas. Once the theater seating and flooring were removed scaffolding was erected to repair and paint the ceiling and upper wall area which is twenty-eight feet high. New theater lighting was installed on the tall ceiling at this time as well. Sleepers were added on top of the existing rough screeded concrete floor along with a new wood subfloor and new flooring. The seat layout was checked and rechecked to make sure the seat lighting electrical boxes would be underneath the seating and not in the rows. New data, audio cables and electrical runs were completed connecting the

audio area, the control booth, and the stage.

The lobby and ticket booth required careful planning and coordination with the city since the lobby was open to the public and city personnel for most of the work. Work in the lobby included new flooring, painting, acoustic and decorative ceiling and wall panels, lighting, and data. The green room included new flooring, a kitchenette area, bathroom and lighting fixtures, and ceiling. The lower-level dressing rooms included new epoxy flooring, painting, counters, mirrors, as well as upgraded plumbing and lighting fixtures.

CCI would like to thank the LOH Board of Directors, Administration and the City of Lebanon officials and staff for entrusting the renovation of this upper valley gem to CCI. Thanks also go out to CCI's subcontractors, Northridge Contracting, SL Chasse Steel, DNC Flooring, Optimum Building Systems, Marchand Painting, Alliance Mechanical and Giguere Electric. 



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## Irwin Marine Boat Maintenance and Storage Facilities

By: Jon Healey

Over the years Irwin Marine has partnered with CCI on multiple projects, some large and some small in scale, but all equally as important in our minds. In the Fall of 2023, Irwin Marine approached CCI with an idea for a boat maintenance facility and an indoor boat storage facility on property they own in Gilford.

For Irwin both these needs were at a critical shortage, and they needed space, and they needed it fast. CCI was “onboard” immediately! The 6,700 square foot boat maintenance building design led by Stewart Associates Architects would allow additional space to repair and service boats for Irwin Marine customers. With CCI




Superintendent, Jake Neal leading the groundbreaking in late November of 2023, it is the plan to bring this building fully online and operational in the Spring of 2024.

The 38,000 square foot indoor heated boat storage facility, also designed by Stewart Associates Architects, is scheduled to break ground in April 2024 and be ready for use by the end of the

summer boating season. The design of this building is being done so that future expansion for an additional storage facility can be added.

Stay tuned to future issues of the Conneston Chronicles for project photos!

We here at CCI want to thank the management and staff of Irwin Marine for their continued trust in our team. 



### From the President’s Desk

#### CCI Legends

By: Jeff Downing

Stories handed down by generations

Based on some historical fact

The legend is gone

The legacy intact

CCI has great superintendents, which is essential to building successful projects and relationships. At the end of December, one of our most experienced superintendents retired from active duty with CCI, after thirty-one years of continuous service.

When we started CCI, back in 1992, Bill Smith was our first employee. He came on board when we were a start-up with limited working capital, no job security or guarantee for success. Yet Bill Smith came without hesitation. He pledged his loyalty, and like any good marine, worked to make it a reality. A friend who has your back.

He did whatever needed to be done, sometimes too quickly, but always with the best of intentions, faithfully always looking out for both the interests of CCI and our clients.

Bill earned the respect of everyone he has worked with, including people like Alex Ray and Rusty McLear. One project led to another and CCI grew, building not only buildings, but successful long-term relationships with the Common Man Family, Hampshire Hospitality Holdings, and many others.




Some of Bill’s major projects include the Common Man Inn, the Flying Monkey Theater, the Barn on the Pemi, the Chase House Inn, Church Landing, and the Hooksett Northbound Welcome Center. He managed millions of dollars of construction projects throughout his career and left his mark on the New Hampshire landscape.

Bill has been unselfish, enthusiastic, dedicated, and always leading from the front. He was proud of our company, our projects, and our people. He was an old-time construction guy, who did his best to get in step with a constantly changing industry, balancing work ethic with new technology and safety standards.

He grew into senior management at CCI, in charge of field operations for years, before passing this responsibility along in a timely fashion to the next generation.

Bill may not be managing CCI projects any longer, but like the CCI legends who retired before him, he leaves us with a legacy of pride, tradition, and integrity, a clear trail for all of us to follow into the future.

Few people spend a lifetime in the construction industry and fewer have had such an impact. “Semper Fi,” Bill, you will be missed. From all your friends at CCI, we wish you a happy and productive retirement with your family.

Along with fellow superintendent Bob Corliss who is retiring in April (see employee profile article), the next generation of CCI superintendents will have some big shoes to fill. I am one hundred percent confident that they will rise to the challenge and follow in the footsteps of the legends. It has been my honor to work with both of you. Thank you for all your good work and loyalty to CCI. 



## **CCI and New Hampshire Mutual Bancorp, A Partnership of Building Growth**

*By: Deborah E. Irwin*

*Vice President, Marketing Officer NHTrust & NHMB*

Having a 20-year relationship with New Hampshire Mutual Bancorp (NHMB), CCI is well adapted to the partnership of providing renovations and buildings to suit a growing financial company in New Hampshire. Supporting Meredith Village Savings Bank (MVSBS), one of the NHMB banking affiliates, began with the building of the bank's branch office location in Plymouth in 2004. Since then, CCI and NHMB have collaborated on building state-of-the-art facilities for MVSBS customers and communities.

Being a values-driven company much like the banks, CCI has partnered with like-minded construction subcontractors to bring NHMB branch offices it can be proud of both aesthetically to fit



into their communities but also with all the technological tools necessary to provide the most updated and secure facility to customers.

From that Plymouth experience, CCI continued to provide excellence in construction and building management to branch offices in Alton, Laconia, Wolfeboro (built in 2008, an ecologically sound facility featuring geothermal heating, sustainable building materials and other environmentally friendly features) and Rochester.

The relationship continues with buildings going up currently in both Exeter, scheduled to open in early summer 2024, and North Conway, construction beginning this spring with the grand opening planned for later in 2024. NHMB again partnered with CCI for expansions for Merrimack County Savings Bank, another affiliate of NHMB. Building and opening two branches in Hooksett and Windham in addition to a major renovation of the main office building in Concord.

“When we go into these new communities, we really appreciate the track record we’ve had with CCI for successfully managing these projects for us literally from the planning stages to completion,” said Gregg Tewksbury, President and CEO of NHMB. “NHMB can more easily transition into these regions with open arms thanks to a contractor who is community-focused and truly understands the need to be a part of our new neighborhoods from the outset.”

“We are incredibly grateful for the consistent and professional work CCI has delivered over the years,” noted Linda Lorden, President of Merrimack County Savings Bank. “Joining new communities is always exciting. The completion of new branches and renovations not only validates our physical presence, but it also reinforces our commitment to serving local families, businesses, and individuals.”

“Our partnership with CCI in our new branch constructions has provided the versatility of a company we need going into our new regions,” said Marcus Weeks, President of MVSBS. “CCI really works with us to construct beautiful state-of-the-art buildings that aesthetically fit into the towns and will serve our customers and the communities for many years to come.”





## Project Profile

# Strong Finish for Taylor Residential Care at Back Bay Wolfeboro

By: Jeff Downing

According to Ed Soucy, Chief Financial Officer at Taylor Community, it doesn't get any better than this.

"On time, under budget, and top quality." The three best compliments you can receive in the construction business.

Michael Flaherty, Taylor Chief Executive Officer offered even higher praise. "We believe we now have the finest senior living health facility in New England available to our residents at Taylor Community. Thank you to our partners at JSA and CCI who allowed us to make this vision a reality."


CCI turned over the 61,000 square foot residential care facility to Taylor Community in October as scheduled and closed out the guaranteed maximum

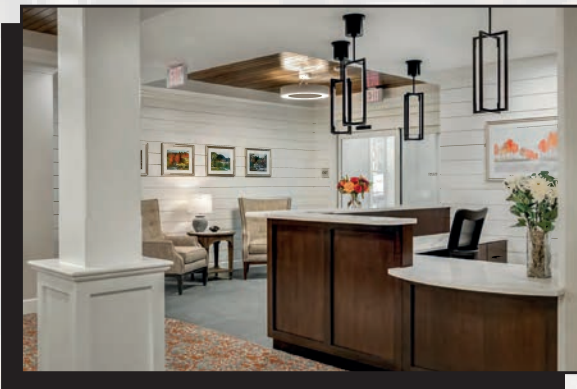


price contract on a time and material basis well over one million dollars under budget after final accounting.

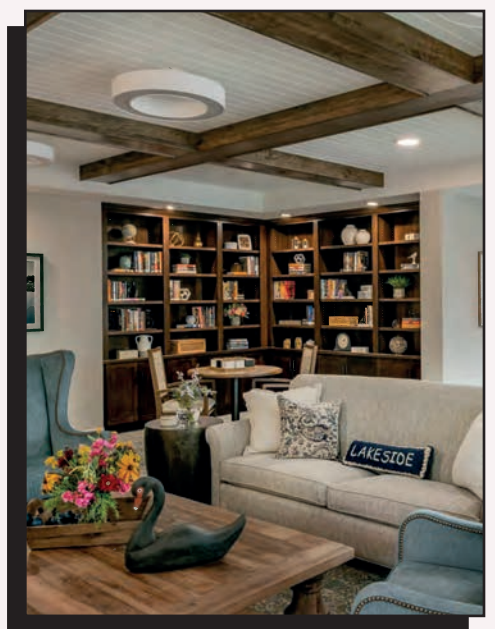
Most importantly, the facility is beautiful, functional, and well received by the residents and staff. Designed by JSA Architects of Portsmouth, New Hampshire and furnished by JSA Interiors, the building looks and performs great, exceeding all expectations.

CCI would like to thank Taylor Community for allowing us to manage this high-profile project and recognize all the key subcontractors who worked on the job with dedication for eighteen months.

It was a team effort led by CCI with key vendors, JSA, and Taylor. Experience, attention to detail, commitment, and strong professional relationships make for a successful project. 









### A Lesson in Supply & Demand

By: Ben Downing

Fundamental economic theory dictates that if the supply of a product or service falls due to external market forces, the price for that good will undoubtedly increase. After shift in the supply curve, internal market forces will naturally direct the price and supply of a product or service toward what is known as an equilibrium point, at which firms inside the market are operating at maximum profitability. A negative shift in the supply curve would create a new equilibrium point at which the market or firm would need to consume a lower quantity of a product (or service) at a higher price to operate at maximum profitability.

What I've just been able to tell you, thanks to years of schooling, countless hours of studying, and an ungodly amount of tuition money, is what you already know: when something becomes harder to find, it typically costs more to buy. We see this happen in our everyday lives in places like the grocery store, where a shortage of eggs or milk causes their prices to increase. Across the construction industry, we see the same increase in price of nearly all goods


and services as the supply of skilled labor dwindles – and we also suffer from the side-effects.

Though 2023 was a record-breaking year for CCI by all financial metrics, the year also yielded the fewest employment applications that the company has seen in nearly a decade. Consistent with what we see in our state's construction industry, NPR reports a 40% national decrease in applications to trades-related industries since 2019. Many companies are turning to subcontracted labor sources to fill their onsite needs, while others may soon be forced to limit their volume of work to maintain profitable margins.

While the future may seem bleak for the industry, CCI is working to recruit the next generation of tradespeople and is establishing in-house training courses to ready our younger employees for their future roles as leaders in the industry. We have several established scholarship programs aimed at assisting students interested in architecture, engineering, and construction management with the cost of college tuition and getting them in the field for some practical industry experience. CCI is also working with a number of high school tech programs to expose building trades students to the world of commercial construction, and the opportunities that are

available to them whether they decide to go to college or directly pursue their career.

To assist our younger employees with the transition from running framing crews to running multi-million-dollar construction projects, CCI has established an in-house training program aimed at arming our employees with the basic knowledge and skills they will need to become a project superintendent or project manager. Short courses will cover purchase orders to project accounting, and everything in between. Combined with their extensive field experience, this younger generation of leadership will help to carry CCI, and the construction industry, into the future.

The good news, from the construction industry's point of view, is that we have economic theory on our side. The industry's high wage rates will attract more labor over time as individuals act in self-interest and attempt to maximize their own profitability (or income). As more and more labor enters the market the wage rates will decrease, the market will begin to stabilize as it moves toward equilibrium, and the labor shortage will be no more. How long or how soon this will happen, only time will tell. In the meantime, the best we can do is push forward together, and hope that theory does not differ from practice. 

### Professional's Corner

#### Charles P. Buckley, P.E.


By: Lindsay Hawkins

Charlie Buckley, affectionately known as "Uncle Buck" to those who know him, grew up in New Jersey on a horse farm with his mother. He helped her with the training and showing of pintos and quarter horses. An avid outdoorsman, he enjoyed spending time in the wilderness and did a lot of hunting, fishing, and trapping. In 1978, he graduated from Lehigh University with a degree in mechanical engineering which has been his profession for the next four decades. Post-graduate, he worked for several consulting engineering firms until 1990 when he opened his own firm.

Charlie was introduced to the Granite State way of life in his early years, where he spent six summers at camp in Andover, NH. When it came time to find a place to move to and start his own farm, he knew New Hampshire was the place for him. So, in 1996 he fulfilled his dreams and bought a forty acre farm on the Baker River in Rumney, NH, right at the base of the White Mountains.

For Charlie's first ever project with CCI in 1997, he completed the engineering for the 13,000 square foot, \$1,000,000 addition for the Ashland School. This kick-started a long run of projects spanning over the next 26 years. He noted that he has never worked with a finer construction company than CCI in his entire engineering career. He enjoys Jeff Downing's jokes and comments in job

meetings, the incredible knowledge of the site supervisors and project managers, and the usual trash talk with Jon Healey. His all-time favorite project was the 47,000 square foot addition to the Smiths Group, Titeflex Building with Mark Marceau.

After over two decades of working with CCI, Charlie stated "that it's time for this old cowboy to make his transition into retirement." He plans on a gradual slow down over the next two to three years and is looking forward to spending more time with his wife, six daughters and four grandchildren, and of course a little hunting and fishing. Charlie has been a trusted source for CCI these many years and we wish nothing but the best for Uncle Buck in his slow down to retirement. 

## Employee Profile

### Featuring Bob Corliss

By: JW Cantwell

CCI would like to congratulate Bob Corliss for his Spring 2024 retirement after 28 years of dedicated service. Before joining CCI, Bob served in the Army as a tank mechanic and was deployed in Germany for some of his four years. "Smiling" Bob began his career with CCI in April 1995 as a carpenter. During his tenure, he set an example for every position in the company working as a laborer, estimator, and superintendent to name a few. Bob proved his dedication to the bigger picture by seizing every opportunity to increase the quality and productivity of the work.




Looking back, Bob thinks his most memorable project was the Hooksett Rest Area, where he enjoyed taking on lots of different responsibilities with Mark Marceau. Bob will miss the personal interaction the most about CCI. He enjoyed the brotherly camaradery between coworkers and clients. "It is always nice knowing that someone has your back" even after the workday ends.

I feel very fortunate to have learned a wide variety of things working with Bob. For me and many other young employees at CCI, he was always willing to patiently listen to our


questions and give us little pieces of information every chance he could. When I asked Bob for one piece of advice to a young person entering the industry, he replied "Understanding how to work with and manage people is equally as important as knowing how to build. Developing relationships with coworkers, subcontractors, and clients, and understanding that people have lots going on." Showing that you care, even in the most heated moments, will make a difference to someone.

Although apprehensive about the new phase of life, Bob is excited to spend more time with his wife and granddaughter. They plan to travel and enjoy life outside of work.

CCI wishes Bob and his family the best years yet. 

## Safety Update

By: Jon Healey

Winston Churchill said, "Those that fail to learn from history are doomed to repeat it." The same can be said for jobsite safety culture. To improve safety culture here at CCI we have made a concerted effort to eliminate repeat violations of jobsite safety rules both within CCI and with our valued tradesmen and subcontractors. By reviewing safety issues and being proactive in addressing them in a timely manner we have had success in avoiding a lot of repeat violations. In 2024, CCI is implementing a new policy to include mandatory meetings between management teams of all parties involved should repeat violations become an issue. It is our hope that we can avoid accidents, educate people and all go home safely at the end of the workday, by opening this line of communication. 

## Subcontractor Spotlight

### Andrew's Construction

By: Sarah Crane, Andrew's Construction

The completion of 2023 marked Andrews Construction's 45th year in business. Founded in 1978 by Bud Crane, the company started with a single dump truck, trailer, and bulldozer, along with a subcontractor with a backhoe and the belief that in business you should "do what you tell people you are going to do."


Over the years Andrews Construction has expanded and grown to include concrete, and at one time landscape design and installation, along with site work. For the past ten years, Andrews has focused on providing a quality work in

the site work and concrete fields, often being able to offer clients the option to deal with one company for both those needs for their projects.

Based out of Campton, New Hampshire, Andrews Construction works up and down the 93 corridor in New Hampshire on both large and small scale commercial, institutional, and residential projects. Our company always enjoys a challenging project, whether it be a unique lakefront site, mountain site or a specialized project timeline.

Andrews Construction currently has thirty employees, most of which have been with the company for ten to thirty years. Their skill and dedication are what allows Andrews Construction to meet project deadlines in a safe and timely manner



while delivering high quality workmanship. Over the past five years, as the company founder Bud Crane has started to step back, long term employees John Landry, Operations Manager, and Sarah Crane, Controller, have continually taken on more of the management responsibility and look forward to continuing Andrews Construction's reputation as a leader in the site work business. 

## Pop Whalen Arena Update

By: Wendy Couto-Herne

In early 2024 CCI was invited back to the Pop Whalen Ice Arena to attend a special event featuring retired Bruins players. CCI's own Mark Bolstridge was in attendance and can be spotted in this photo on the ice!



## Annual Profit Sharing Party

By: Wendy Couto-Herne

On Friday, March 29th the "annual" CCI Profit Sharing Party was held at the Merrimack Valley Railroad Function Hall in Northfield. A fine dinner was provided, and all attendees were treated to an evening of great food, good times, and camaraderie.

This year's (2023) celebration was a bit unusual as CCI had not only five profit-sharing contracts become vested, but there were also two new inductees and three retirements closing out their final contracts.

Those whose contracts became vested at the end of 2023 were Christian Boucher, Ray Breton, Jon Healey, Jake Neal, and James Robinson. These participants received their fully vested distribution, as well as their new profit-sharing contracts.

CCI also celebrated three retirements including Dan Baggaley, Bob Corliss, and Bill Smith with their final Profit-Sharing distributions. The celebration continued welcoming the two new inductees to the program, Ben Downing and Lindsay Hawkins, who signed their first Profit-Sharing contracts.

The CCI Profit-Sharing Program is CCI's highest honor for an employee to achieve. Participants are awarded a base bonus that grows in direct proportion to any increase in equity in the company over a five-year vesting period. Participants also receive additional bonus money at year-end based on the profitability of the company.

In order to be invited to participate in this program, an employee must work for CCI for five consecutive years or receive a nomination from an existing member supported by a two-thirds majority vote of all members in the program at the annual meeting.



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## PROJECTS CURRENTLY UNDERWAY

Project	Client	Superintendent	Completion Date
New Dining Hall and Kitchen	Camp Belknap	Mark Marceau	Spring 2024
Hotel Interior Renovations	The Margate	Ray Breton	Spring 2024
Public Safety Building Additions & Renovations	Town of Wolfeboro	Ron Downes	Winter 2025
New Bank Branch Office Exeter	Meredith Village Savings Bank	Mark L'Heureux	Spring 2024
Plymouth Elementary Library Renovations	SAU #48	Ray Breton	Summer 2024
New Branch Office North Conway	Meredith Village Savings Bank	Eric Harding	Winter 2024
Capital Improvements & Upgrades	Pats Peak Ski Area	Brandon L'Heureux	Fall 2024
New Boat Storage Facility	Irwin Marine	Jake Neal	Fall 2024
New Boat Maintenance Facility	Irwin Marine	Jake Neal	Spring 2024
Common Man Roadside Renovations Hooksett Southbound	Granite State Hospitality	Jarek Caldwell	Summer 2024
Gunstock Deck Renovations	Gunstock Mountain Resort	Mike Bridges	Summer 2024
Lake House Addition Wolfeboro	Private Residence	TBD	Winter 2024
Exterior Lighting Additions & Renovations	Lebanon Opera House	TBD	Summer 2024