



2013

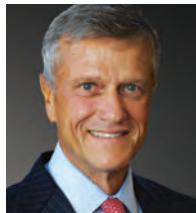
Annual Report

# CBIA's Mission

- ▶ **SERVE** as an advocate for the general business and industry community in Connecticut
- ▶ **PROMOTE** a state business climate that is globally competitive and encourages business expansions, startups, and relocations in Connecticut
- ▶ **ENCOURAGE** communication and cooperation among business and industry, government, other private-sector institutions, and the general public on important economic and social issues
- ▶ **PROVIDE** a wide range of products and services that benefit member companies



## 2013 CBIA Executive Committee



### Chair & President's Report

In the months leading up to the release of this report, Connecticut's economy has shown glimmers of a comeback. Job growth has been slowly increasing, and new CBIA survey data show that companies are likely to continue hiring at a modest pace. The housing market looks stronger, and our manufacturing sector is faring reasonably well.

Add to this the fact that Connecticut has a strong foundation to support an economic upswing. Our state is home to numerous world-class economic base industries, all of which pay very high wages, provide excellent benefits, and support local schools, charities, and other community organizations. Many companies in these industries sell their products and services regionally, nationally, and internationally—Connecticut ranks eighth in exporting per capita—which creates wealth back in our state and the opportunity for strong local economies.

We are also number one in the country in private-sector R&D investment, and our workforce is still the most productive and innovative in the country.

Despite these significant strengths, Connecticut's economic recovery has been eclipsed by most other states. A report released in June by the U.S. Bureau of Economic Analysis shows that Connecticut's economy significantly underperformed compared with the rest of the country between 2009 and 2012. In 2012, we were last among all states in real GDP growth and the only state in the country with negative growth. In addition, Connecticut was ranked 45th best state for business by CNBC.

Unemployment in our state is still unacceptably high, just over 8% at the time of this writing.

Given all of Connecticut's underlying strengths, why have we failed to keep pace with the rest of the country economically? The answer is that most business leaders in Connecticut do not have confidence that state government is on their side. In our 2013 survey of companies statewide, an unprecedented 80% of respondents had a negative or somewhat negative opinion of Connecticut as a place to operate a business.

Is it possible to turn those opinions around? It is, but not without a commitment on the part of state policymakers to focus unrelentingly on restoring Connecticut's economic competitiveness. That doesn't mean making the state the cheapest place to do business, but it does mean making it the best place for the business investments that are essential for increasing employment and growing our economy.

Two major changes are necessary. First, policymakers must summon the political will to solve our long- and short-term fiscal problems without resorting to additional tax increases. Our survey data tell us that continuing budget deficit cycles and the threat of unfunded liabilities down the road are the biggest drags on business leaders' willingness to make investments in the state.

Second, to restore Connecticut's economic competitiveness, some in state government must change their attitude toward the for-profit employer community. As the late Democratic U.S. senator from Massachusetts Paul Tsongas used to say, you can't be pro-employee and anti-employer.

Left to right: Donald R. Droppo, Jr., *Chair*; John R. Rathgeber, *President & CEO*; James P. Torgerson, *Vice Chair*; Donna R. Galluzzo, *Vice Chair*; Thomas S. Santa, *Immediate Past Chair*; Louis J. Auletta, Jr.; John R. Ciulla; Mary Kay Fenton; Charles V. Firlotte; Chandler J. Howard; Richard T. Mason; Robert S. Sobolewski; Craig L. Sylvester



During the 2013 General Assembly session, the legislature made some strides toward moving Connecticut in a more business-friendly direction but didn't go far enough. On the positive side, CBIA and many of our members successfully lobbied for comprehensive energy bills aimed at lowering energy costs, increasing access to new domestic sources of energy, and promoting energy efficiency.

With much help from our members, we also successfully backed bills to move forward with last year's education reforms; increase the efficiency of state programs for brownfield redevelopment; raise the standards for government transparency and accountability in the permitting, licensing, and enforcement areas; and improve the way the Department of Energy and Environmental Protection determines environmental risk in its contamination cleanup programs. And, as in past years, we were able to convince legislators to reject proposals that would have driven up business costs or imposed new mandates on employers.

Nevertheless, despite several reports (including one released by CBIA) detailing the state's dire fiscal condition and outlining practical approaches to reducing spending, the administration and legislature adopted a new two-year state budget that increases spending by nearly 7.5%—an increase that includes \$6 billion in Medicaid spending that lawmakers took off the books in order to bypass the state's constitutional spending cap. The budget also extends several business taxes that were set to expire, relies on one-time sources of revenue, increases borrowing, and fails to aggressively lean the cost of delivering government services.

Looking ahead to the 2014 legislative session, CBIA will work hard to convince policymakers to take actions—particularly when it comes to fiscal matters—that reassure businesses that Connecticut is sensitive to the challenges they face and eager to help them succeed.

At the same time, we will continue to offer you the exemplary personalized service you have come to expect from CBIA. Perhaps most importantly, you can look to us for guidance in navigating the changes taking place in the health insurance marketplace. Throughout the year, we encourage you to take advantage of our workshops, free telephone consulting service, and online Healthcare Resource Center at [cbia.com/healthcare2014](http://cbia.com/healthcare2014) to answer your questions about healthcare reform, stay in compliance with new regulations, and avoid penalties.

On behalf of the entire CBIA staff, we look forward to working with you and invite your suggestions for how we can do more to help your business thrive.

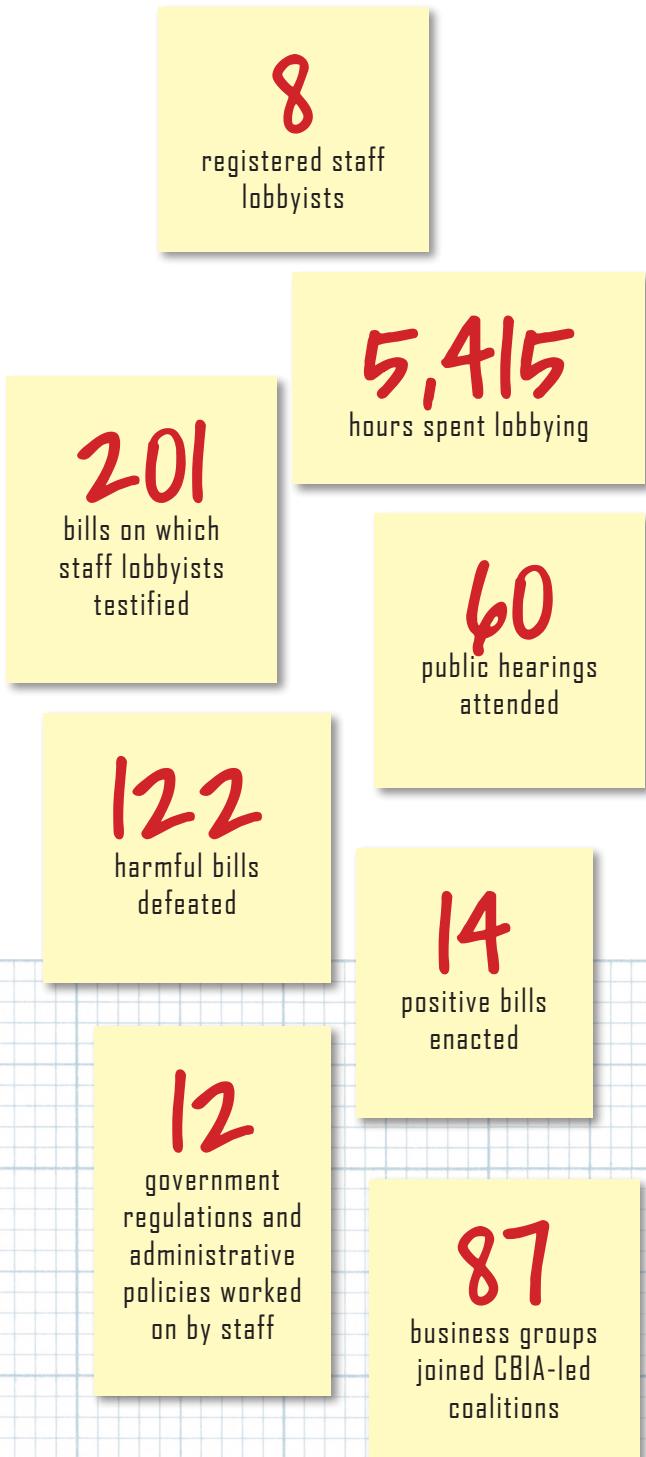
Sincerely,

A handwritten signature in black ink that reads "Donald R. Droppo".

Donald R. Droppo  
Chair

A handwritten signature in black ink that reads "John R. Rathgeber".

John R. Rathgeber  
President & CEO



## GOVERNMENT AFFAIRS

**A**fter passing landmark public education reforms last year, the General Assembly in 2013 turned to other issues that Connecticut businesses have raised with lawmakers: energy costs, the state's regulatory climate, economic growth, and a 21<sup>st</sup> century workforce.

While incremental gains were made to open new opportunities for Connecticut businesses and entrepreneurs, much work remains to improve our overall business climate—starting with exercising greater fiscal responsibility.

Policymakers began to address the state's fiscal problems and lean the cost of government services but didn't go far enough. Businesses helped shape the public debate by offering proven insights and solutions—ideas that must be adopted to free Connecticut from the cycle of state budget deficits and burden of long-term liabilities.

On so many critical issues throughout the year, CBIA member companies helped legislators understand how their actions impact employers, their employees, and our economy.

Time and again, legislative debates and proposals were enriched by the participation of CBIA members. We thank you and encourage you to stay involved.

From top: Gov. Malloy with CBIA President and CEO John Rathgeber at CBIA's Annual Meeting; U.S. EPA Administrator Gina McCarthy speaking at the CBIA Environmental Policies Council Fall meeting; DEEP Commissioner Dan Esty speaking at CBIA's What's the Deal: Business Energy Conference.



**"We count on CBIA to represent our interests before the administration, the legislature, and the regulatory agencies."**

Tom Santa, president and CEO, Santa Energy Corp., and immediate past chair of CBIA's Board of Directors

## Fiscal Policy



Connecticut's fiscal condition continued to pose challenges despite the record tax increases passed in 2011. As the session began, CBIA released a detailed report outlining ways to streamline state government, reduce its costs, and increase its effectiveness. The report stimulated much discussion among lawmakers and in the media throughout the year.

A CBIA Tax Committee forum at the Capitol in January was particularly helpful in communicating to state lawmakers the great benefits that Connecticut derives from positive state tax policy. The Tax Committee also was instrumental in talks that improved a proposal by the state comptroller to make more information about business tax credits open to the public.

Ultimately, the legislative results were mixed. Impressed by what they heard at the CBIA tax forum, policymakers refrained from any actions that might have negatively impacted state tax credits that businesses are using to drive investments and job creation.

The rate of spending growth in the new state budget, however, is too high, and the two-year plan relies too heavily on one-time revenues and includes the extension of three business taxes that were set to expire. Consequently, public pressure continues to increase to adopt many of the fiscal reforms CBIA and others, such as the Connecticut Institute for the 21<sup>st</sup> Century, are recommending.

## Energy & Environment



With energy costs such a critical concern for manufacturers and many other CBIA members, we successfully supported comprehensive bills aimed at lowering costs and promoting in-state renewable power, adding flexibility to the state's Renewable Portfolio Standards to make them more attainable, and increasing energy efficiency and job creation. The flagship energy bill of the session largely reflects the governor's Comprehensive Energy Strategy, and we continue to work closely with the Department of Energy and Environmental Protection (DEEP) and the administration on ways to expand the availability of cleaner, cheaper, and more reliable energy in Connecticut.

CBIA leadership was again instrumental in the legislative and regulatory arenas. The legislature passed several bills in response to specific business-community concerns, including greater transparency and accountability in the permitting, licensing, and enforcement arenas.

Other important legislation benefitting from significant CBIA member involvement will change DEEP's cleanup programs to be more risk-based and include comprehensive, independent review of how DEEP evaluates risk relative to other states and the federal government. Our Environmental Policies Council continues to be a valuable source of expertise and a catalyst for bipartisan consensus on environmental issues.

## Economic Growth



Recognizing the success of the state's Small Business Express program, lawmakers took steps to enhance it by providing additional resources and giving preference to companies seeking to enter new foreign markets. They also established a commission comprising business, education, and labor that will focus on identifying specific ways to support Connecticut's manufacturers.

## Healthcare & Labor



Uncertainty over federal healthcare legislation—what it will cost and how it will actually work in Connecticut—led to some legislative caution this year. Lawmakers adopted only a few more costly health benefit mandates, and with the input of CBIA members and allies, the mandates' impact on costs was tempered. We faced numerous other measures, however, that would have complicated implementation of the Affordable Care Act and made it much harder for employers to afford healthcare for their employees. The business community worked hard to defeat those proposals.

Similarly, with the state's economy and overall business climate showing little improvement, workplace issues mostly took a backseat to the state budget and other policy discussions. Legislators approved a modest increase in the minimum wage over two years but adopted few other workplace-related proposals that impact employers.

## Education and the Workforce



Lawmakers went further this year to make sure all of Connecticut's young people have the chance to succeed and ultimately become capable of leading our future economy. The legislature provided support for last year's education reforms and a major expansion of UConn emphasizing the biosciences, engineering, and technology. For manufacturers, legislators significantly increased the manufacturing apprenticeship tax credit.



**"CBIA is an invaluable partner to the business community and a strong voice at the Capitol. Often, you need a coalition to be effective, and CBIA's membership makes it a larger voice than any one company."**

Peter Holland, vice president of state government affairs, United Technologies Corp.

**607,500**

cbia.com site visits

**200**

businesspeople at  
the State Capitol  
for Connecticut  
Business Day

**44**

member-company  
exhibits at  
Manufacturing &  
Technology Day

**28,682**

emails sent to state legislators  
via our online advocacy tool

**11**

CBIA News  
magazines  
published

**130**

Government Affairs  
Reports and  
legislative updates/  
alerts sent

## ENGAGING OUR MEMBERS & THE PUBLIC

CBIA members and the public are critical to CBIA's success at convincing Connecticut's government leaders to advance policies that encourage business investment, job creation, and economic growth. That's why we continue to refine and expand opportunities for both constituencies to learn about business-critical issues and get involved in the policymaking process.

Those opportunities include our weekly *Government Affairs Report*, CBIA News magazine, digital communications, face-to-face meetings with state legislators, and special events that bring together government officials and businesspeople to engage in constructive dialogue.



From top: Steve Wilson of Crescent Manufacturing Company poses a question for Gov. Malloy at Connecticut Business Day; State Rep. Dan Carter visits the Legrand display at Manufacturing & Technology Day; State Comptroller Kevin Lembo and CBIA Senior Vice President of Public Policy Joe Brennan attend a meeting of CBIA's Tax Committee.



## So Many Ways to Get Involved

The rigors of running a company can prevent most business owners and executives from regularly coming to Hartford to testify or meet with lawmakers about bills that positively or negatively affect companies' ability to grow and create jobs. CBIA understands this, which is one reason we devote so much time and effort to advocating on behalf of Connecticut businesses at the State Capitol. But when businesspeople get involved directly, our efforts are that much more effective.



The good news is that effective grassroots activities can take many forms, including those that don't necessarily involve traveling to Hartford, says CBIA board member Stephen Lewis, president and CEO of Thomaston Savings Bank.

"If you are uncomfortable coming through the testimony process, which can take time, you can engage legislators on a one-to-one basis, either through an email, phone call, setting up a meeting,

*(Continued on Page 12)*

From top: Lt. Gov. Nancy Wyman (right), CBIA President and CEO John Rathgeber, and Rep. Patricia Widlitz at Manufacturing & Technology Day; Senate Minority Leader John McKinney chats with attendees at Connecticut Business Day; House Republican Leader Larry Cafero makes a point at Connecticut Business Day.



## Connecting Policymakers with Businesspeople

**Connecticut Business Day.** On March 6, 200 business leaders from across the state came together at the Legislative Office Building in Hartford for Connecticut Business Day 2013. Presented by CBIA and the Connecticut Association of Chamber of Commerce Executives, Business Day featured a keynote address by Gov. Dannel Malloy; a panel discussion with House Speaker J. Brendan Sharkey (D-Hamden), Senate Minority Leader John McKinney (R-Fairfield), and House Republican Leader Larry Cafero (R-Norwalk); and breakout sessions on the manufacturing and tourism industries with state legislators from both sides of the aisle.

**Manufacturing & Technology Day.** Hundreds of products and innovations were on display at this year's Manufacturing and Technology Day at the State Capitol. Hosted by CBIA, the May 15 event featured exhibits from 44 of the state's leading manufacturers and gave legislators and other state officials an opportunity to see firsthand the diversity of products made in Connecticut—and hear firsthand from business owners and executives about what kinds of policy changes are needed to spur private-sector investment and job growth. The event also included a morning program for manufacturers and state policymakers featuring an overview of key legislative issues, a panel discussion on additive manufacturing, and remarks by state Department of Economic and Community Development Commissioner Catherine Smith and members of the state legislature's Manufacturing Caucus.

Gov. Malloy addresses business leaders at Connecticut Business Day.



# Ways to Get Involved

(Continued from Page 9)

or maybe getting other businesspeople in your area to make that phone call or get together to have a small-group meeting with your legislators. They are willing to listen, and they do want to hear from businesspeople, because they definitely hear from the other side."



Another alternative to engaging policymakers where they do their work is to have them come to where you do yours, says Air Handling Systems' Jamie Scott.

"I've had everybody from my local town officials, state officials, right on up to Senator Blumenthal," he says. "I think it's important to get involved and get elected officials into the workplace so they can see what you do and meet with your staff and understand the contribution business makes to the state's economy."

## Digital Outreach

### Government Affairs Site

CBIA's Government Affairs website ([gov.cbia.com](http://gov.cbia.com)) hosted a record 131,400 site visits over the year, including 80,100 visitors during the 2013 Connecticut General Assembly session. The top five features of the site, based on usage:

1. Find State Legislators
2. Find Connecticut Congressmen
3. General Assembly Bill Tracker
4. State Officials
5. Email State Legislators

### Email Outreach

Our lobbying and public affairs staff regularly kept members updated on legislative and regulatory developments through timely emails and alerts to member groups, including the Government Affairs Council, Tax Committee, Labor and Employment Law Council, Manufacturers Advisory Council, and the Environmental Policies Council.

### Social Media

CBIA expanded its use of social media to educate and engage members, legislators, and voters. We use:

- **LinkedIn** and **Facebook** ([facebook.com/cbiabf](http://facebook.com/cbiabf)) for real-time business news updates and member interaction
- **Twitter** ([twitter.com/cbia](http://twitter.com/cbia)) for up-to-the-minute policy and business news
- **YouTube** ([youtube.com/cbiavideos](http://youtube.com/cbiavideos)) for fast dissemination of videos
- **Flickr** ([flickr.com/photos/cbia](http://flickr.com/photos/cbia)) for photo distribution

Employees at CBIA member companies sing "Call Me Maybe" in CBIA's video celebrating National Manufacturing Month.



## Election & Grassroots Activities

Over the past year, CBIA:

- Conducted more than 30 Business Meets Politics Week events during the week of Oct. 15, which brought state legislative candidates to companies to talk with business owners and employees about economic and business-related issues.
- Published state legislators' voting records in the September 2012 issue of *CBIA News*, focusing on how lawmakers voted over the two previous years on several key bills impacting Connecticut's economic growth and business climate.
- Emailed a get-out-the vote reminder to all members that included a list of CBIA-endorsed state legislative candidates; published the list of endorsements in the October 2012 issue of *CBIA News*.
- Published up-to-the-minute election results at [cbia.com/election](http://cbia.com/election).
- Published the post-election 2013–2014 Connecticut General Assembly Directory, a must-have guide to all state legislators and other government officials, state agencies, and legislative committees.
- Produced a lively video celebrating National Manufacturing Month and featuring several CBIA members singing the popular song "Call Me Maybe" at their manufacturing worksites. The video was posted to YouTube, where it has generated approximately 12,000 views.
- Co-hosted Connecticut Creates! Connecticut Manufacturing Summit in January, featuring manufacturers and economic and policy experts who discussed the state of manufacturing in Connecticut and the greatest challenges and opportunities facing the industry.

# Member Councils & Committees

**CBIA members who served on our councils and committees stayed abreast of proposed laws and regulations, provided feedback to policymakers, and helped guide our advocacy efforts. Learn more about participating at [gov.cbia.com/get\\_involved/councils](http://gov.cbia.com/get_involved/councils).**

## Small Business Advisory Council

Led by CBIA board member Kim Sirois Pita, partner at the Pita Group, the council met in September to review the results of the CBIA/BlumShapiro 2012 Survey of Connecticut Businesses and hear about anticipated changes at the state legislature in January. CBIA's new small business Web portal was also unveiled.

In November, the council heard an election recap and discussed CBIA's 2013 Government Affairs Program recommendations and the impact of the election on the economy and the local and national business climates.

At their January meeting, council members joined CBIA's Manufacturers Advisory Council (see below) and newly elected Speaker of the House J. Brendan Sharkey (D-Hamden) to discuss the legislative agenda and smart growth, Rep. Sharkey's signature issue.

In June, the council discussed bills that passed during the 2013 legislative session and reviewed the Affordable Care Act. Members also discussed ways to grow the council and increase overall participation in CBIA.

## Manufacturers Advisory Council

Led by Richard Wheeler, president of Capewell Components Co., the council met in September at the Naugatuck Valley Community College Technology Hall in Waterbury. NVCC president Daisy De Filippis discussed the college's focus and commitment to student success and higher graduation rates, and council members toured the college's new manufacturing center.

Members also discussed key environmental and energy issues in CBIA's 2013 Government Affairs Program, reviewed the state's Subsidized Training and Employment Program (STEP UP), and heard an update on workforce training issues.

In May, CBIA and the council partnered with manufacturing associations from around the state to sponsor Manufacturing & Technology Day at the State Capitol, highlighting the importance of manufacturing to the Connecticut's economy (see Page 10).

## Human Resources Council

Comprised of some of the top HR professionals in Connecticut, CBIA's Human Resources Council helps CBIA members stay abreast of relevant trends, court decisions, and developing legal and regulatory issues. The council held the following meetings this year:

- Paperless HR: Eliminating Clutter with Cloud Computing
- The Worker-Retiree Transition
- Judicial Overview: The Most Important HR Cases
- Social Media Legal Update

## Government Affairs Council

With participants from nearly 60 Connecticut companies, the Government Affairs Council helped state lawmakers understand the business and economic implications of numerous bills. In particular, council members met with legislators to explain how tax and labor proposals that increase business costs have a real impact on companies' ability to compete—and on their decisions about whether to stay in Connecticut.

## Environmental Policies Council

CBIA's Environmental Policies Council (EPC) continues to grow its reputation as the premier business organization for keeping Connecticut companies ahead of the curve on environmental and energy policy, connecting them with other businesses and public officials, and effectively representing business interests before state agencies and the General Assembly. In a June 2013 survey of council members, every respondent indicated that the EPC is effective at advocating for businesses on both legislative and regulatory matters, and well over half the respondents characterized the council as "very effective."

Equally important—as crucial policies are being developed on the energy and environmental fronts—legislators, the governor, and leadership at the Department of Energy and Environmental Protection (DEEP) consistently reach out to the EPC and its members for advice and counsel on working with Connecticut businesses. The governor's comprehensive energy strategy (CES), the General Assembly's major legislation on revising the state's Renewable Portfolio Standards and implementing the CES, and DEEP's major initiatives to transform its enforcement, reporting, and cleanup programs all involved significant consultation with EPC staff and members.

Chaired by Gary Jackson, manager of regulatory and environmental compliance for Ahlstrom Corporation in Windsor Locks, the EPC is now more valuable and accessible to businesses throughout Connecticut than ever before, with monthly meet-

From top: Sen. Edward Meyer speaks to attendees at a CBIA Environmental Policies Council (EPC) meeting; state legislators attend a CBIA forum on the important role of business tax credits; L-R: Steve Guveyan, Executive Director of the Connecticut Petroleum Council, Brian Freeman, Senior Associate at Robinson & Cole LLP, and Stephen Rosario, Senior Northeast Regional Director of the American Chemistry Council chat at an EPC meeting.



ings accessible online; regular legislative alerts and updates emailed throughout the legislative session; issue-specific, members-only discussion groups through LinkedIn; timely, informative conferences; and a user-friendly website that includes the latest regulatory and legislative developments, hot topics, meeting and hearing announcements, and much more.

To learn more about the EPC and the benefits of membership, contact Eric Brown or Marcy Flemke at 860.244.1900 or visit [cbia.com/epc](http://cbia.com/epc).

### Tax Committee

Under the chairmanship of Charles Lenore, partner in the law firm of Day Pitney LLP, CBIA's Tax Committee consulted with our government affairs staff, lending expertise that guided our advocacy efforts. The committee also met with state commissioners to share information regarding the impact of tax policy on economic development decisions.

### Business Law & Liability Council

This group of attorneys identifies and provides input on legislative actions and court rulings affecting business liability costs. Members meet with legislators, provide input for amicus briefs, and testify at public hearings to further CBIA's agenda.

### Labor & Employment Law Council

Comprised of attorneys and senior human resources managers, the Labor and Employment Law Council helped develop CBIA's Government Affairs Program, provided analysis of legislative and regulatory proposals, and communicated with legislators on priority issues. Council members also shared expertise on labor and employment matters with policymakers, explaining the business impact of proposed actions.

### Workers' Compensation Council

CBIA's Workers' Compensation Council—a group of professionals responsible for their companies' workers' compensation programs—provided input into CBIA's Government Affairs Program and informed state legislators about the financial, administrative, and claims management implications of proposed changes to workers' compensation laws. The council also represented the business community before the Workers' Compensation Commission and other state agencies, coordinated diverse groups of business interests around public policy goals, and informed CBIA about legal decisions that affected employers' workers' compensation costs and claims management actions.

**1,461**

newspaper and  
online articles  
featuring CBIA's  
public policy  
positions

**600**

Business Minute  
radio spots

**3**

weeks of public  
awareness ads  
on radio

**1**

advertisement in  
eight of the  
state's leading  
newspapers

**653**

radio and television  
reports quoting  
our public policy  
positions

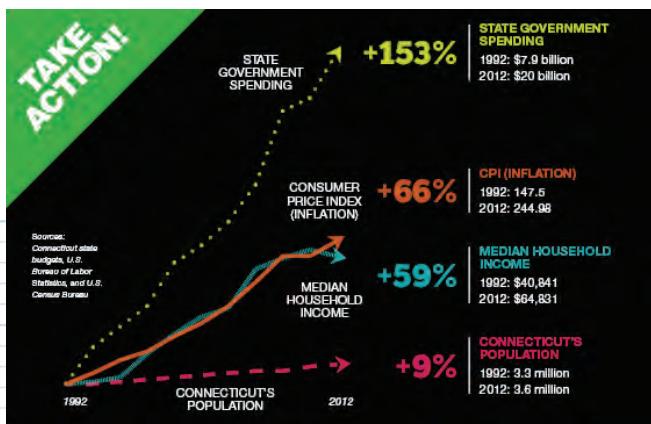
**5**

months of online  
advertising

## MEDIA COVERAGE

In 2013, CBIA staff members continued to be first-call spokespeople on a wide range of public policy and economic issues. Our press releases, newspaper editorial board meetings, newsroom briefings, and interviews generated 653 television and radio reports and 1,461 newspaper articles. Leveraging our in-house audio and video technology, we fed CBIA expert commentary quickly and effectively to broadcast news outlets. CBIA public policy and economic experts were heard on radio stations statewide, including in weekly spots on WGCH in Greenwich and monthly reports on WDRC in Hartford. We also regularly contributed articles, survey results, op-ed pieces, and radio reports to the Connecticut media, including weekly opinion articles in the *Fairfield County Business Journal*.

From top: CBIA President and CEO John Rathgeber with WFSB's Dennis House on *Face the State*; a CBIA infographic illustrates the steep increase in state spending in the last 20 years; CBIA Senior Vice President of Public Policy Joe Brennan is interviewed on Fox 61.



## Public Awareness Advertising

CBIA's 2013 public awareness campaign was scheduled around key milestones in the state budget process and included:

- Newspaper ads in seven dailies and one business weekly (*Hartford Courant, Connecticut Post, Waterbury Republican-American, Danbury News-Times, Stamford Advocate, Norwich Bulletin, New London Day, Fairfield County Business Journal*)
- Three weeks of statewide radio advertising during the legislative session
- Five months of online advertising (CT Capitol Report, CT News Junkie, Connecticut Mirror, Hearst Newspapers)
- Messaging derived from our report on state spending, calling for lawmakers to balance the budget, keep spending within taxpayers' means, and use taxpayer dollars more wisely

## CBIA Business Minute

Now in its 24th year, this 60-second radio spot airs Monday through Friday on WTIC AM in Hartford and WICC AM in Bridgeport and appears at cbia.com/newsroom. This year's segments included:

- Gov. Dannel Malloy on Connecticut's Comprehensive Energy Strategy
- Anne Evans, district director of the U.S. Department of Commerce International Trade Administration, on Connecticut's role in the global marketplace
- Ross Bunnell, an engineer with the Department of Energy and Environmental Protection, on the agency's program to help Connecticut businesses comply with hazardous waste regulations



**8,500**

member telephone  
inquiries answered

**32**

HR/safety  
digests sent

**6,600**

attendees at  
CBIA's  
annual meeting,  
conferences,  
workshops,  
seminars, and  
webinars

**13**

compensation and  
benefit, employee  
opinion, and custom  
surveys of 1,325  
companies and  
102,584 employees

**18**

economic and public  
policy surveys of  
Connecticut  
businesses, with  
3,400 businesses  
reporting

## PRODUCTS, PROGRAMS & SERVICES

**C**BIA's products, programs, and services help Connecticut companies compete and respond to an ever-changing economic and regulatory environment. For members, many of these offerings are available for free or at steep discounts.

For example:

- Our free telephone consulting service connects members with CBIA experts who can provide critical advice on labor and employment law; wage and hour issues; and environmental, tax, and other regulatory matters involving state agencies.
- CBIA Energy Connections offers free consultations and electricity and natural gas purchasing services that help member companies meet their energy needs at the lowest cost possible.
- Our informative workshops, conferences, and essential publications and products are available to members at a fraction of the cost nonmembers pay.

Joan K. Woodward, executive vice president of public policy at Travelers and president of the Travelers Institute, discusses the federal debt crisis at CBIA's 2013 Economic Summit & Outlook.



## HR Hotline Helps Members Make Tough Decisions

CBIA members know how challenging personnel matters and small-business management can be. CBIA's HR experts know too.

The HR Hotline—a free telephone consulting service—is one of CBIA's most popular member benefits. Our human resource experts explain how to resolve workplace conflicts and stay in compliance with ever-changing state and federal labor laws. They also help members understand their responsibilities regarding safety and OSHA regulations, sexual harassment, and other critical personnel-policy issues. The focus of this service is timely delivery of practical solutions to real problems in a real-world business context.



For Betty DaCruz, vice president of C & M Screw Machine in Bristol, the hotline provides a welcome sense of security.

"I call when anything related to a human resources issue comes up that's a little more complicated than we can handle internally or falls into a gray area—or if I just want confirmation that a practice we have in place is correct," says DaCruz. "We have an HR

*(Continued on Page 20)*

# Human Resources & Safety Management

## HR Hotline Telephone Consulting

CBIA's experts answered approximately 8,500 member phone calls on a wide variety of issues, including:

- Unemployment and workers' compensation
- Connecticut's paid sick leave law
- Wage and hour laws
- Sensitive employee issues, such as terminations and sexual harassment
- Federal healthcare reform
- Compensation and benefits strategies

## HR Surveys

Our human resources surveys provide members with marketplace data on executive compensation, benefits, and personnel policies. This year we conducted 13 surveys of 1,325 companies and 102,584 employees.

## Publications and Software

Our HR publications and other resources—available in our online store ([cbia.com/store](http://cbia.com/store))—provide guidance on a range of legal and compliance issues. Our most popular items are the CBIA Poster Compliance Kit and CBIA Employee Handbook Software.

Throughout the year, *CBIA News* monthly magazine and our electronic Human Resources and Safety & Health newsletters kept members informed about workplace trends, new laws, court cases, and workforce development assistance.

## Professional Development and Networking

CBIA members gained fresh perspectives on important topics in human resources while networking with their peers at our:

- Conferences on human resources, health, and safety

# HR Hotline

(Continued from Page 19)

handbook that provides a lot of different personnel scenarios. But that can't take the place of describing your situation to someone who's an expert and can give you information specific to your circumstances. Everything that comes up is unique in some way."



Phil Bonee, a partner at Glastonbury insurance agency May, Bonee & Walsh Inc., uses the HR Hotline and advises his clients who enroll in CBIA Health Connections through his company to take advantage of it too.

"It's a tremendous service," he says. "Employers are always dealing with a compliance or legal issue. Whether it has to do with terminations, benefits, or COBRA issues, there are a number of different things our clients have called about. Being able to get some real good advice from an experienced HR team is one of the most important benefits of being a CBIA member."

Members can also use CBIA's free telephone consulting service to ask our experts for information or advice on a host of other topics, including taxes, environmental regulations, the economy, and much more.

Bottom: Andy Olivastro, Manager of Global Community Affairs at United Technologies Corp., chats with Goodwin College's Director of College Relations Gary Minor at CBIA's Economic Summit and Outlook.



- More than 50 workshops, seminars, and roundtables covering employment law essentials, sexual harassment prevention training, compensation and benefits, and OSHA compliance
- Timely new programs covering healthcare reform, Connecticut manufacturing, and extreme safety situations

## On-Site Training

CBIA saved members time and money by conducting training at their facilities for more than 1,000 employees. Topics included:

- Sexual harassment prevention
- Basic employment law principles
- Family and medical leave
- Drug and alcohol abuse prevention and intervention for supervisors

## Online Training

CBIA's convenient HR webinars allowed attendees to get the latest information right from their offices. Our 2013 webinars:

- The Basics of HR Administration for Small Businesses
- Executive Compensation Issues for Small Businesses
- Managing Workplace Romance
- State Fiscal Issues Impacting Connecticut Business
- Medical Marijuana: What It Means for Your Workplace

## Economics and Public Policy

CBIA's economic and public policy surveys and programs provide insights into regional and statewide business profitability, risk, job creation, workforce development, and regulatory and legislative priorities. Together with these issues, our 2012–2013 programs and reports examined Connecticut businesses' involvement in and views on corporate citizenship/sustainability, international trade, family business/governance, and transportation, providing a means to assess—and address—the state's business and economic climate and help set our public policy agenda.

From top: Moody's Analytics Senior Economist Ryan Sweet speaking at CBIA's The Connecticut Economy conference; Webster Bank Economic Advisor Nick Perna addresses business leaders at CBIA's Economic Summit & Outlook; Yolanda Kodrzycki, Vice President and Director at the Federal Reserve Bank of Boston's New England Public Policy Center, delivers the opening address at CBIA's Connecticut Economic Outlook conference.



## Conferences

Nearly 1,000 business executives, state legislators, and other policymakers attended CBIA conferences to learn about Connecticut's business climate, the state and national economies, and where recovery stands.

In addition, our 13th annual What's the Deal: Business Energy Conference in October 2012 drew 70 sponsors and exhibitors and 240 attendees. CBIA's 2013 Connecticut Tax Conference in June had 97 participants.

## Surveys & Reports

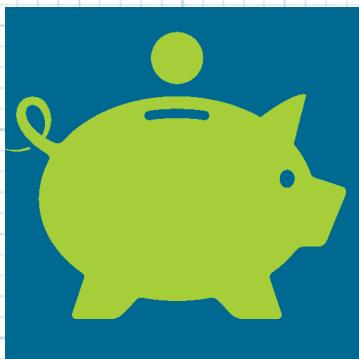
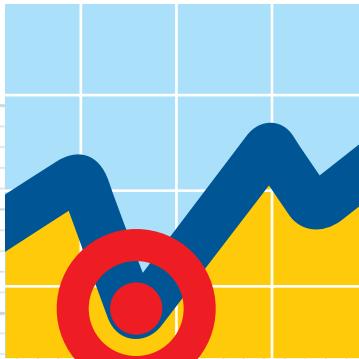
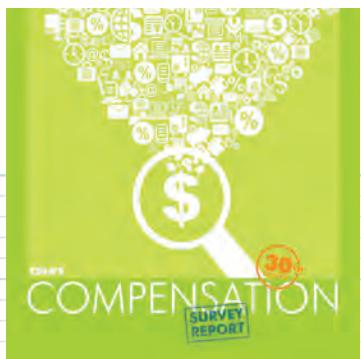
CBIA provides members, government leaders, and the media with information on business, economic, and state fiscal trends. Our quarterly CBIA/Farmington Bank Credit Survey showed improvement in credit conditions from the third quarter of 2012 through Q1 2013. We also conducted and reported on 17 other surveys, including

- 2012 CBIA/BlumShapiro Survey of Connecticut Businesses
- 2012 Fairfield County Business Survey
- 2012 Survey of Northwest Connecticut Businesses
- CBIA Quarterly Economic Survey
- 2013 Sustainability and Connecticut Business Survey
- 2013 Hartford-Springfield Business Survey
- 2013 International Trade Survey of Connecticut Businesses

Visit [cbia.com/newsroom](http://cbia.com/newsroom) for all survey results.

## Family Business

CBIA launched an innovative new program to support and grow the state's thousands of family-owned businesses. Sponsored by First Niagara Bank, CohnReznick LLP, and Reid and Riege PC, the program offers business



leaders a forum for discussing and solving problems, such as succession planning, legislative issues, ethics, and more. The 2012 *Survey of Family Businesses* also revealed the challenges, concerns, and growth prospects for this vital sector of Connecticut's economy. Related programs included:

- Family Business Regional Meetings: Estate Planning and Professionalizing Your Family Business
- Preparing Your Family Business for the Upsurge in U.S. Industry
- Family Business Governance and Legacy Conference

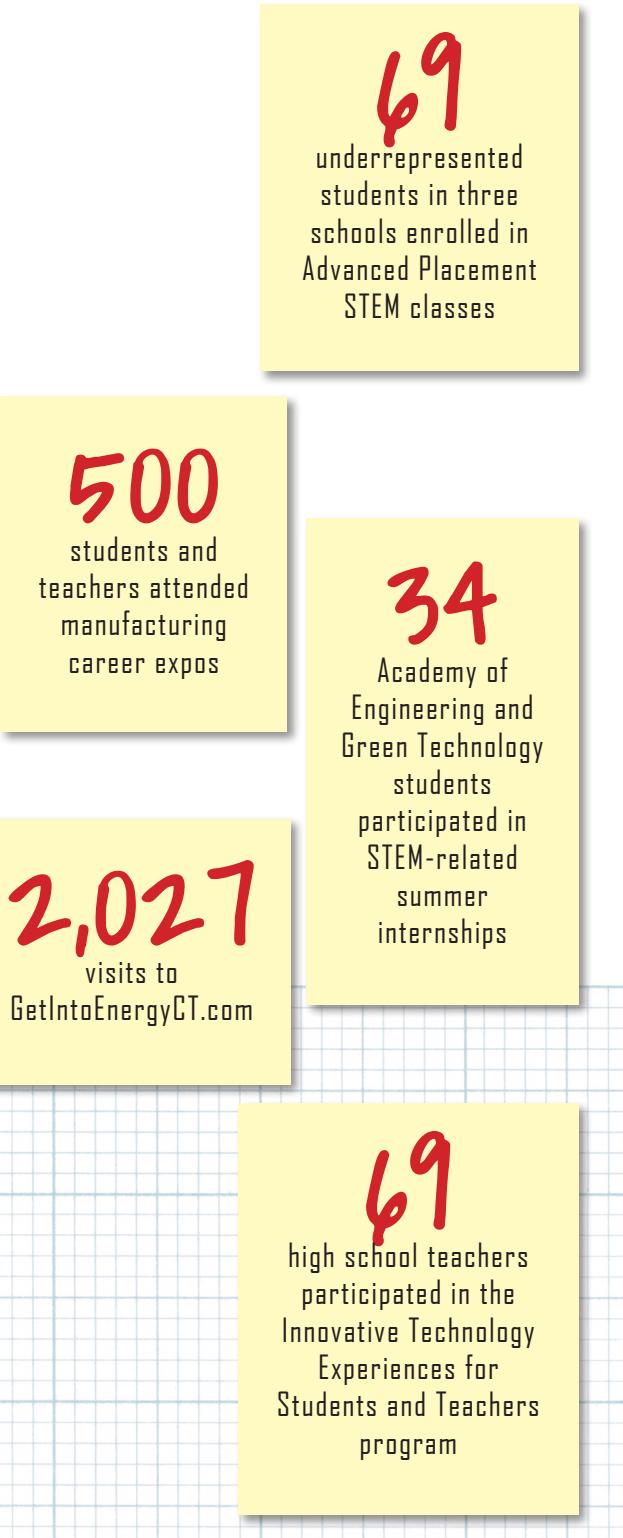
## Group Purchasing, Business Financing & Member Discounts

### CBIA Energy Connections

For over 14 years, CBIA Energy Connections has provided members with the most efficient, cost-effective electricity and natural gas purchasing processes available. Nearly 800 companies now purchase their electricity and/or natural gas through CBIA Energy Connections. Over the past year, member companies purchased 1 billion cubic feet of natural gas valued at approximately \$6.5 million and 650 million kilowatt hours of electricity valued at approximately \$50 million.

### Member Discounts

CBIA's Member Discounts program ([cbia.com/discounts](http://cbia.com/discounts)) gives our members more buying power and steeply reduced prices on products and services they need to run their businesses. Members saved thousands of dollars on office supplies, employee background checks, document shredding, industrial cleaning services, and other products and services.



# BUILDING CONNECTICUT'S WORKFORCE

**I**t's taken a long time, but Connecticut's economy is starting to gain traction in recovering the jobs lost during the recession. What employers in the state know, however, is that a kind of "silent" recession is threatening the recovery and our economic future—a lack of skilled workers.

Long considered Connecticut's most valuable economic asset, skilled workers are in growing demand but declining in numbers.

CBIA's Education Foundation is on the forefront of some of the most innovative programs to help build a pipeline of skilled workers for Connecticut employers, now and into the future.

We're doing that in many ways, including focusing on specific industries—such as advanced manufacturing and energy—and specific demographic groups, for example, by

- Providing second chances to juvenile offenders
- Exploring new opportunities for older and lower-income workers
- Strengthening young students' STEM (science, technology, engineering, and math) proficiency
- Exposing educators to workplace practices

In every way, we're working to narrow the gap between the needs of employers and the hopes and aspirations of people who want successful careers and rewarding lives.

Students at the Academy of Engineering and Green Technology in Hartford work on a wind turbine and solar panel system they designed for use at a school in a remote village in Nepal. (Letterforms on the wind turbine blade say "New Wind" in Nepali.)



## Student Power

What on earth is connecting Hartford high school students with a school tucked two miles high in the mountains of Nepal? The answer is blowing in the wind—literally, with a brand-new wind turbine/solar panel system built, tested, and shipped there by a team of teens and very talented friends at Hartford Public High School's Academy of Engineering and Green Technology (AoEGT).

With project funding by the Werth Family Foundation and management by the Connecticut Pre-Engineering Program (CPEP), CBIA's Education Foundation coordinated program partners that included the school system, businesses, and students.



"There is no better partner for an effort like this than CBIA's Education Foundation," says CPEP CEO Bruce Dixon. "They know how to build business-education partnerships that work."

Under expert guidance from teachers and business volunteers, the 14 students used their research, science, technology, engineering, and math skills to create an alternative energy system that's now powering three classrooms in the Sherli Drukdi Lower Secondary School in the remote village of Saldang, Nepal.



"I was confident that these students could take some existing technology and make it work in extreme conditions in Nepal," said Peter Werth. "I knew they would show some real Yankee ingenuity and deliver."

# Second Chances, New Opportunities and Skills

## Pathways to Success

For adolescents in the juvenile justice system, there's hope for a meaningful future through the Career Pathways Collaborative. Participating youths receive specialized vocational training at five community colleges. Then, with the Education Foundation's help, the young people are placed in paid internships at CBIA member companies. It's the kind of investment in the future that will pay great dividends to all involved.

## New Opportunities

CBIA's Education Foundation is involved in planning a pilot program called Generations to Employment (G2E) that will help displaced older workers gain a foothold in the new economy. Our role is to provide the connection between Connecticut employers looking for talent and the older workers who need retraining to fill that need.

## High-Demand Skills

Connecticut's economy must be able to supply manufacturers and other high-growth industries with workers skilled in science, technology, engineering, and math (STEM). Yet businesses report that they still can't find enough STEM-skilled workers.

That's why CBIA continued to promote STEM education through the fourth and final year of a \$1.2 million National Science Foundation ITEST (Innovative Technology Experiences for Students and Teachers) Cyber-Challenge grant. ITEST is designed to increase high school students' interest and achievement in STEM subjects and Advanced Placement classes and, ultimately, STEM careers. ITEST partners include Pfizer, General Electric, and United Technologies Corp.'s Aerospace Systems.

Over the grant's four years, 948 students from East Hartford, New Britain, and Wilby (Waterbury) high schools have participated in the ITEST program. CBIA's Education Foundation worked to increase student engagement and achievement in STEM subjects and their exposure to working professionals from CBIA member companies in those fields. This year, students drew on their STEM skills to investigate their schools' energy usage and develop a solution to improve their carbon footprint.

From top: Student interns from the Academy of Engineering and Green Technology (AoEGT) in Hartford meet with their workplace supervisors to discuss their summer internships at CBIA member companies; AoEGT students work with businesspeople from CBIA member companies at the school's Earth Day cleanup; tenth-graders from Wilby High School in Waterbury compete against a robot in a race to assemble one of three puzzles as part of their Cyber-Challenge activities.



One of the most innovative schools in Hartford is the Academy of Engineering and Green Technology (AoEGT). With funding from United Technologies Corp., CBIA's Education Foundation helped design and launch AoEGT and continues to coordinate its business-led advisory board.

AoEGT's business partnership includes paid internships for students who exhibit solid academic performance, good attendance, and a positive attitude. Through the Education Foundation's internship preparation program, employees from CBIA member companies work with students to master job-seeking skills. The foundation then places students in paid summer internships in those firms. Over four years, the program has placed 135 students in internships, most in STEM-related fields.

## Industry Focus: Manufacturing and Energy

### A New Generation of Workers

A big question on the minds of Connecticut manufacturers is, Where is the next generation of skilled manufacturing workers? Driving the Education Foundation's efforts is the knowledge that the more young people learn about advanced manufacturing, the more they'll see it as a career option.

Our partnership with the Connecticut Colleges' College of Technology's Regional Center for Next Generation Manufacturing (RCNGM) is raising awareness of the opportunities available in manufacturing. Funded by the National Science Foundation, the partnership this year relied on manufacturing expos, hands-on experiences for teachers, and new and updated DVDs to introduce manufacturing to:

- **Students.** More than 500 students from 22 schools attended expos at Platt Technical High School and Northwestern Connecticut Community College, where 47 manufacturers exhibited their products and processes.
- **School counselors.** CBIA created workshops for more than 80 school counselors at Manchester, Gateway, and Naugatuck Valley community colleges, where they heard from local manufacturers and received tours of each college's manufacturing program.
- **Teachers.** Ten high school and college faculty members spent four weeks at businesses updating their skills, enabling them to

enhance their classroom curricula with real-world experiences.

- **The general public.** Our updated *Manufacture Your Future* DVD and informational guide features new profiles of manufacturing professionals and a new look. We're also releasing a *You Belong: Women in Manufacturing* DVD and guide. (All are available at cbia.com.)

### Energy Workforce

**Skills enhancement.** Tapping employer leadership and funding from the Workforce Solutions Collaborative of Metro Hartford, the Energy/Utilities Workforce Partnership (EUWP) focuses on entry-level workforce needs in the Hartford and Enfield labor markets. CBIA's Education Foundation is a regional partner in and manager of the program grant, which funded two seven-week training programs:

- 36 unemployed or underemployed individuals received basic skills instruction in critical thinking and math and an understanding of renewable energy and utility industry careers.
- 26 program graduates earned a National Career Readiness Certificate, safety and technical training, and OSHA and industry certifications.

This year, 20 employers were involved in a variety of EUWP activities, including providing internship experiences and instruction on the personal qualities, education, experience, and credentials required for work in the energy industry.

**Making schools greener.** Students at five Connecticut technical high schools will soon begin the first year of a two-year Connecticut Clean Trades pilot program to assess energy efficiency; water and environmental quality; and waste, recycling, and HVAC systems.

Students in the program, managed by CBIA's Education Foundation, will recommend improvements at their schools. In the second year, they participate in a service learning project in their communities. The pilot program is funded by Energize Connecticut in partnership with CL&P and United Illuminating.

**Green jobs template.** CBIA also collaborated with the Council for Adult and Experiential Learning to create green jobs profiles to give jobseekers an understanding of green jobs, career pathways, and education levels required to obtain those jobs. The template is housed at [getintoenergyct.com](http://getintoenergyct.com).

# EMPLOYEE BENEFITS

## 'CBIA Is the Winner'

One of the founding principles of CBIA Health Connections is to provide best-in-class, personal customer service. Members can call us and speak to a live person every time. Kim Sirois Pita, partner at The Pita Group, a marketing and branding agency in Rocky Hill, values the human connection that CBIA Health Connections gives her and her employees.



"We will continue to get that one-on-one attention, both through the brokers that represent CBIA Health Connections and CBIA staff members, who are

so knowledgeable," says Pita. "We are constantly calling them and saying, 'OK, what do we do in this situation involving maternity leave, or what do we do in that situation?'"

When asked about the state health insurance exchange and its online-only model, Pita responded, "Healthcare is already so confusing that to have just an online resource is a frightening concept to me. CBIA has been doing this forever. They know how it works. They have the administrative pieces put together. To me, CBIA is the winner."

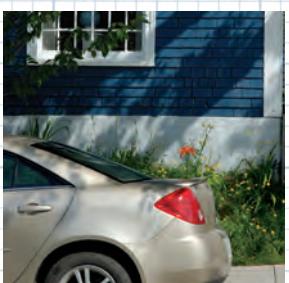
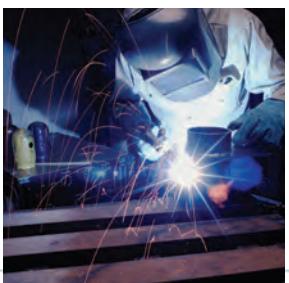
**C**BIA Health Connections, our flagship benefits program, is Connecticut's leading private-sector health insurance exchange and has become a model for the nation. For nearly two decades, we have been a trusted healthcare partner and advisor to Connecticut's small business community, helping employers meet the benefit needs of their employees. Nearly 5,000 Connecticut companies participated in CBIA Health Connections in the past year.

### ACA: Laying the Groundwork

We recognize that there is considerable uncertainty in the marketplace regarding the federal Affordable Care Act (ACA). CBIA is dedicated to guiding our members through the complex phase-in of the ACA's regulatory changes to ensure they make the right choices for their company and employees.

This year we devoted considerable time and resources preparing for the full implementation of the ACA in January 2014. The ACA demands a complete overhaul of benefits packages offered to employers and employees in the small employer market. We've been developing a product portfolio to meet these requirements while providing a seamless, worry-free transition for all Health Connections customers.

CBIA also has been investing in system capabilities to meet the ACA's demands and market changes, including revised quoting capabilities to accommodate new requirements and the development of an employee Web portal—a robust employee decision-making and enrollment system.



## Helping Businesses Navigate the ACA

This year we developed in-depth programs and resources to help members meet their obligations under the new healthcare reform laws. They include:

- **The CBIA Healthcare Resource Center, [cbia.com/healthcare2014](http://cbia.com/healthcare2014),** which was designed to help the business community understand the complexities of Obamacare and how regulatory changes may impact their companies.
- **Healthcare 2014: What the Affordable Care Act Means for Business.** This May event attracted nearly 400 Connecticut employers and featured business leaders and healthcare experts who discussed the ACA's impact on business.
- **Agent meetings.** We recently launched a series of meetings for the insurance agent community designed to address specific government regulations, such as benefit changes and rating rules, so that agents can better serve their clients.
- **Employer communications.** We developed a plan to keep our members informed of ACA changes. In addition to email communications, direct mail, and telephone outreach, we hosted a series of programs focused on the specific needs of member companies of different sizes.

## New Partner, New Products, More Choices

As we prepared for the ACA this year, we began transitioning member companies and their employees into higher-cost-sharing, lower-priced health plans, which enable them to become better consumers when it comes to their healthcare choices.

We launched CBIA Health Connections 3 (HC3), a new product suite with medical plans underwritten by ConnectiCare, Oxford, and our newest participating carrier, Aetna. Our members now have even more options and flexibility in choosing and managing their employee health plans. HC3 plans give members the flexibility of in- and out-of-network benefits and premium savings by integrating cost-share in the form of consumer-driven, high-deductible plans.

We also added a new, lower-cost ConnectiCare Medicare Advantage plan to complement our Anthem Medicare Supplement plan. This brings the choice model to our Medicare offering for the first time. Also, to

*(Continued on Page 30)*

# EMPLOYEE BENEFITS

align with market trends and help members manage escalating premiums, we modified the pharmacy portion of our plans.

CBIA will continue to monitor the evolving healthcare landscape and changes to ACA regulations, and we will keep our members informed every step of the way.

## Insurance Services

### **COBRA & State Continuation Administration.**

CBIA COBRA and state continuation administration continues to help employers maintain compliance with evolving healthcare regulations. CBIA handles all the administrative details, including required notifications, billing, premium collection, and payment to carriers. More than 3,000 CBIA Health Connections members are enrolled in this no-cost benefit. In the past year, CBIA handled COBRA administration for more than 450 individuals.

**HRA Administration.** CBIA provided no-cost HRA (Health Reimbursement Arrangement) administration for more than 200 member companies enrolled in CBIA Health Connections. By implementing an HRA with a corresponding HC2 or HC3 plan, members achieved immediate savings in their healthcare costs.

## Additional Benefits

### **CBIA Healthy Connections Wellness Program.**

Our free wellness program, CBIA Healthy Connections, incents employees (and employers) to become more engaged in health and wellness, with the goal of optimizing the health and overall well-being of each employee. This program, available to all CBIA Health Connections participants, has more than 450 participating companies.

**Workers' Compensation Insurance.** The CBIA Comp Services workers' compensation program is available to member manufacturers of metal, plastics, and electronic products. Nearly 200 member companies participate in this valuable self-insured program, which includes integrated loss control, managed care, and claims administration services. Surplus is returned to members through lower rates and experience refunds.

**CBIA Retirement Plans.** This program brings cost-effective retirement plans to small and midsize members through ING Life Insurance and Annuity Company. The program serves 3,200 employees from more than 90 participating companies with \$163.3 million in invested assets.

**CBIA Eyewear Savings Plan.** This popular program offers substantial discounts on prescription and non-prescription eyeglasses, contact lenses, and laser corrective surgery to 6,000 employees and dependents from 550 member companies. The plan costs just \$12 per year per employee (including coverage for spouses and dependents).

**CBIA Home & Auto Insurance.** Through CBIA's Home & Auto Insurance program, member companies offer their employees high-quality, competitively priced personal insurance products provided through Travelers, Middlesex Mutual (MiddleOak), and Progressive. More than 140 employers participate in this members-only program, representing over \$1.3 million in written premium.

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