



**TASK FORCE ON SCHOOL IMPROVEMENT PROGRAM**

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**RONA ZLOKOWER**

**APR 19 1991**

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**BUSINESS AND INDUSTRY ASSOCIATION  
INVOLVEMENT IN EDUCATION**

- |                           |   |
|---------------------------|---|
| <b>SEPTEMBER 1989</b>     | <b>BIA ISSUE SURVEY<br/>EDUCATION PRIORITY</b>  |
| <b>OCTOBER 1989</b>       | <b>HUMAN RESOURCES COMMITTEE<br/>DEVELOPS EDUCATION<br/>SUB-COMMITTEE<br/>QUESTION AND FOCUS:<br/>WHAT DO YOU (BUSINESS) WANT<br/>FROM EDUCATION?</b> |
| <b>DECEMBER 1989</b>      | <b>HUMAN RESOURCES COMMITTEE<br/>APPROVES WHITEPAPER:<br/>"WHAT SHOULD THEY BE<br/>ABLE TO DO?"</b>   |
| <b>FEBRUARY 1990</b>      | <b>BIA BOARD OF DIRECTORS<br/>ENDORSE WHITEPAPER</b>  |
| <b>FEBRUARY - CURRENT</b> | <b>SPEAKING WITH EDUCATION AND<br/>BUSINESS GROUPS TOWARD<br/>CONSENSUS</b>   |

**BUSINESS AND INDUSTRY ASSOCIATION WHITE PAPER**  
**"WHAT SHOULD THEY BE ABLE TO DO?"**

**QUESTION?    WHAT DO YOU (BUSINESS) WANT FROM  
EDUCATION?**

**FOCUS:        EMPHASIS ON STUDENT OUTCOMES -  
MEASURABLE RESULTS**

**ACTION:       BUILD CONSENSUS ON STUDENT  
PERFORMANCE OUTCOMES**

**CONSTITUENCIES: PARENTS  
BUSINESS  
COMMUNITY  
EDUCATORS  
STATE AND  
MUNICIPAL  
OFFICIALS**

**RESULTS-DRIVEN METHODOLOGIES**

**HIGHER EXPECTATIONS AND  
GOALS**

**RE-ALLOCATION OF DOLLARS  
BEFORE NEW FUNDING**

**CLEARLY IDENTIFY EXPECTATIONS  
FOR EVALUATION**

**BUSINESS AND INDUSTRY ASSOCIATION  
EDUCATION PARTNERSHIPS**

**GOVERNORS TASK FORCE ON EDUCATION JANUARY 1990**

**BIA MEMBERS AND STAFF**

**LEADERSHIP CENTER FOR EDUCATION DECEMBER 1989**

**THINK TANK MAY 1990**

**BIA MEMBERS AND STAFF**

**ALLIANCE FOR EFFECTIVE SCHOOLS JANUARY 1986**

**FOUNDER MEMBER  
BOARD MEMBER/STAFF**

**CONGRESS ON EDUCATION MARCH 1990**

**BIA MEMBERS**

**EDUCATION GROUPS:**

**NEW HAMPSHIRE SCHOOL BOARD ASSOCIATION  
NEW HAMPSHIRE SCHOOL PRINCIPALS ASSOCIATION**

**NEW HAMPSHIRE SCHOOL ADMINISTRATORS ASSOCIATION  
NATIONAL EDUCATION ASSOCIATION  
NEW HAMPSHIRE FEDERATION OF TEACHERS  
NEW HAMPSHIRE SCHOOL VOLUNTEERS ASSOCIATION  
NEW HAMPSHIRE PARENTS ASSOCIATION  
CHARACTER AND CITIZENSHIP CENTER  
APPLIED ACADEMY FOR SCIENCE**

## **BUSINESS AND INDUSTRY ASSOCIATION ALTERNATIVES**

- \* **EDUCATION EFFORTS TOWARD RESTRUCTURING**
  
- \* **VOICE FOR BUSINESS CONCERNS THROUGH  
MARKETING AND DISTRIBUTION OF WHITEPAPER**
  
- \* **PARTICIPATION IN THE GOVERNORS TASK  
FORCE IMPLEMENTATION**
  
- \* **LEAD PERFORMANCE OUTCOME EFFORTS  
PUBLIC POLICY ARENA  
LOCAL EDUCATION**



**Business & Industry Association** of New Hampshire

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# **WHAT SHOULD THEY BE ABLE TO DO?**

**A Report of the  
Human Resources Committee  
of the  
Business & Industry Association  
of New Hampshire**

**January 1991**

# WHAT SHOULD THEY BE ABLE TO DO?

## INTRODUCTION

As we prepare to leave the twentieth century, it is time to reflect upon our accomplishments and to plan for the future... to reassess what has worked well in the past and what must be improved if New Hampshire is to be a viable force in the international marketplace on into the 21st century.

While evaluating the various issues confronting us, we recognize that business has needs that only education can meet. We depend on education to provide us with involved citizens, knowledgeable consumers, intelligent workers, and competent family members. Education alone offers us the dual payback of enhancing productivity and competitiveness while simultaneously reducing the costs associated with such societal problems as crime, substance abuse, teenage pregnancy, and welfare dependency. The Business and Industry Association of New Hampshire (BIA) therefore believes that it is in business' best interest to become a vocal participant in the educational debate. We see an investment in education as the best investment in our future.

We must step back and take a fresh look at the educational system which has served us so well in the past. Educators deserve much credit. But times have changed and we must now articulate our future requirements for graduates and help the educational system address its capacity to meet those needs. Today we are competing in a global economy. In addition to intelligent consumers, informed voters, and involved citizens, we require knowledge based employees who are well grounded in math, science, and English; who have excellent communication skills and who are capable of working in a collaborative environment; employees who can lead as well as take direction. Today, workers must be creative problem-solvers who show imagination, motivation, and energy. They must be capable of adapting to new situations, as it is estimated that the average worker will have to be re-trained more than five times in his/her career. Workers must be life-long learners, not just rote do-ers as was so often the case in the past.

The BIA believes that to address the need for competent workers, as well as to address some of our very complicated societal issues, we will have to fundamentally restructure our school system. Re-structuring however cannot take place unless all stakeholders in our educational system are willing to work together to come to an agreement about what is needed. We must build coalitions and communicate our expectations. Having faced many of these very same restructuring problems ourselves, business has the capacity to share what it has so recently learned. We must create a dialogue with parents, educators, business leaders, employees, voters, concerned citizens, and elected officials...to share our expectations as well as our resources. We must work to create a system that is self-examining so that it can continue to evolve as new needs develop to meet an ever changing world. The following is our attempt to communicate what we expect from the business, educational, and student communities in New Hampshire.

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BIA Contacts: John D. Crosier, President  
Katharine A. Eneguess, Vice President

## **WHAT BUSINESS MUST DO**

While continuing to build a quality system, education of our youth should, as much as possible, remain a local responsibility and kept in the hands of professional educators. Business must become a more active participant in the education process at the state and local level. Today business has become more experienced and less wary of the education sector, now bringing a level of mutual respect. The success of business is tied directly to the quality and accountabilities of education and there are many ways in which business should become a direct, equitable partner.

**Recognize Role:** Business can first and foremost begin by becoming an intelligent consumer of education at all levels. This requires taking the time to communicate expectations directly with educators; preschool through post-secondary. Lifelong learning skills need to be emphasized from the beginning.

**Articulate Vision:** Business can articulate what we expect from our graduates as members of the entry level workforce and then reach into our current workforce to make certain that our employees understand the value of education as a competitiveness issue. Business can place a higher value and understanding of the need for continual skill development to make certain there is opportunity for lifelong employability.

**Work Collaboratively:** Business can help educators with the goal setting and accountability process that examine the full range of incentives that are required to improve the quality of education.

**Examine Resources:** Business can help educators to examine the specific resources needed to educate our students; to set new priorities and drop old mandates; to help raise goals and expectations.

**Offer Assistance:** Business can directly lend its many human, technical, financial and equipment resources to an equitable and collaborative effort to improve our schools at all levels.

**Communicate Need:** Business can lend more specialized expertise in marketing to the education community sending the message directly to residents of New Hampshire about what education is trying to accomplish. Business can lend marketing and data distribution knowledge about how important the quality education is to the future of this state and region. A clear message must be sent about the consequences of uninvolvedness.

**Support Change:** Business can offer its support and perspective directly from the local level to our local, regional and nationally recognized advocacy groups who are attempting to affect educational reform in New Hampshire.

**Leverage Impact:** Business can use its influence to leverage impact for the necessary changes by enlisting companies and business leaders to speak out on behalf of the importance of quality education.



**Provide Access:** Business can work at many levels to affect change. Individual companies can work at the local level while the BIA, through its membership can help on a state or national level.

Business wants to help define the future product of the current education system and to have this system be responsive to the dynamics of a changing social and economic environment. The focus must be on outcomes and accountabilities within the system. We must become results oriented and promote excellence. There are no easy answers to the task ahead of us. Business must be involved in education for the long-term. As parents, voters, concerned citizens, tax payers and employers, we must be willing to work at all levels within education and our own businesses to articulate the value of education so that our graduates are productive, employable and contributing members of society.

## **WHAT EDUCATORS MUST DO**

Education must be willing to change with the times, if it is going to meet the demands of the future. Like business, education must reassess its basic methods of operation. It can no longer be business as usual.

**Focus on Student Performance Outcomes:** We must develop consensus on what results we want for our students - on what constitutes a full range of competencies for life after school at levels that will make success in life more likely. We must define what we expect our students to be able to say and to do when they are finished with public school.

**Take Risks:** We should encourage educators to take risks...to look at dynamic new ways to teach...to use hands on experiences, field trips, and to apply theory. We should help them to investigate team teaching approaches, to look at student/teacher ratios in relationship to course content and how students learn in given subjects or within given abilities, to study varied school hours, or other methods that might make education more directly relevant.

**Measure Success:** We must be able to measure both the results of our risk taking and the progress towards Student Performance Outcomes rather than relying on grade level definitions of success.

**Work Cooperatively:** We must be willing to re-orient and restructure ourselves to promote a cooperative environment for all parties to work together, to build coalitions, and to develop teamwork. This cooperation must be structured in a way that also helps prepare students to function cooperatively in society.

**Communicate Goals:** We must communicate expected outcomes and progress towards them in a way that holds all stakeholders accountable.

**Understand the Consequences:** We must be able to understand the consequences of educational decisions...such as levels of funding, business presence in the schools, employability of graduates, or re-election of local officials.

**Address Authority Structures:** We must focus authority in the classroom with the relationship between the teacher and the student being paramount.

**Recognize the Professionalism of Teachers:** We should work to raise the level of trust in the expertise of the many strong educators we have in New Hampshire.

**Develop Teaching Capacity:** We should assist our many talented educators with implementing staff development programs that will assist colleagues who may be lacking in some skills areas or in the new teaching methodologies that will be required. And, in those few instances where competence is an issue, we should be willing to make the difficult decisions and dismiss those teachers who may be unqualified or who are unwilling to meet the changing needs of today's society.

**Adapt to the Student:** Schools must learn to adapt to the student, rather than making the student adapt to the educational model, whether or not it is in the students capacity to learn within that model. We must also stop categorizing students by whether or not they plan to go on for further education or go directly into the workforce after graduation from high school. Lifelong learning skills must become the norm for all learners preschool through adult.

**Manage Resources:** Education, like business, must be willing to increase productivities, set priorities and contain costs while better utilizing technical, financial, facility and human resources.

**Examine Cost Effectiveness:** We must be willing to re-think many of our long held traditions such as the use of discreet buildings for schools that are utilized only part of the day, desks arranged in rows, and a school year that was designed to accommodate the needs of an agrarian society. By maximizing the use of the available resources we may be able to also maximize the cost effectiveness of our schools and begin to focus the debate on what constitutes a quality education.

This requires broad based community knowledge about how the schools function, how and why money is spent, how evaluations take place, and how achievement of goals and objectives is measured. It requires an openness and sharing of information that is straightforward and inclusive.

## **WHAT STUDENTS SHOULD BE ABLE TO DO**

In its effort to begin the dialogue about what business expects from education, the Business and Industry Association of New Hampshire (BIA) has developed a set of expectations that it believes defines a competent person. We have tried not to evaluate minimum survival levels or criteria for excellence. We believe that high school graduation should be a recognition of a student's ability to be reasonably successful in daily life as it is today and as it is likely to change in his/her lifetime. We believe post-secondary graduation should be recognition of a student's enhanced capacity for personal success and for making a contribution to society beyond simply effective daily living.

From this set of expectations each person should be able to understand and assess his or her own abilities and their relationship to the capacity for achieving higher or lower chances for success in life. Not all of these competencies must necessarily be the responsibility of the educational community alone. They should be the shared responsibility of all of us in the community.

### ***INTERPERSONAL AND COMMUNICATION SKILLS***

A competent person is able to function effectively in the various roles required for group productivity and is able to use multiple skills and languages to transmit and receive ideas. Upon graduation from high school, a person should be able to perform in the following areas:

#### **Group or Team Skills**

- \* Participate constructively as a team member
- \* Follow directions
- \* Resolve conflicts
- \* Act constructively as a team leader when assigned that role

#### **English Language Skills**

- \* Comprehend, speak, read, and write English with the fluency required for effective daily living

#### **Cross-Cultural and Second Language Skills**

- \* Show active comprehension of our pluralistic society and its relevance to daily life
- \* Comprehend, speak, and read a major language other than English
- \* Have non-verbal skills and general cultural awareness at an elementary school level

#### **Personal Computer Skills**

- \* Use and understand PC hardware and operating software and a word processing program fluently
- \* Use PC level spread sheet program at a basic level

#### **Numbers, Symbols, and Graphics**

- \* Explain graphs, charts and tables

## **LIVING AND CAREER SKILLS**

A competent person has practical skills to cope with daily life in, and out of, work settings. Upon graduation from high school, a person should be able to perform in the following areas:

### **Reasoning and Problem Solving**

- \* Solve problems systematically
- \* Accept personal responsibility for, and possible adverse outcomes of, risky decisions without being depressed or destroyed
- \* Accept change as an imperative, requiring personal adaptability and learning as a necessary and constant process throughout life

### **Health, Hygiene, and Survival**

- \* Maintain a balanced diet
- \* Avoid addictive substances
- \* Avoid contracting or transmitting communicable diseases
- \* Perform regular moderate exercise
- \* Exhibit safe practices in driving and other potentially hazardous life routines
- \* Have regular health checks.

### **Personal Presentation**

- \* Exhibit courtesy consistent with the principles of free speech
- \* Refrain from unintentional public or private behavior that has generally accepted objectionable public consequences
- \* Be prepared to meet the negative consequences of intentional disruptive behavior, regardless of justification.

### **Daily Living and Home Care**

- \* Maintain a self-sufficient, organized personal life
- \* Conduct an effective and responsible full range of daily life, parenting, child care, home operation and home care activities
- \* Use and troubleshoot for commonly available communication, information, and transportation devices and systems
- \* Conduct recreation and leisure activities, emergency response and self-defense
- \* Employ personal-level conflict resolution methods
- \* Make and use reasonable estimates of volume, size, distance, weight and time
- \* Use common sense to cope with daily living situations
- \* Cope and survive regardless of the physical environment

### **Personal Business**

- \* Perform major purchasing activities
- \* Conduct personal money management with positive results
- \* Have the potential for possible further education, as well as entry level proficiency and interest in at least one apprenticeship to a trade
- \* Interest in at least one type of common work that has a high probability of employment with a liveable income
- \* Earn a living, whether or not one is going on for further education
- \* Demonstrate the ability to conform to basic employability expectations
- \* Have the awareness of the requirements necessary to advance within employment

**Business and Commerce**

- \* Understand the concepts of supply and demand, cost and benefit, pricing and profit, investment and return, utility, and productivity

**Recreation and Leisure**

- \* Exhibit familiarity with a broad range of artistic, entertainment, team sport, and recreational opportunities
- \* Have an affinity for some artistic, entertainment, team sport or recreational activities

**Conflict Resolution**

- \* Resolve conflicts non-violently
- \* Make appropriate use of both violent and non-violent methods of conflict resolution

**General Personal Effectiveness**

- \* Exhibit a positive self concept and a realistic life vision and plan, based on personal strengths and available opportunities

***PHYSICAL AND TECHNICAL SYSTEMS***

A competent person is able to adapt to and take advantage of the physical environment for life, and can be helped by being able to place current events and phenomena in relation to demonstrable descriptions, predictions, or controlled occurrences of similar events. Upon graduation from high school, a person should be able to perform in the following areas:

**Technology**

- \* Use and maintain common tools, implements, and devices for facilitation and convenience of daily life and common work

**Quantification**

- \* Perform mathematical operations with the proficiency required to conduct transactions as complex as purchasing a car or house

**Environment/Natural Resources**

- \* Understand and avoid or refrain from significant disruptions of the natural environment

**Biology/Chemistry/Physics**

- \* Apply facts and/or general principles from life and physical sciences to enhance personal effectiveness and meet common difficulties in daily living

## **SOCIAL SYSTEMS**

A competent person is able to adapt to and influence the community matrix for life, and can be helped by being able to compare or place current events with historical or cultural references or with theories of behavior. Upon graduation from high school, a person should be able to perform in the following areas:

### **History and Culture**

- \* Describe the context and general significance of benchmark events and cultural symbols of world and US history

### **Human Behavior**

- \* Apply facts and/or general principles from social sciences such as anthropology, demography, ethnography, geography, psychology, sociology to enhance effectiveness and meet common difficulties in daily living

### **Economics**

- \* Apply facts and/or general principles from economics to enhance effectiveness and meet common difficulties in daily living

### **Law**

- \* Avoid intentional criminal activities and activities that create criminal, civil, or equitable liabilities, based on ignorance

### **Civics and Politics**

- \* Participate as an informed voter in local, state, and national elections
- \* Participate as an active party in local civic, union, school and/or town or city affairs

## **VALUES**

A competent person is able to act in ways that support continued personal autonomy and permit continued interdependence, not only when the difference of wrong and right action is clear, but when choices between right and right, or wrong and wrong must be made. Upon graduation from high school, a person should be able to perform in the following areas:

### **Respect**

- \* Demonstrate a regard for human diversity and pluralism
- \* Demonstrate courtesy
- \* Demonstrate regard for human worth and property

### **Responsibility**

- \* Demonstrate responsibility to ones self, to ones family, to others, to community
- \* Have a regard for commitments and obligations
- \* Fulfill citizenship obligations

### **Adaptability**

- \* Demonstrate an awareness of the environment and reality
- \* Be prepared
- \* Be curious

- \* Seek opportunities
- \* Embrace and overcome challenges
- \* Accept the inevitability of change

#### **Integrity**

- \* Demonstrate dependability and honesty

#### **Justice**

- \* Demonstrate fairness; regard for property, law, right action, constitutional rights, and democratic principles as applied to individuals and minorities as well as to majorities

#### **Self-Concept**

- \* Demonstrate self-respect, self-control, and a sense of personal worth
- \* Recognize choice and personal discipline

#### **Values**

- \* Identify significant value issues and choices within the graduate's life experience
- \* Identify broadly accepted value justifications for the choices that one makes
- \* Explain simply and clearly the meaning of, and critical issues relating to, each of the concepts

### ***POST-SECONDARY EDUCATION***

This report focuses on what students should be able to do when they graduate from high school. This does not exclude post-secondary education. Post-secondary education has a very important role to play in preparing our students to be better citizens and productive and competent workers. We depend on post-secondary education to pick up where high school leaves off, to work more closely with business to prepare knowledgeable workers who understand the pluralistic nature of our society and who have the cultural awareness to perform effectively in a global economy. When students leave higher education, they should have higher order skills with specialized training in an employment area. They should understand the importance of learning, be capable of being re-educated several times in their lives, and be able to apply creative problem-solving techniques in the workplace. The business and education partnership must not end when a student graduates from high school.





*FJc*  
**Business & Industry Association** of New Hampshire

August 2, 1993

Russell Gullotti  
Vice President U.S. Area  
Digital Equipment Corporation  
Digital Drive  
MK02-2C12  
Merrimack NH 03054

Dear Russ:

In a recent note, we updated you on the status of the WasteCap fund raising campaign. Unfortunately, due to an administrative error, we were remiss and neglected to include Monadnock Paper Mills on the list of contributors. It is particularly unfortunate that Monadnock was omitted because they have provided considerable support for WasteCap as one of the program's original Founders. Additionally, WasteCap has recently added Jarvis Cutting Tools to its list of contributors.

I have attached additional information that describes the levels of support that WasteCap is seeking. Please review this information and share with colleagues if you believe they may be interested in getting involved with this exciting and important BIA initiative.

Please call if you have any questions or require additional information on WasteCap.

Sincerely,

A handwritten signature in blue ink, appearing to read 'John D. Crosier'.

John D. Crosier  
President

## FUND RAISING CAMPAIGN

### BACKGROUND INFORMATION

The Business & Industry Association of New Hampshire initiated WasteCap in 1991 to assist companies to achieve solid waste reduction through business-helping-business partnerships. WasteCap serves as an excellent example of the private sector's commitment to implement programs that strike a balance between their fiscal and environmental goals.

### FUND RAISING GOAL

The Business & Industry Association of New Hampshire intends to continue to operate WasteCap for at least another two years, October, 1993 - September, 1995. The goal of the fund raising campaign is to raise 100% of the base program support from private sector contributions. The total base program support needed is \$120,000 for two years or \$60,000 per year.

### SUPPORT CATEGORIES

The following describes the three categories that prospective funders could select from when reviewing the appropriate level of support for WasteCap.

#### BENEFACTORS

**CONTRIBUTION:** \$2000/year or more for each year 10/93 - 9/95

**RECOGNITION:**

- Company name inscribed on WasteCap stationery
- Company name inscribed on WasteCap brochures and folders
- Company receives a wooden wall plaque

#### SPONSORS

**CONTRIBUTION:** \$1000/year or more for each year 10/93 - 9/95

**RECOGNITION:**

- Company name inscribed on WasteCap folders
- Company receives a wooden wall plaque

#### CONTRIBUTORS

**CONTRIBUTION:** \$250 or more contribution

**RECOGNITION:**

- Company receives a Certificate of Thanks

 Printed on Recycled Paper

Printed by RONA ZLOKOWER

INTEROFFICE MEMORANDUM

*file BIA*

Doc. No: 014554  
Date: 13-Jun-1994 02:36pm EDT  
From: RONA ZLOKOWER  
ZLOKOWER.RONA  
Dept: U.S. Programs Mgr./Corp Comm R  
Tel No: 264-2961

el

TO: Remote Addressee

( RUSS GULLOTTI @MKO )

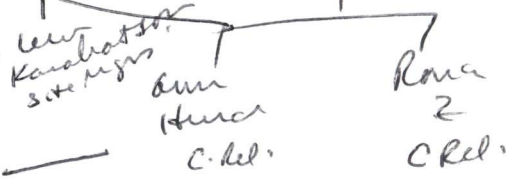
Subject: Progress on Transition

Here is an update on my work and the transfer of my responsibilities to the team including Nancy Dube, Bruce Holbein, Ann Hurd and Lew Karabatsos. - *Site Mgrs*

*Lew J.*  
*Nancy Dube*

Coordination meetings held or scheduled

- RZ with Nancy Dube, Lew Karabatsos - Tues., 5/31
- RZ with Ann Hurd - Wed., 6/1
- RZ with Lew Karabatsos - Wed., 6/15
- RZ with Bruce Holbein - Mon. 6/27
- RZ with Ann Hurd, Andrea Wilkins - Thurs., 6/30
- RZ with Nancy Dube, Bruce Holbein, Ann Hurd and Russ Gullotti - Thurs., 6/30
- RZ with Nancy Dube, Bruce Holbein, Ann Hurd and John Crosier with staff of BIA - Thurs., 6/30
- RZ and Ann Hurd met with Doug Dagata and Martha Dufresne to discuss role of Merrimack Roundtable as support to community relations
- RZ, Ann Hurd, Ken Madore and Pat Matthews (corp property management, conference call to be scheduled to discuss NH property, site, roads issues pending



*Bruce Holbein (U.S.)*

Issues and Projects

- Tax - *Bill Madore*
- Bill signed into law
- Acknowledgements sent and phone calls made
- Summary memo sent to management 6/10/93

*None all to Bruce Holbein a Charles Holbein*

City and town officials calls-  
To be made this week and next  
Message is: call Ken Madore, facilities or Ann Hurd,  
Community Relations depending on urgency and type of call.

RZ to check with RG on his NH staff. Will Andrea be his contact?

Corporate Fund -

RZ conducted 6/8 meeting as chair. Announced Bill Barker, Markem as new chair. Ann Hurd attended meeting and was introduced as my replacement on panel.  
RZ to give out '94 Walter Dunfey Management Excellence Awards at 6/15 BIA annual meeting  
'94 investment in Corporate Fund of \$15K made in May

Business Roundtable on Education

Moving along well with some members taking on new leadership roles. Martha Marsh leaving and Gary O'Neil taking on planning.

Doug O'Brien taking on raising funds for '94 - '95.

Jack Middleton and Joe Marcille led BRT press event and Jack to lead 6/16 board meeting.

John Swope getting more involved as is Mike McLuskey.

Kathy Eneguess and Lew Feldstein willing to take on staff roles to support you.

Either Nancy Dube, Ann Hurd or someone on Merrimack Roundtable or your staff needs to become you staff designee. Makes most sense for it to be NH person. RZ to recommend after conferring with Nancy Dube and Russ G.

NH Task Force to Prevent Child Abuse

RZ negotiating with NHAutodealers to fund statewide implementation of Kids and Company, Together for Safety. RZ met Mon., 6/13 with governor's counsel and to meet Mon., 6/20 with autodealers and Task Force to Prevent Child Abuse president and staff.

Other

Completing miscellaneous correspondence for Russ G.

Creating transitions for phone calls and mail.

Letting Digital groups know of the transition.

Responding to calls from those who heard news of my departure.

*neg Kara &*

*Ann Hurd*

CORPORATE COMMUNITY RELATIONS  
U.S. COMMUNITY RELATIONS PROGRAM  
FY94 WORK PLAN

GOAL #1:

ASSIST SENIOR AND REGIONAL MANAGEMENT IN ACHIEVING BUSINESS GOALS THROUGH EFFECTIVE COMMUNITY RELATIONS.

Strategy 1:

Establish the Community Relations Plan as a requirement of the Location Managers' Business Plan.

Action:

- o Influence the Location Manager Steering Committee to require the Community Relations Plan as part of the Location Managers' Business Plan.
- o Create a Blueprint for a Community Relations Plan for inclusion in the Location Managers' training manual.

Timeframe: Q2/Q3FY94 COMPLETED

- o Revise and update the Blueprint for a Community Relations Plan as needed.

Timeframe: Ongoing

Strategy 2:

Provide support and assistance in the development, review and approval of regional community relations plans.

Action:

- o Work with regional management to include Location Managers' plans into the regional plan.
- o Create a format for a regional community relations plan and share it with the Regional Vice Presidents.
- o Work with the Corporate Community Relations staff to approve programs and budgets.

Timeframe: Q3/Q4FY94

GOAL #1: (Continued)

- o Serve as advisor to the U.S. Territory Location Managers Steering Committee.

Timeframe: Ongoing

Strategy 3:

Remain visible and accessible to senior and regional management on community relations issues.

Action:

- o Create a Location Managers' training program for the five regions to promote linkage between Corporate Community Relations and the U.S. Territory.
- o Encourage use of corporate programs, adherence to policies, and utilization of corporate experts by the Location Managers.

Participate in five location manager training sessions.

Timeframe: Q3FY94      COMPLETED

- o Contact the Regional Marketing Managers, Site and/or Plant managers on a quarterly basis to offer assistance with community relations business plans and issues.

Following the location manager training, contact the Regional Vice Presidents to offer help and elicit comments.

- o Create a community relations team solution in response to issues, problems and questions.

Examples: - Budgeting and Accounting  
- Corporate Policies  
- Program Opportunities

Timeframe: Q4FY94  
Quarterly - Ongoing

**GOAL #2:**

**ASSIST LOCATION MANAGERS AND SITE COMMUNITY RELATIONS REPRESENTATIVES IN DELIVERING EFFECTIVE COMMUNITY RELATIONS PROGRAMS TO ACHIEVE BUSINESS GOALS.**

Strategy:

Act as a resource for the U.S. Territory, Regions, Location Managers, and local community relations contacts as they develop, and implement community relations and contributions programs.

Action:

- o Become visible to the Regional Marketing Managers and Location Managers through training.
- o Provide periodic updates to the Location Managers and community relations representatives on programs, policies, and other community relations investment opportunities through quarterly mailings and updates on issues and policies.
- o Provide timely response and follow up to inquiries, questions and requests for assistance from the Location Managers and community relations representatives.
- o Create a Corporate Community Relations team response to requests from the Location Managers and community relations representatives.

**Timeframe: Ongoing**

GOAL #3:

ASSIST IN BETTER LEVERAGING CORPORATE INVESTMENTS TO BENEFIT THE U.S. TERRITORY, REGIONS, AND SITES.

Strategy:

Work closely with the Corporate Contributions staff through the planning stages to assure that major corporate investments have impact on as many U.S. sites as possible.

Action:

- o Bring suggestions to Corporate Contributions from the U.S. Territory as to how corporate programs would be helpful in meeting local and regional community relations goals.
- o Develop a strategy and plan for support and allocation of charitable investments in local Digital communities and regions.

Present plans to Corporate Contributions for review and approval.

Implement plans in conjunction with the Corporate Contributions staff.

- o Help the Corporate Community Relations staff deliver programs to the U.S. Territory, Regions and Sites through communication and training.

Examples: - K.I.D.S.  
- Future Cities  
- Kids and Company

Timeframe: Q4FY94/Q1FY95



GOAL #4:

ENSURE THAT ALL U.S. COMMUNITY RELATIONS PROGRAMS ARE:

- o CONSISTENT WITH AND SUPPORT GOVERNMENT RELATIONS, PUBLIC RELATIONS, ADVERTISING, AND MARKETING PROGRAMS AND POLICIES
- o CONSISTENT WITH CORPORATE POLICIES
- o INTEGRATED WITH NATIONAL, REGIONAL AND LOCAL BUSINESS NEEDS

Strategy:

Assist in establishing Corporate Community Relations as a partner with Corporate Government Relations, and the regional Public Relations, Advertising and Marketing managers.

Action:

- o Collaborate with the Public Relations and Advertising managers on location manager training and other programs.
- o Collaborate with Corporate Government Relations to ensure integration of state and local government relations issues with community relations plans.
- o Select a project, such as the K.I.D.S. RFP, Future Cities, or Kids and Company, for each region to work on collaboratively with Public Relations, Marketing and/or Advertising.

**Timeframe: Q3/Q4FY94 - Ongoing**

**GOAL #5:**

**ASSURE THE COMPANY IS SUCCESSFUL IN MEETING BUSINESS NEEDS IN NEW HAMPSHIRE AND IS PERCEIVED AS A LEADER AND COLLABORATOR.**

Strategy:

Manage public affairs for Digital Equipment Corporation in New Hampshire.

Action:

- o Support Russ Gullotti in his role as Chair of the New Hampshire Business Roundtable on Education, as a member of the BIA board, and as Host Vice President for Digital in New Hampshire.
- o Work with Russ Gullotti's staff, with Ann Hurd, the New England Community Relations Manager and her staff, and with Bruce Holbein, Corporate Government Relations and his staff, to coordinate resources and responses to needs.
- o Manage the New Hampshire Business and Industry Association (BIA) and other chambers to assure effective results for Digital.
- o Monitor real estate, transportation, environmental, health care and human resource issues, and pull together expert teams when needed.
- o Leverage community contributions to influence public policy and other business issues.

**Timeframe: Ongoing**

- o Complete lobbying effort on the business tax which will provide up to \$3.6 million in relief to Digital over three years.

**Timeframe: Q4FY94**

NHBRE 3/29/99

**BIA**

SIP - end grant happened.

ops Committee Kathy for Mark's raws

principles assoc. - supportive of  
9 essential components

School Boards Assoc. wrote a  
letter recommending deeper  
involvement

Bus says = not happy with output  
I say = need change to stay ahead.

Staff work for NHBRE - 20

A follow up campaign for PR -

**BIA**

Still OK.

Pat Regan



BRE = Next effort = adequacy

Content stds

what else? eg health, phys ed, art?  
Kindergarten

Then, strategies to do it? (once defined)  
action

① Seek a solution or set a std by which other solutions might be judged.

② How define adequacy  
- context, input, output?

Use goals 2000  
use what do they need to know;

Role = Catalyst for a solution -  
not presenting the solution?

⑧

BLA

SIP as an implementation vehicle

- Must invite all coalition partners to any events'

*put on  
my M/KO  
desk please*

3/29/94 BRT BOARD MEETING

- PAT FAIR
- BILL FRAIN
- CAROL O'RILEY
- DOUG PEARSON
- CAL FROST
- GARY O'NEIL
- ELIZABETH TOOMEY
- JOHN SWOPE
- MARK BOYD
- BRENDAN DUFFY
- MONICA BUSHNELL
- RUSS GULLOTTI
- RONA ZLOKOWER
- JACK MIDDLETON
- ELIZABETH ROED
- JUDITH REGAN
- CAROL SIDERIS
- PEGGY McALLISTER
- MAUREEN KELLY
- PAT McGEE
- CHARLES CLOUGH
- MIKE McCLUSKEY
- BILL GAUTHIER
- KEN PAUL
- KATHY ENEGUESS
- JOHN CROSIER
- LEW FELDSTEIN
- MARTIN GROSS - *chair - charitable foundation*

**BOARD MEETING**

**4:00 PM to 7:00 PM**

**TUESDAY, MARCH 29, 1994**

**BUSINESS AND INDUSTRY ASSOCIATION  
BOARD ROOM, THIRD FLOOR**

**122 NORTH MAIN STREET  
CONCORD, NH**

1. Welcome and Introductions
2. Committee Progress Reports

SIP Partnership Committee

Patricia Fair, Fairhaven Consultants  
Douglas Pearson, NSS Corporation

Operations Committee

Martha Marsh, Matthew Thornton Health Plan

Public Affairs Committee

Calvin Frost, NYNEX

3. Strategic Plan Recommendations and Discussion  
Russell Gullotti, Digital Equipment Corporation  
Jack Middleton, McLane, Graf, Raulerson, Middleton

This briefing will inform the NHBRE of our progress and strategic planning committee discussions. A recommended course of action will be discussed.

This discussion will be critical to our future. It is important that our full NHBRE be briefed so that we may act upon these recommendations.

4. New Business

Drinks and light hors d' oeuvres will be served.

**Please RSVP to Brenda Hastings at 224-0740**

**ORGANIZATIONS THAT HAVE ENDORSED THE  
NINE ESSENTIAL COMPONENTS OF A  
SUCCESSFUL EDUCATION SYSTEM**

AMERICAN SOCIETY OF TRAINING & DEVELOPMENT, NH CHAPTER  
THE BUSINESS AND INDUSTRY ASSOCIATION OF NEW HAMPSHIRE  
NEW HAMPSHIRE ALLIANCE FOR EFFECTIVE SCHOOLS  
NEW HAMPSHIRE ASSOCIATION OF BROADCASTERS  
NEW HAMPSHIRE ASSOCIATION OF SCHOOL PRINCIPALS  
NEW HAMPSHIRE ASSOCIATION FOR SUPERVISION AND  
CURRICULUM DEVELOPMENT  
NEW HAMPSHIRE CHARITABLE FOUNDATION  
NEW HAMPSHIRE LODGING AND RESTAURANT ASSOCIATION  
NEW HAMPSHIRE PARTNERS IN EDUCATION  
NEW HAMPSHIRE SCHOOL ADMINISTRATORS ASSOCIATION  
NEW HAMPSHIRE SCHOOL BOARDS ASSOCIATION  
NEW HAMPSHIRE TECHNICAL COLLEGES  
NEW HAMPSHIRE LEAGUE OF WOMEN VOTERS  
EXETER AREA CHAMBER OF COMMERCE  
GREATER CONCORD CHAMBER OF COMMERCE  
GREATER PORTSMOUTH CHAMBER OF COMMERCE  
NORTHERN WHITE MOUNTAIN CHAMBER OF COMMERCE  
NATIONAL EDUCATION ASSOCIATION (NEA)

**BOARD OF DIRECTORS**

BOARD CO-CHAIRMAN  
**RUSSELL GULLOTTI**  
DIGITAL EQUIPMENT CORPORATION

BOARD CO-CHAIRMAN  
**JACK MIDDLETON**  
McLANE, GRAE RAULERSON & MIDDLETON

**JOSEPH MARCILLE**  
BLUE CROSS & BLUE SHIELD OF NH

**JOHN CROSIER**  
BUSINESS & INDUSTRY ASSOCIATION OF NH

**JOHN SWOPE**  
CHUBB LIFEAMERICA

**RICHARD MURRAY**  
COOPERS & LYBRAND

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NORTHEAST REGION

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**MARTHA MARSH**  
MATTHEW THORNTON HEALTH PLAN

**LEWIS FELDSTEIN**  
NH CHARITABLE FOUNDATION

**DOUGLAS PEARSON**  
NSS CORPORATION

**CHARLES CLOUGH**  
NASHUA CORPORATION

**ALLEN PATTEE**  
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**GARY O'NEIL**  
O'NEIL GRIFFIN & ASSOCIATES, INC.

**KENNETH PAUL**  
PROCESS ENGINEERING, INC.

**FRANK LOCKE**  
PUBLIC SERVICE OF NH

**GERALDINE AUGER**  
RAYTHEON COMPANY

**WILLIAM GREEN**  
SHEEHAN PHINNEY BASS + GREEN, P.A.

**JOHN HELFRICH**  
TYCO LABORATORIES, INC.

**J. B. MCCARTHY**  
HAMPSHIRE CHEMICAL CORPORATION

EX OFFICIO  
**CHARLES MARSTON**  
COMMISSIONER NH DEPARTMENT OF EDUCATION

EX OFFICIO  
**MARC BOYD**  
NH ALLIANCE FOR EFFECTIVE SCHOOLS

DIRECTOR  
**KATHARINE ENIGUSS**  
NEW HAMPSHIRE BUSINESS ROUNDTABLE





## THE ESSENTIAL COMPONENTS FOR A SUCCESSFUL EDUCATION PROGRAM IN NEW HAMPSHIRE

- 1/ A successful education system operates on four assumptions:
  - \* every student can learn at significantly higher levels.
  - \* every student can be taught successfully.
  - \* high expectations for every student are reflected in curriculum content, though instructional strategies may vary.
  - \* every student and every preschool child needs an advocate -- preferably a parent.
- 2/ A successful system is performance or outcome based.
- 3/ A successful system uses assessment strategies as strong and rich as the outcomes.
- 4/ A successful system rewards schools - not individual teachers - for success, counsels schools needing help, and intervenes with schools that have not shown increases in outcomes to become better.
- 5/ A successful system gives school-based staff a major role in instructional decisions.
- 6/ A successful system emphasizes staff development.
- 7/ A successful system provides high - quality kindergarten and pre-kindergarten programs, at least for every disadvantaged child.
- 8/ A successful system provides health and other social services sufficient to reduce significant barriers to learning, and at the same time engages stakeholders in the process to understand and support the necessity for overcoming these barriers.
- 9/ A successful system uses technology to raise student and teacher productivity and expand access to learning.

*Each of these atmosphere understandable*

*- need for change - momentum is against us  
- no right answer - something to keep heat on*

# For BIRE

Goals  
2000  
impact?

- Adequate Edu is "what should they be able to do" - we refine/define
  - we take it to communities
  - courts allow it to proceed.
- Need a mediated process to do this - who should be the "blue ribbon" committee.

Must involve legislative body.

• Do nothing - stop

• Do SIP only.

• Do SIP and

• take 9 elements to State Board on Edu

• work in partnership on "Education

→ adequacy" (what should they be able to do documents) with governors, communities, legislature i.e. BIRE working to define "what we need."

- Roll out to communities

- In support of 9 components

Books + Mortar + Curriculum as e.g.s.

fits with the 9

\* Keeps pressure on  
\* not us participating  
as VISION

# NHABRe strategy group 3/24/94

- Concerns - political pain?
- Source of a political opinion on funding  
get done with gov. State Bd on Edu.

- \*\* - Stay @ SIP                      SIP too slow
  - Sell it
  - fix it
  - alliance

- \* Get Edu out of the courts - help solve the problem
  - study committees
  - improve edu = broad based tax
  - propose a three member committee on this
  - we need a higher std. - don't need to know how -
  - aggressive/political steps?  
(BIA do it? or us?)
  - don't worry about failure.

Resolution  
outside  
courts  
behalf.

- Don't enter the funding side - (not our job)  
work only on raising the stds.  
align with 9 essential components  
(argues @ local control)

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I N T E R O F F I C E M E M O R A N D U M

Doc. No: 014006  
Date: 22-Mar-1994 04:13pm EST  
From: RONA ZLOKOWER  
ZLOKOWER.RONA  
Dept: U.S. Programs Mgr./Corp Comm R  
Tel No: 264-2961

el

TO: Remote Addressee

( RUSS GULLOTTI @MKO )

Subject: NHBRE meeting 3/24/94 - Briefing

Russ,

John Crosier, Kathy Eneguess, Lew Feldstein and I spoke today and have the following recommendations for how the meeting is conducted on Thursday:

5-6 PM

1. You begin the meeting with a brief discussion of why the Roundtable was formed:

Business is not satisfied with the qualifications of students coming out of NH public schools. We think our schools can do better and therefore produce a better product.

Charter of Roundtable: see enclosed - who and why (We'll pass out copies so the meeting will begin with the agreement that the charter stands.)

2. You acknowledge that it's been a year and a half since we began. While a significant amount of time has passed, we haven't lost any ground. We've made progress in keeping SIP (school improvement program) alive, conducted successful campaign to create NH vision through the Nine Essential Components of a Successful Education Program, and have brought business to the table to discuss and debate the very complex and difficult issue of school reform.
3. You allow opinions to be aired and then find consensus for the existence of the Roundtable. We know that there are issues that individual members want to air and this is an appropriate forum. It will also allow us to not have these issues get mixed up in discussion during the rest of the evening's work.

6 PM, Dinner is served.

6-7:30 PM

1. Open "Options" discussion. Ask if anyone has options they want to add to the list. Some of those may have surfaced in previous discussion.
2. So that you can fully participate in this discussion, we recommend you ask John Crosier to begin and lead this part of discussion, Lew to be a timekeeper and Kathy and Rona to record on flip charts.
3. You introduce the goal: come out of this planning session with recommended course of action to present to full board on March 29. We, the staff, can put some details into it between now and then.
4. Ask individual members to lead various parts of the presentation on the 29th.
5. We recommend you ask us to stop at 7:30 so we can summarize, see if anyone has additional ideas or thoughts to air. We conclude at 8 PM.

NHBRE invitees:

Pat Fair, Doug Pearson, Cal Frost, Mike McCluskey, Bill Frain, Doug O'Brien, Charlie Clough, Gary O'Neil, John Crosier, Lew Feldstein.

Others invited to meeting:

Kimon Zachos: Sheehan, Phinney, Bass & Green; Sr. Partner

When Public Private Ventures did evaluations of SIP, Kimon represented the NH Charitable Foundation.

Was a NH House Leader -- 1970's  
Very behind the scenes champion of Sen. Warren Rudman  
Chairman of Currier Art Gallery  
Helped Sununu jump start SIP/Alliance for Effective Schools

Martin Gross: Sulloway, Hollis, Professional Association; Sr. Partner

Chairman, NH Charitable Foundation  
Old line Democrat and author of the business profits tax  
Husband of Caroline Cross - former Majority Leader NH House -  
died early December of cancer.

Please give me a call on Wednesday or Thursday if you have any questions or would like to discuss this further. Carol can find me if I am not in the office.

Regards,

Rona

## NEW HAMPSHIRE BUSINESS ROUNDTABLE ON EDUCATION

### WHO ARE WE?

We are a joint venture of New Hampshire businesses, the Business & Industry Association of New Hampshire, and the New Hampshire Charitable Foundation, united to support the continuous improvement of the state's public schools.

### WHY ARE WE INVOLVED?

What is good for New Hampshire's schools is good for New Hampshire's businesses. We have a great stake in securing the best education possible for New Hampshire's children. In this world economy, New Hampshire must be competitive.

### WHAT CAN WE OFFER?

The work of improving our schools will be carried out by the people of each community, the parents of all children and the professionals who prepare our teachers and educate our children.

The BRE will focus our efforts where we believe we can make best use of our expertise. Each of us knows from our own experiences the skill, patience and support required to improve the performance of a complex system.

School reform is no easy task. Business cannot be arrogant in its attitude toward the education community. We must listen -- and learn -- and support.

### WHAT IS OUR PLAN?

New Hampshire has the good fortune to have an existing model for school improvement that has attracted national attention -- the New Hampshire School Improvement Program (SIP). We will focus our attention on the evaluation, support and improvement of this program.

SIP has been in operation in 46 schools in New Hampshire, over 10% of the schools in the state, ranging from the smallest elementary school (Waterville Valley) to the largest high school (Nashua). We believe that SIP is the best vehicle with which to create fundamental change in how teachers teach and how children learn.

We strongly believe that New Hampshire is best served by investing in the evaluation and improvement of this program as a statewide model, rather than by starting from scratch in each district.

The BRE has adopted the Nine Essential Components for a Successful Education System as a framework for programs and policies aimed at continuous improvement of New Hampshire's public schools. SIP and other local programs that share the BRE's vision serve as the vehicles for implementing systemic change.

## HOW?

SIP cannot currently provide a fully adequate evaluation measurement program. We know from our business colleagues in other states that the development, installation and training of staff to work with school-based management information systems is critical. You cannot improve the operation of any organization without the capacity to generate continuous, reliable and measurable data.

A substantial grant from the Pew Charitable Trusts has given New Hampshire the capacity to carry out one of the most well-funded, carefully designed, ongoing evaluations of school improvement in the country. We will have data on school performance that is far more comprehensive than any that New Hampshire has ever had. This capacity gives New Hampshire a great advantage.

Each SIP school, with the support of the Pew Charitable Trusts grant, will put in place an effective management information system. Participating schools -- and all their publics -- will be able to identify problems, monitor progress, and evaluate performance. The Pew Charitable Trusts grant will allow us to compare the performance of SIP schools with non-SIP schools.

Business can be particularly helpful in working with schools on the establishment and operation of performance measures, data collection, and accountability systems.

## WILL BRE TRY TO AFFECT PUBLIC POLICY?

Absolutely! Business, like everyone in New Hampshire, has a great stake in our public education system. As the BRE learns more about what works and what doesn't, we will strive to see that lessons learned are incorporated into public policy.

## IS THIS A ONE-YEAR PROGRAM?

No. Fundamental school reform takes many years. There is no quick fix. BRE members have made an initial two-year commitment, and we will be seeking renewal of our Pew Charitable Trusts grant funding. By this time, preliminary results will be in, and we will be able to better evaluate the progress of the program.

## HOW CAN YOU HELP?

1. Join a growing number of education and business groups that have endorsed the concept of the essential nine components -- and in effect help articulate the agenda -- the vision for continuous improvement in NH education.
2. Help us identify others who should be involved. The continuous improvement process is inclusive. We need all parties involved.
3. Stay involved. Setting the agenda is only the beginning.



**TO: NHBRE Strategic Planning Meeting**

**FR: Kathy Eneguess** 

**DT: 3/17/94**

**RE: Discussion document**

**Our discussion will focus on the enclosed documents. We continue to learn and be challenged by this complex issue. We look forward to your participation.**

**The meeting will be held at the Highlander Inn & Resort, Airport Road, 2 Highlander Way, Manchester, NH.**

**We are scheduled to meet from 4:00 PM to 8:00 PM in the Verandah Room. Dinner will be included.**

*E.O.*  
*Please Return for  
to file*

This is a discussion document to help us prepare for our March 24th meeting.

As stated in the letter of invitation, we are meeting to develop a strategy and to frame a plan by which the New Hampshire Business Roundtable on Education (NHBRE) can contribute to systemic school reform in New Hampshire.

Before we begin a discussion of our options in adopting a school reform strategy, we offer the following distinct areas of focus as an organization. First, as a political partner in New Hampshire. Second, how we must respect and work with public attitudes and third, how we must open up the communications process in school reform.

There are two sections to this discussion document. The first section discusses political and public relations considerations. The second section discusses NHBRE options as a significant player in school reform.

This meeting is structured to consider different options by which the NHBRE and the state can move toward a statewide plan. Our discussion will focus on the options as presented and will end with the development of a direction to bring to our NHBRE Board Meeting on March 29, 1994.

## Section I

### Political and Public Relations Considerations

Any effort of the Roundtable has to be broad-based in its scope so as not to be perceived as a veiled promotional effort for any particular educational program. The fostering of the SIP program, was our original focus. We realized however, the importance and necessity of widening of our focus.

As we did this, our mission became clouded. The Roundtable has continued to move in four distinct areas in order to best use our credibility and our corporate experience in problem solving.

*NHBRE to  
did letter  
for SIP*

1) Governance of the educational process.

The NHBRE has always recognized the importance of work with the "elected governance", the Governor and his appointees. These folks have undergone electoral scrutiny on many educational issues. For us to be working outside of this political loop is a big mistake. We have and must continue to make a forthright presentation to these folks to explain our process to date, as well as offer our services to jointly create a new avenue of approach for the future. We may want to offer our services in tandem to the job they are doing. This can occur while we continue to pursue development of a program such as SIP, while allowing the opportunity to not to limit ourselves. We offer parallel services to these folks in the areas of management models, research, and the assemblage of constituent audiences.

*no results*

*to accomplish what >*

As the statewide assessment program develops, it is one of the important cornerstones of political activity. It has the potential to become the single most important piece of educational performance evaluation the state has ever seen. The Roundtable has the ability to help focus and disseminate that information and to help control an issue that could become entangled in partisan politics.

2) Methods of educational change and its cost to the taxpayer.

We at NHBRE can help in the financial modeling needed to assess the current cost of education and its results. We can then contrast it to the cost of proposed change and/or mandated standards and the resulting benefits. In essence, the old and new cost/value benefit ratio. The NHBRE can help provide the critical balance of price and value, as well as the appropriate mix of who shares in the burden of payment for education, the business community, and/or the cities and towns of New Hampshire.

*Complex modeling at best*

3) The ability of all stakeholders in this process to have their attitudes expressed in some comprehensive way beyond newspaper stories propped up with "official" comments.

An avenue of public input to the education issues is paramount before any selling of an individual program or idea is to be made. Further, the statewide assessment results will need a credible avenue of information dissemination beyond the 6 o'clock news and newspapers with their own form of agenda (right or wrong). If control is not maintained by a neutral party over the dissemination of this information, it will become the province of opposing political candidates in the 1994 and 1996 statewide elections. True educational reform will be lost.

*and what if we did have models then what?*

3 of 7 pages

The NHBRE grasp on the overall process will grow as we continue to listen to the ultimate constituents, evaluate their needs and continue to learn directly about the internal operations of the education system.

- 4) The need to develop an educational/business forum and/or exchange of personnel to help create a better understanding of the values, needs, and policies necessary to effect and maintain a new system.

*not truly our*  
*to it?*

Items such as standardized post-graduate training, professional development, and the like, should also be coupled with a true understanding of the impact on the business community, of school vacations, "no school days", kindergarten, and summer school. We should recognize full-well the impact that these programs and decisions have on the citizens of New Hampshire. We clearly have a role.

## Section II

### NHBRE Options as a Significant Player in New Hampshire School Reform

New Hampshire does not have a strategy to achieve a statewide plan for school reform. The NHBRE is working throughout the state to create concurrence for a statewide vision through the promotion of the Nine Essential Components for Effective Schools. The SIP model as supported by the NHBRE is one of the programs which exemplified the Nine Essential Components for Effective Schools.

#### I. The NHBRE Current Role

Isolated stand-alone school reform efforts do very little to support state-wide continuous improvement of New Hampshire schools.

The NHBRE came together to create the added value of the business community speaking and working collectively to contribute to something larger, something system-wide.

Envision school reform as a spectrum that runs from state-wide systemic elements to intensely detailed work at the individual school level. The NHBRE is now working on both ends of the spectrum.

- a. On a statewide conceptual level, the NHBRE has enunciated Nine Components of a Successful School System and is successfully enlisting a broad constituency of the public behind these Nine Points. This is the only effort in New Hampshire that creates a state-wide systemic vision for education in New Hampshire.

- b. On a school by school level, the BRE has supported the New Hampshire School Improvement Program (SIP) in three critical ways:
- overseeing the development of a school by school MIS;
  - independent evaluation for the NH SIP;
  - supporting the continued State funding of the SIP program.

## 2. New Hampshire's Context is Critical

The principal difficulty faced by the NHBRE is that New Hampshire's constitution, political practice and history make it difficult to establish and implement a statewide plan for improvement of its public schools. To a degree beyond any other state in the country, New Hampshire offers little precedent of capacity for state-led improvement of public education.

The day-to-day work to improve schools must take place in each community, at the school and classroom level. It is not enough to leave this entirely to each community. Important sustained change in the schools will only occur in a handful of exceptional communities or where there is exceptional leadership in a given school. This is too important to the future of New Hampshire to leave to chance.

Unless there is some larger system of oversight, resources, encouragement and support for this work, a systemic effort to improve every New Hampshire communities schools won't occur.

New Hampshire's tradition and constitutional history have assigned only the weakest role to the State in public education. While there are pluses from this, it deprives New Hampshire of focused energy to lead statewide improvement. New Hampshire's communities operate their schools with far less intrusion, oversight or impact from the State than anywhere in the country. The State of New Hampshire has the power only to regulate and to set standards. New Hampshire is limited to the degree the State can offer to do more than help a school or community carry out changes.

In those states (and large cities) elsewhere in the US., where there is a systemic effort underway to reform and improve all schools, the leadership comes from some combination of the chief elected official and the chief school officer, often, though not always, supported by the legislature and a coalition of business, education, philanthropy, and civic groups.

3. What are New Hampshire's and the NHBRE's choices?

OPTION 1: Build toward a package of statewide legislation or New Hampshire State Board of Education mandated reform strategies.

This is the strategy most commonly underway across the country, especially in those states where the Business Roundtable has played an active role. Among the states following this route are Kentucky, Connecticut, Alabama, Missouri, Washington, and Oregon. David Hornbeck, former Undersecretary of Education, and the chief proponent of this approach, spent a day with a smaller group from the NHBRE in February.

This approach focuses reform efforts on the development and implementation of specific legislation. It has the great virtue of focusing energy and creating a critical up/down vote. It allows the business community, among others, to focus its energies on securing the adoption of the statewide legislation. Once in place, the legislation provides a framework for implementation which can provide substantial leverage over all schools.

The disadvantage for New Hampshire is that there is no strong tradition or history of statewide legislation driving public policy in most areas, least of all in education. Particularly given the requirement that state imposed mandates be State funded. Nor is there any evidence that the State Board or Commissioner desires to step out front on this. In this model, it is critical to have a leading individual or group driving the agenda.

OPTION 2: Build toward statewide legislatively supported change, but instead of focusing on changes that would drive the operations of all schools, create a market economy of vouchers, Charter schools, choice etc. The models have been experienced in other states as driven from the top / down approach.

OPTION 3: Assume that you cannot begin with any assurance that there will be a statewide, mandatory plan. Instead, launch a more deliberative, less directive, more open-ended process. Seek to engage all the key parties in some kind of structured or mediated discussion over the future of public education, with no commitments at the front end as to what might emerge at the end.

This could involve a Blue Ribbon Commission, a set of public hearings, of meetings with experts from around the country, visits to other states, a set of facilitated retreats among key parties, or some combination. It could begin with focus entirely on the question of what New Hampshire students should know and be able to do when they graduate, or on the question of what constitutes an adequate education.

The most attractive way to do this would be to secure at the outset the Governor's participation in the process.

The goal would be to seek out areas of agreement and convergence, to build trust among the key parties, and to gradually build a consciousness on a step-by-step basis. Underlying this approach is the belief that the process is more important than the specific outcome (e.g. it is more important to engage all the key parties behind a process than it is to get a specific substantive reform or outcome).

**OPTION 4:** If the Governor chose not to participate, follow a similar process of joint deliberations and discussion leading to building a consensus but, do it without the Governor.

This process would reflect the BRE belief that public education reform in New Hampshire is of sufficient importance to take on an effort that did not begin with the Governor's support and that such reform is unlikely to emerge otherwise.

Of course, it might be possible to get this process underway without the Governor being a full participant, but in such a way that it was not perceived to be a hostile attack, and the Governor could still embrace the outcome--along the model of the Norwegian-hosted discussion on the Middle East, in which Israel "observed" but was, until the end, not a formal participant.

**OPTION 5:** Build up from the individual school or district level. One way to do this, for example, would be to build a legislative and funding strategy that steadily expands SIP to a critical mass of New Hampshire schools or communities, while correcting weaknesses in the SIP model and continuing to evaluate its performance.

An alternative would be to use some of the same deliberative/meditative, facilitated discussions envisioned in Options 3 and 4 above, but holding these on a district by district level.

#### 4. What is the impact of the Claremont lawsuit?

It is hard to see how the lawsuit will do anything other than harm New Hampshire, regardless of the final outcome, if the primary venue in which it is fought out continues to be the courts. A Court-mandated solution is divisive, factious and harmful to the long term operation of the State's political system. The process will drag on for years, will pre-empt all other long-term planning, and will harden lines among conflicting viewpoints and parties. Little serious education reform will occur during this period.

The Courts, having found unanimously that New Hampshire has an obligation to provide an adequate education to all its children, and to pay for this education, appropriately has left it to the political system to determine what is adequate and how the state will pay for it. If the political process doesn't act, the courts will step in again.

Many, but not all, observers believe that the long-term, and inevitable, direction of the law suit is to force the state to play a larger role in public education, and ultimately to address in some way the inequities in funding. But nothing is going to happen right away. The state will have years to argue against this direction if it chooses to play this out through the Courts. During this period, little long-term or fundamental change will happen to New Hampshire's schools. If New Hampshire lags, other states now in the thoughtfulness or intensity of its efforts to upgrade its schools, the gap will grow over time.

BRE Options on Court Suit:

- a. Do nothing and stay out of it.
- b. Try to persuade the Governor to take the lead; create a process to define adequate education, address how New Hampshire will pay for it. Don't leave it to the Courts.
- c. Enter Court suit with amicus brief on business view of what is adequate education.

The above is not an exclusive list of options. We know you will contribute at this meeting with your thoughts, suggestions and expertise. We hope you will not hesitate to call ahead if you have questions.



**Todd E. Sorenson**  
Senior Account Manager  
Professional Industries



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Merrimack, NH 03054  
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FAX 603.884.3385

Digital Equipment Corporation  
Digital Drive  
P. O. Box 9501  
Merrimack, New Hampshire 03054-9501  
603.884.7200

December 8, 1993



Brian Gottlieb  
BIA of NH  
122 N. Main Street  
Concord, NH 03301

Brian,

I hope that you found our discussion about system options; and about the importance of considering *configuration, implementation, and training* issues, to be worthwhile. While the basic hardware and software to provide the functionality outlined in the preliminary proposal can be obtained for about \$ 63,000 (see the itemized budget estimate on the following page), the effectiveness of creating that infrastructure is going to be determined by the quality of the implementation.

Implementation costs will depend on how much, and how quickly, you want to bring the functionality "on line"--and how much time you and Ken are able to devote to that process. As I mentioned, you should use \$600-1000 per day as a budgetary figure for the various installation, customization and training services needed.

I will be talking with Russ Gullotti to discuss the proposal and obtain his input on the project as a whole. In the mean time, please let me know if you have any questions. I look forward to working with you on this project. I'm sure it will have a lot of impact on the BIA and its members--besides being a lot of fun.

Sincerely,

*Todd Sorenson*

Todd Sorenson

cc: John Crosier, Ken Coburn, Russ Gullotti

*CC (both downers)*

*Rona Zohmer*

*I'd like to see our equipment in the BIA offices.*

*Do we have contributions/grant money left? Please respond asap.*

*Rona hasn't done yet*

*Rona hasn't done yet*

*Lindy return to Rona*

*Call Todd for more info*

*working on it.*

*I called Todd*

**Budget Estimates for BIA Automation Project**  
**12/6/93**

PC's:	Notebook	3 each @ \$ 3000	\$ 9,000
	Desktop	1 each @ \$ 1500	1,500
	Server	1 each @ \$ 8000	8,000

(All PC's would be well-configured, 486 PC's with Network Cards)

Power Conditioner	1,000
Network Hub (16 ports)	3,000
FAX server w/modem and software	2,500
Color Dot Matrix Printer	400
Two-tray Laser Printer	2,500
300 dpi Scanner with software	1,500
Office Suite Software (including Novell LAN, WP, Spreadsheet, Graphics, Email, Dbase)	4,000
Bulletin Board Software	2,000
Voice Mail System (hardware and software)	10,000
Phone Switch (to be compatible with voice mail system)	15,000
LAN Wiring and Installation	<u>3,000</u>
Total	\$ 62,900

# **Preliminary Proposal**

for

**Business and Industry Association of NH**

by

**Todd Sorenson**

**Digital Equipment Corporation**

**December 4, 1993**

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## **I. Background**

The Business and Industry Association of New Hampshire (BIA), founded in 1913, is a non-profit association of approximately 400 members representing the business community of New Hampshire. It is the non-partisan representative of that community to legislators and public policy makers, keeping public policy makers *and* members informed about critical issues. The BIA also serves its members by keeping them abreast of important legal, economic and technology trends, and by sponsoring various communication, education and conference forums.

The existing information system "infrastructure" of the BIA does not allow it to operate as effectively as it needs to, nor to add value to its members as quickly and as well as is possible. The current environment (Concord office) includes a number of stand-alone PC's (various 386 and 486 PC configurations) and two Mac SE's, with dot-matrix or desktop laser printers connected to individual systems. The phone system presents limitations as well, with a single incoming line and no voice mail. Attempts at sending outgoing fax information ("automatically") to a mailing list of recipients has met with limited success due to limitations with existing hardware and software. There is currently no computer network.

Recently, Todd Sorenson and Ed Braley of Digital met with Brian Gottlieb of the BIA to tour the BIA office and discuss:

- \* The business and member service goals of the BIA;
  - \* The technology that is currently in place (and the limitations on those goals that it imposes); and
  - \* Possible ways to better achieve goals with new or upgraded information systems.
- This preliminary proposal is the result of those discussions.

## **II. Business and Member Service Goals**

### **A. "Internal" Business Goals**

1. Be a "model" for members via the cost-effective use of technology
2. Have better, faster information sharing than the current "sneaker-net" floppy exchanging
3. Have a better means of information "pulling" and editing for the monthly newsletter
4. Have a way to process Incoming Fax information (perhaps with ability to scan into editable word processing documents)
5. Eliminate phone tag and improve timeliness of inner office (and external) phone message exchange

## B. "External" Member Services Goals

1. Improve the quality and timeliness of communication to members:
  - a) BIA to membership as a whole--including the "distillation" and dissemination of information whose source may be one, or some, of the following: BIA, Members, Legislature, Other (such as law firms or industry publications)
  - b) BIA to select subset(s) of the membership
  - c) BIA to Legislators
2. Improve/Facilitate communication between members:
  - a) Communication within various Committee Member and other interest groups (such as NH Leadership Program participants)
  - b) Ability of those groups to access and share various forms of communication (i.e.: electronic mail, revisable form documents, by person's name or topic); with security to screen participants
3. Provide new, added-value services (perhaps for a fee)

Perhaps *the* primary value that the BIA provides its members is the collection, analyzing, editing, summarizing, and dissemination of important information. Some of this information might be provided in higher quality or a more timely manner (for no extra charge), OR the BIA may discover that existing (or new) constituents may be willing to pay additional fees for better, faster, different, or more easily accessed information than is currently being provided.

## III. Technology Tools for Achieving Goals

### A. Budget Considerations and General Estimates

In our initial conversations, a "budget" of about \$ 30,000 was mentioned as a guideline for this project. Realistically, that is enough to buy several new PC's and a LAN Server, with LAN software and installation--but that's about all. Providing the internal and external communications capability outlined above will require network-based software, installation, some application "tailoring", and training that will double or triple that budget figure.

For example, Digital is in the process of completing a very similar installation for the Maine Chamber of Commerce and Industry. The MCCI purchased nine PC's (which included two Notebook PC's), a PC-LAN Server, one desktop laser printer, various network hardware and software, a database software package, the Microsoft-Office suite of software, fax software, desktop publishing software, and some basic image scanning equipment. Installation, along with an amount of data conversion and training was also included.

That entire project cost about \$ 70,000. Note that it did not include electronic bulletin board capabilities, or a voice mail system. Those systems and functionality would probably add another \$ 20,000-30,000, depending on specifications. So, we estimate that a total project package that would provide the hardware, software, installation and training you would need to be operational would run in the \$ 100,000 range (or about \$2000/month for a 5 year lease).

## B. Hardware and Software

### 1. PC's and PC LAN

We recommend an entirely PC-based solution for the BIA.

There are several LAN Server hardware options (VAX, Alpha, or Intel-based) and even more software options (Operating System: VMS or UNIX or NT or DOS/Windows--and Network Operating System: Novell, Banyan, NT's Advanced PC Server, Pathworks, etc.). At the application level, there are dozens, if not hundreds, of software packages that could provide the functionality being proposed. They run on various combinations of hardware and software.

We are recommending Digital PC's with a Digital PC-Server, along with Novell networking software because:

you have some familiarity with the PC/DOS and Windows environment; because you expressed a strong desire to keep system management and administration demands as low as possible; and because the budget guidelines we are working with preclude some of the more full featured, but also more expensive applications based on other Server/Software combinations.

Digital would also supply all other necessary network, printing, scanning, and power conditioning hardware..

### 2. Application Software

Digital will provide and install Novell networking software, FAX software (NOTE that one of the BIA's older PC's might be able to be used for specific "serving" function(s) such as Fax Serving), Scanning software, Office Suite software (such as Microsoft Office or Lotus SmartSuite--providing network-licensed Word Processing, Spreadsheet, and Graphic Presentation capabilities), network-based database (if necessary) such as Foxpro, electronic mail (with link to a public transport such as MCI Mail), and Electronic Bulletin Board software.

The Electronic Bulletin Board software (tailored for the BIA for ease of use, security and management) is an important part of this project. This software will allow authorized users to dial a phone number from their PC



and access Topical Information (i.e.: General News, Calendar of Events, or Environmental Affairs Committee info). It would allow for viewing of information, and/or on-line "chatting", and/or transferring of data files (i.e.: for committee members creating or revising a report). The software can collect user/access statistics (for reporting or billing), and can limit connect times and/or access to topics.

This software, while relatively inexpensive "out of the box", requires considerable "tailoring" to make it secure, well-designed, and easy enough to use to encourage wide acceptance. Digital will provide this tailoring, along with on-site training to BIA staff and/or members--according to the plan that will be developed if this overall project is approved.

### 3. Phone System and Voice mail

Excellent, low cost phone systems that would provide multiple incoming lines, call forwarding, voice mail connections, etc. are available for as little as \$500-700 per phone unit, depending on functionality. PC-based voice mail systems that provide basic functions and more advanced functions such as call screening, message/pager notification, etc. are available for as little as \$10,000-20,000. Digital would provide compatible systems within the total project amount (currently estimated at less than \$ 100,000 for everything mentioned in this proposal).

Of course, the effective **implementation** of a project such as this will require that we work closely together to define the functionality that is desired (and possible within budget constraints). Digital will build a thorough configuration, installation and training plan to support the project, and will document the plan via a work statement. We will jointly review the work statement before work begins to assure that project goals, plans, responsibilities and costs are agreed upon and understood.

In order to provide the best possible service at the lowest possible cost, Digital will most likely work in conjunction with one or more "sub-contractors". For example, at the Maine Chamber of Commerce, Digital is working with Applied Computer Group (ACG) of Waterville, Maine. ACG's experience with the various PC-LAN applications is a valuable asset. Digital assures total project satisfaction and provides on-going service in partnership with ACG.

## IV. Next Steps

If you agree with the overall rationale and recommended approach to this project, and if the total \$ 100,000 (rough estimate) budget is a feasible target (remember that various financing options are available)--then the next step would to set up two or three meetings between Digital and the BIA to discuss specific functionality requirements.

Digital would produce a work statement, a specific list of all necessary hardware and software, and project pricing--for final mutual review.

If the total project scope or budget is not feasible, we can jointly create an alternate approach that better fits the BIA's needs at this time and proceed accordingly.

Digital appreciates the opportunity to work with the BIA, and we look forward to helping you build an information system environment that will enable you to achieve your business goals.

Sincerely,

A handwritten signature in cursive script that reads "Todd Sorenson". The signature is written in dark ink and has a long, sweeping horizontal line extending to the right.

Todd Sorenson  
Sales Representative  
Digital Equipment Corporation

cc: Rona

File



**Business & Industry Association** of New Hampshire

TO: BIA Board of Directors  
FROM: Tom Tillotson, Chairman  
RE: BIA Board Vacancies  
DATE: February 17, 1994

In view of the resignations of Syl Dupuis and Dick Locke from the BIA Board, we have an opportunity to fill two vacancies.

We have further learned that Dennis Haley will be unable to continue to serve as a BIA Director in view of his new increased responsibilities. We also understand that John McIntyre of Tyco has retired.

In an effort to fill two of the vacancies, the by-laws of the Association permit the Board to elect Directors between annual meetings. Accordingly, I would like to nominate for the Board's consideration Bill Frain, the new CEO of Public Service of New Hampshire, and Mike McCluskey, Vice President-NH for NYNEX.

If the Board agrees with these nominations, I propose a fax poll so that these two gentlemen would be invited to the March 17th Board meeting.

Would you please indicate your choice below and fax your reply back to us at 603/224-2872.

TNT/ss

a

=====

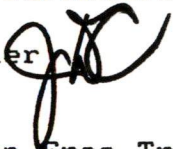
- I vote to elect Bill Frain to the BIA Board of Directors.
- I vote to elect Mike McCluskey to the BIA Board of Directors.
- I vote NOT to elect Bill Frain to the BIA Board of Directors.
- I vote NOT to elect Mike McCluskey to the BIA Board of Directors.

Name: Russ Gullotti Date: 2/21/94

F - BIA



**Business & Industry Association** of New Hampshire

TO: BIA Board of Directors  
FROM: John D. Crosier   
President  
RE: North American Free Trade Agreement (NAFTA)  
DATE: October 27, 1993

At the October 21st meeting of the BIA's Executive Committee, we discussed the need for New Hampshire's business community to express its strong support of NAFTA to Senator Bob Smith and Congressman Dick Swett.

In conversations with Senator Smith's staff, they report that the Senator's mail and phone calls are running heavily against NAFTA, and that we need to counter with pro-NAFTA calls.

Congressman Swett, during a lengthy conversation Tom Tillotson, David Brownell and I had with him when we were in Washington, expressed reservations and concluded by saying that a renegotiated Agreement was necessary. It is our strong belief, based upon the Washington briefing, that President Salinis of Mexico would not be interested in renegotiating NAFTA, but rather would seek trading partners in the European Community and beyond.

We ask that each of you phone or fax a message of support for the North Atlantic Free Trade Agreement to Bob Smith and Dick Swett at the following addresses:

The Honorable Robert Smith  
United States Senate  
332 Dirksen Office Building  
Washington, DC 20510  
Tel: 202/224-2841  
Fax: 202/224-1353

The Honorable Richard Swett  
U.S. House of Representatives  
230 Cannon Office Building  
Washington, DC 20515  
Tel: 202/225-5206  
Fax: 202/225-0046

To: BIA Board of Directors  
Date: October 27, 1993  
Page: Two

Attached for your consideration are some "Talking Points" prepared by Brian Gottlob.

It is regrettable that we are faced with the need to counter the substantial misinformation campaign being conducted by Ross Perot, organized labor and others. However, the facts appear to be that our Senator and Congressman are not willing to lead on this issue, but rather are prepared to follow the masses. Therefore, it is essential that you contact them directly before the scheduled November 17th vote.

We will also be sending a mailing to all BIA members urging them to make similar calls, but we feel it is important for the Board to lead on this issue.

Finally, we have not included Congressman Zeliff or Senator Gregg in this memorandum as each is strongly in support of NAFTA. If you would like to express your appreciation to them, that would be appropriate. They can be reached at:

The Honorable William Zeliff  
U.S. House of Representatives  
224 Cannon Office Building  
Washington, DC 20515  
Tel: 202/225-5456  
Fax: 202/225-4370

The Honorable Judd Gregg  
United States Senate  
Hart Office Building  
Washington, DC 20510  
Tel: 202/224-3324  
Fax: 202/224-4952

Here is an opportunity for the BIA to be heard on important issue for New Hampshire. Any feedback would be appreciated.

If you need further assistance, we would be pleased to help.

JDC/ss  
enclosure

## Some Suggested Talking Points on The NAFTA

By all accounts, citizen contact with elected officials and with the media are running 20 or more to 1 against NAFTA. This, despite the fact that all living Nobel Laureate Economists, 340 of the Nations leading economists, the Congressional Budget Office, and nearly every independent economic analysis believes that the U.S. will gain from the treaty. Every former U.S. President supports the NAFTA (unfortunately, the Gipper is not likely to come off the bench to save the game for the current administration).

If so many clear minded right thinking individuals support the NAFTA why is it in so much trouble? All mass movements (of which the anti-free trade movements has been a fledgling, but until NAFTA, not a mature movement), require a "unifying agent" to solidify their cause. The most effective unifying agents are individuals or groups who can be portrayed as threats. Opponents of NAFTA have taken the legitimate fears Americans have over the economic future and made NAFTA and other foreign trade initiatives the personification of that threat. It has not hurt the anti-trade movement that the perceived threats come from countries such as Japan or Mexico with whom U.S. citizens view themselves as having little in common. It also does not hurt their cause that every day one or more major U.S. firms is announcing large scale layoffs.

Positive words from economists (what do they know - they are one step above/below astrologers), and politicians both current and former, will not be enough to convince Americans that their future depends on the ability of this country to compete. Every business in N.H. that believes it will benefit from the agreement should personalize the potential benefits to their workers, and in turn, to the population at large. To that end, CEO's who support NAFTA should consider briefing their workers on how the NAFTA could benefit their company, and communicating that same information - via op.ed. pieces in newspapers, press releases etc., to the larger population. Nothing would be more effective than to have you and some of your workforce, communicate your support for NAFTA to a member of congress.

Proponents of NAFTA have not personalized the potential benefits of the agreement the way opponents have personalized the threat (i.e. it is nice that more jobs will be created than lost but I already have a job so my job is one of the ones at risk - someone else will get the job that is created, not me. I bear the risk, someone gets the benefit.) That needs to change if the words of economists and former presidents are to have any impact on the debate.

It is probably too late to develop an effective unifying agent in support of NAFTA. Again, negative forces or threats work best as unifiers. Two potential candidates appear off limits to the administration. The tacit racism in the differential treatment of Mexico and Canada (how can there be any racism if Jesse Jackson opposes NAFTA?), and labor union opposition of NAFTA at the expense of non-union workers and consumers (the administration wants labor support on other issues). Nevertheless, with union membership at an all time low (except public employees) and a general decline in the public's view of labor unions, supporters of NAFTA should make a case that the 15% or workers in this country that are unionized should not speak for the larger population of U.S. workers who stand to benefit from NAFTA.

In communicating to members of Congress or the media, it would be best if you could focus on the impact of NAFTA on your organization and its workers. Absent that, here are a few points you may want to consider making:

- \* 11,500 jobs in N.H. were supported by trade with Mexico. A reduction in Mexico's tariffs on U.S. goods will make our products more price competitive and boost our sales to Mexico.
- \* The real cost of not passing NAFTA is born by consumers who will continue to pay higher prices because of trade restrictions, and workers - especially non-union workers (because they are far more prevalent than union workers). Labor unions, in effect, are asking every American to pay a tax (in the form of higher prices and reduced employment opportunities - because of less growth in exports) to help stem the decline in their membership.
- \* Mexico buys lots of U.S. and N.H. goods. N.H.'s exports to Mexico increased 243% between 1987 and 1992 compared to the national state average of 178%.
- \* Contrary to what some members of congress are saying, the primary growth in exports to Mexico does not come from products which will later be assembled in Mexico and shipped back into the U.S. as imports. Most U.S. exports to Mexico are for consumption in Mexico. In 1992, U.S. exports of component parts to Mexico (production sharing i.e. Maguiladoras) comprised an estimated 23 percent of U.S. exports, compared to 32 percent in 1992. Consumption exports are growing faster than component exports.

- \* In 1992, on average each Mexican consumer purchased \$450 worth of U.S. goods, while the average Japanese, who earns five times more, spent \$385. Mexicans spend 15 cents of every dollar earned on U.S. goods. Reducing tariffs will increase that amount.
- \* NAFTA is especially important to small business because they can least afford the risks and beaurocratic burdens associated with exporting. NAFTA's fair and clear rules will allow small businesses to easily access Mexico's expanding markets.
- \* Every \$1 million in exports by a N.H. firm directly supports 30 jobs in New Hampshire. Every \$10 million in U.S. exports to Mexico supports 3 jobs in N.H. On average, each of these jobs pays wages 20 percent higher than the statewide average wage.
- \* Critics claim that low wages will entice U.S. manufacturing jobs across the border, (Clarostat is a often publicized case in N.H.). However, if low wages were the primary determinant of where jobs located then Haiti and Bangladesh would be manufacturing powers.

There are many other valuable points to make, however, it is much more important that Congressmen and the public can see the names of the N.H. companies that stand to benefit from the NAFTA.



F- BIA



**Business & Industry Association** of New Hampshire

**SCHEDULE OF SEMINARS**

**Presented by:** The U.S. Small Business Administration, Business & Industry Association of New Hampshire and FPL Services

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**Thursday, September 16, 1993**

8:00 am - 12 noon      WORKERS' COMPENSATION FOR THE SMALL BUSINESS

1:00 pm - 5:00 pm      HEALTHCARE IN THE 90's

**Location:** N.H. Hospital Association, 125 Airport Rd., Concord

**Tuesday, September 21, 1993**

8:00 am - 12 noon      EMPLOYMENT AND LABOR LAW

1:00 pm - 5:00 pm      LET'S TALK MONEY

**Location:** Business & Industry Association of N.H., 122 North Main St., Concord

**Wednesday, September 22, 1993**

8:00 am - 12 noon      OUR CHANGING WORK FORCE

**Location:** Business & Industry Association of N.H., 122 North Main St., Concord



U.S. Small Business Administration

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The U.S. Small Business Administration's participation in this cosponsorship activity does not constitute an express or implied endorsement of any of the cosponsor(s)' or participant's opinions, products or services. All SBA programs are provided to the public on a non-discriminatory basis. SBA authorization #88-1352. Reasonable arrangements for persons with disabilities will be made if requested at least two weeks in advance. Contact: The BIA, 122 North Main St., Concord, NH 03301 (603)224-5388.

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## SEMINAR DESCRIPTIONS

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### WORKERS' COMPENSATION FOR THE SMALL BUSINESS

An analysis of the Workers' Compensation system - how it works, what can an employer do to prevent accidents and manage claims. A segment of the seminar will guide your understanding of employee classifications and experience modification ratings and how to understand workers' compensation bills.

#### Presentors:

**FRANCES LEFAVOUR.** Fran is owner of FPL Services, a consulting firm in Newmarket, NH. She also serves as a member of the N.H. Worker's Compensation Appeals Board, the N.H. Personnel Employee Labor Relations Board, the N.H. Job Training Private Industry Council, and is Vice Chair of the BIA Human Resources Committee.

**TIMOTHY KERNS.** Tim, an RN, is Manager of Occupational Health Services at Lakes Region General Hospital. He has developed a Workers' Compensation Cost Containment Program in the Lakes Region that incorporates the perspective of participants of the Worker's Compensation process (the employer, employee, physician, and insurer). His department assists area companies in complying with Federal, State and local standards and regulations.

**GARY MAYO.** Gary is Vice President of A.B. Gile, Inc. a property, casualty insurance agency which handles some of the largest industrial firms in the state. Through a consistent focus on education, the staff has become recognized for his superior degree of professionalism by insurance carriers and customers.

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### HEALTH CARE IN THE 90'S

What direction will health care be going in the 90's? How to form a health care coalition. Utilization of Section 125 plans and other tax saving vehicles. Emphasis on getting your employees involved in cost reduction, wellness and making them smart health care consumers.

#### Presentors:

**EUGENIA HAMILTON.** Eugenia is Senior Vice President, Clinical Program Planning and Marketing at Mary Hitchcock Memorial Hospital. She is responsible for the development of strategic and marketing plans for a 429-bed acute care teaching hospital. She coordinates joint strategic planning on behalf of the Hospital, Hitchcock Clinic, and Dartmouth Medical School. She is also responsible for clinical abstracting, quality assurance, risk management, and utilization review. Eugenia is Co-Chair of the New Hampshire Hospital Association Committee on Health Reform.

**JOEL THOMPSON.** Joel is an Account Executive at Willis Corroon. He specializes in new account development and consulting with on-going clients. Joel is an active participant in the BIA's Health Care Subcommittee and the Vermont Employers Health Alliance.

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### EMPLOYMENT AND LABOR LAW

This seminar will address how to find the best people for your organization and how to build a motivated work force. It will also help to educate the small business owner on the legalities of Federal and State Employment Law covering everything from the American with Disabilities Act to Youth Employment Law.

#### Presentors:

**CINDY PAVEGLIO.** Cindy is Administrator of the Wage and Hour Division of the N.H. Department of Labor. Cindy has been with the Department since 1972 and has been a labor inspector, Administrator for the Boiler & Elevator Division and currently holds an Elevator Inspector's license.

**RAYMOND PERRY.** Ry is Executive Director of the N.H. Commission for Human Rights. Ry frequently lectures on discrimination issues and has published an article in the N.H. Bar Journal on employment discrimination.

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## LET'S TALK MONEY

**Financing and re-financing a small business. What services are available at the state and federal levels. Sales and marketing techniques for the short and long-term time frame. Tax advantages and disadvantages. How to avoid getting in trouble with the IRS. Financing opportunities for New Hampshire based businesses.**

### Presentors:

**FRANK LASS.** Frank is Senior Credit Officer for the N.H. Business Finance Authority. He had over 17 years in commercial banking before joining the BFA which is located in Concord.

**DANIEL HUSSEY.** Dan is manager of the State of N.H.'s Export Finance Program and regional manager of the Top of New England Export-Import Bank City/State Program. Dan has eighteen years of management, finance and marketing experience in business and banking.

**JEFF POLLOCK.** Jeff is Managing Director of the N.H. Business Development Corporation and President of IncuVenture Corporation, a Manchester, NH firm. Jeff was a commercial banker for the U.S. Trust Company of New York. He directed the bank's lending activities in six states and managed a team of lending officers who developed and maintained a sixty million dollar loan portfolio.

**MICHAEL RUSSELL.** Mike is the Assistant District Director for Business Development at the U.S. Small Business Administration's Concord District Office. Prior work experience includes five years as North Country Sub-Center Director for the N.H. Small Business Development Center, one year as bank commercial loan officer, and management experience in the fast food industry. He has, for nine years, been an adjunct management faculty member in the University System of N.H. School of Lifelong Learning.

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## OUR CHANGING WORK FORCE

**How to assess your work force and establish training and development programs. Utilization of what's available in the state and low cost options to upgrade your work force skills. How to anticipate and identify when your business will need new skills and what they will be.**

### Presentors:

**DORIS LACHANCE.** Doris has been with the N.H. Employment Security since 1982. She was an Interviewer in Manchester and Salem Offices, Labor Market Analyst and Research Analyst in E&LMIB, Manager in the Nashua Office, Programmer in EDP.

**BRETT ST. CLAIR.** Brett is Manager of Marketing and Public Relations for the N.H. Job Training Council, N.H.'s private, non-profit employment and training organization. He has been in the employment and training business for over 10 years.

**WAYNE FULLER.** Wayne is a N.H. Job Training Program Design Specialist. He works to develop job training programs that meet the specific needs of employers throughout the western and northern regions of the state.

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**BIA/FPL/SBA**

**REGISTRATION FORM FOR SMALL BUSINESS SEMINARS**

**Cost:** \$30/per seminar; \$20/per seminar if 3 or more are attended

**Cancellation Deadline:** Monday, noon before seminars.

**Name:** \_\_\_\_\_ **Title:** \_\_\_\_\_

**Company:** \_\_\_\_\_

**Address:** \_\_\_\_\_

**City:** \_\_\_\_\_ **State:** \_\_\_\_\_ **Zip:** \_\_\_\_\_

**Telephone:** \_\_\_\_\_

**Method of payment:** Check/money order enclosed { } Make check payable to Business & Industry Association of NH

Visa { }

MasterCard { }

**Card Number:** \_\_\_\_\_ **Exp. Date:** \_\_\_\_\_

**Authorized Signature:** \_\_\_\_\_

**Mail registration form and payment to:**

Business & Industry Association of New Hampshire  
122 N. Main Street, Concord, NH 03301-4918

**Or fax registration to:** 603/224-2872

**I would like to attend the following seminars:**

- Sept. 16, 1993 - 8 am - noon { } Workers' Compensation for Small Business
- Sept. 16, 1993 - 1 pm - 5 pm { } Healthcare in the 90's
- Sept. 21, 1993 - 8 am - noon { } Employment & Labor Law
- Sept. 21, 1993 - 1 pm - 5 pm { } Let's Talk Money
- Sept. 22, 1993 - 8 am - noon { } Our Changing Work force

Reasonable arrangements for persons with disabilities will be made if requested at least two weeks in advance. Contact: The BIA, 122 North Main St., Concord, NH 03301 (603)224-5388.



**Business & Industry Association** of New Hampshire

F-BIA

TO: BIA Board of Directors  
FROM: John Crosier  
RE: November 18th meeting.  
DATE: November 12, 1993

Attached is the agenda for the November 18th meeting.

The chairman would like to use this meeting as an opportunity to update the board on several important initiatives.

First, we hope to bring the board up to speed on the concepts surrounding our new communications project. Our objective is for the board to help develop the strategic initiatives necessary to implement such a project.

The workers' compensation study committee (whose report deadline is December the 1st), is being asked to make some important decisions quickly. We need the boards guidance on such matters as a proposed assessment for self funded programs.

The New Hampshire Business Roundtable is looking for the BIA's concurrence in endorsing the Nine Essential Components for a Successful Education Program for New Hampshire and we need to discuss that.

Finally, the board needs to be apprised of the BIA's standing with respect to the pending small power producers docket at the Public Utilities Commission, as well as developments around New Hampshire's compliance with the federal clean air act.

We look forward to seeing you on the 18th.



**BIA BOARD OF DIRECTORS**

**AGENDA**

**November 18, 1993**

**8:30 - 10:30 BIA Office**

**I. Chairmans Items**

- A. 80th Anniversary Report
- B. Meeting with Senate President Ralph Hough
- C. Executive Committee Report (see attached minutes)
- D. Whitman Communications project (see attached concept paper)

**II. President's Report**

- A. Workers' Compensation Study Committee  
Self funded assessments
- B. NAFTA update
- C. Board/Senate Assignments update (see attached list)
- D. Membership follow-up (see attached suggestion assignments)
- E. NH Business Federation project  
The role for Chambers of Commerce
- F. Health Care retreat

**III. Treasurer's Report**

**IV. NH Business Round Table on Education (vote requested)**

BIA endorsement of the Nine Essential Components for a Successful Education Program for New Hampshire (see attachment)

**V. Briefings**

BIA Status as intervenor for Small Power Producers' Rate Docket  
NOX-RACT - Air Emissions Issues, The economic consequences

**VI. New Business**

## MINUTES

### BIA'S EXECUTIVE COMMITTEE MEETING

Thursday, October 21, 1993  
8:30 a.m. -- BIA Offices

PRESENT: Tom Tillotson - Chairman, John Byrne, Bill Cahill, Dennis Haley, Dick Locke, Rick Maloney, Lydia Pastuszek, Frank Preston and staff: John Crosier, Ken Colburn, Kathy Eneguess, Brian Gottlob and Shirley Streeter

#### I. WORKERS' COMPENSATION REFORM STRATEGY

Kathy Eneguess reviewed for Executive Committee members the initiatives currently underway with regard to Workers' Compensation reform.

First, the BIA has established an ad hoc coalition consisting of representatives from chambers of commerce, other business organizations (i.e. Home Builders, New Hampshire Lodging and Restaurant Association), and the BIA.

The coalition is in the process of reviewing workers' compensation issues and will make recommendations for improvement. The review will include: 1) the definition of injuries; 2) benefits; 3) safety incentives (including the education of employees); 4) the administration of the system; and 5) the insurance mechanism.

The Coalition is seeking \$100,000 in funding from the Milbank Foundation for a public affairs campaign to educate business and legislators on the issues surrounding workers' compensation reform. Along with this funding, the Coalition anticipates raising \$30,000 from New Hampshire's business community.

Secondly, there is the Workers' Compensation Costs Study Committee (established by HB 164). The Governor asked John Crosier to chair the Study Committee and John agreed. John explained that his role is to oversee the process in order to accomplish the goal of providing a report to the Governor by December 1st.

## MINUTES

Executive Committee Meeting

October 21, 1993

Page two

John continued by noting that once the process has been completed, he would return to being an advocate of BIA's views on workers' compensation reform.

Both Kathy and John, stressed that when reform measures are recommended that it will take a concerted effort of the membership to present BIA's views on these recommendations to the Legislature, and that lobbyist could not "go it alone" if workers' compensation reforms were to succeed.

A suggestion was also made that BIA develop a project similar to WasteCap that deals with workers' compensation and the issue of employee safety.

### II. HEALTH CARE DISCUSSION

John Crosier reported that the date of December 13th had been selected to hold a Health Care Retreat with members from the BIA, the New Hampshire Medical Society, and the New Hampshire Hospital Society. The retreat will be held at the McLane Law Firm in Manchester.

John has also asked Joe Marcille of Blue Cross & Blue Shield to provide information on what community rating means to New Hampshire.

It is anticipated that President Clinton's health care package will be presented to Congress next week.

### III. NORTH AMERICAN FREE TRADE AGREEMENT (NAFTA)

Two weeks ago, several New Hampshire business people were invited to attend a White House Briefing on NAFTA. Among those that attended were Tom Tillotson, John Crosier, Frank Preston of Davidson Instrument Panel and David Brownell of Tyco. This briefing, the first of many, was to encourage grassroots support for the Agreement.

Following the briefing, Tom and John met with members of New Hampshire's Congressional to ascertain their views on NAFTA. (David Brownell joined them for the meeting with



MINUTES

Executive Committee Meeting

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Congressman Swett.) While Senator Gregg and Congressman Zeliff are in favor of NAFTA, Senator Smith is not a firm "yes" vote and Congressman Swett is opposed to the Agreement. It is Congressman Swett's belief that the Agreement can be improved.

Both, John and Tom encouraged members of the Executive Committee to contact Senator Smith and Congressman Swett and voice their support for the Agreement.

John continued by noting that copies of the briefing papers were sent to several chambers, along with a letter asking about their interest in possibly co-sponsoring a debate between New Hampshire's Congressional Delegation. United We Stand also contacted the BIA about the possibility of our co-sponsoring a similar debate. However, after some consideration, John thought that it might be more effective if individuals contacted the Congressional Delegation urging their support of NAFTA.

John also asked Directors to submit op-ed pieces to their local newspapers in support of NAFTA. It was suggested that the BIA do a mailing to the full membership encouraging them to voice their opinions on the Agreement.

IV. WHITMAN COMMUNICATIONS' PRELIMINARY REPORT: STRATEGIC COMMUNICATIONS CONCEPTS

Tom Tillotson and John Crosier reviewed the report and how it would serve as an outline for BIA to improve its communications process -- both internally and externally. The BIA is currently investigating both software and the hardware needed in order to bring BIA technologically into the 90's. It is anticipated that approximately \$30,000 will be required to do this.

It was also suggested that at the Board Retreat next March that an internal review be conducted of the Association. This would allow for an opportunity to match activities with resources.

MINUTES  
Executive Committee Meeting  
October 21, 1993  
Page four

V. OTHER BUSINESS

A. Becker Institute

John Byrne asked that the BIA appropriate \$4,000 for a seat at the Becker Institute. This seat would allow the BIA input in the development of surveys conducted by the institute, along with access to the survey data.

The motion was made and seconded that the BIA appropriate the sum of \$4,000 for a seat at the Becker Institute.  
Motion passed.

B. Atlantic Rim Conference

John Crosier reported to the Directors that we had been asked by Senator Wayne King to consider co-sponsoring an Atlantic Rim Conference next spring. There are political problems since Governor Merrill has declined their invitation to co-sponsor. Further explorations is required.

Meeting adjourned at 10:30 a.m.

CONSULTING DIVISION  
CONCEPT PAPER

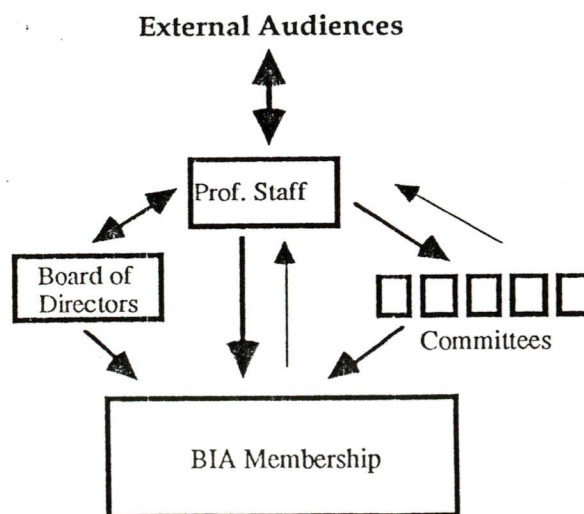
DATE: 7/23/93  
TO: BIA PROFESSIONAL STAFF  
FROM: GREG FRANKLIN  
RE: IMPROVING COMMUNICATIONS PERFORMANCE

*Objective:* • "Crisper", more effective message

*Why?* • Fulfilling mission, organizational objectives  
• More effective at attracting/retaining membership (assumption)

INITIAL CONCLUSIONS:

- More a process issue than informational issue
- Organizational components not working in sync - no synergy
  - Board of Directors
  - Professional Staff
  - Committees
  - Membership
- Professional staff becoming the "point" too often

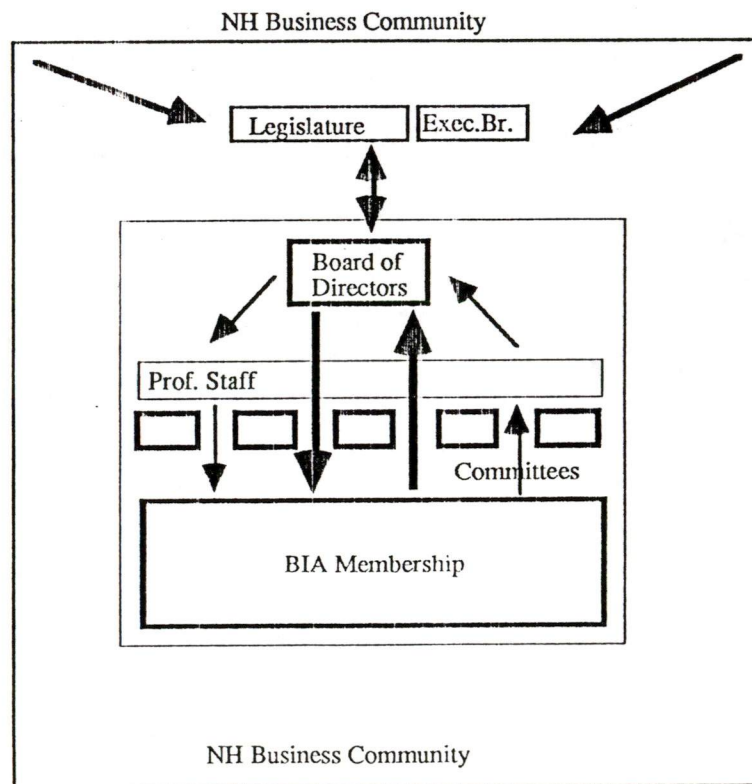


**INITIAL CONCLUSIONS CONT'D:**

- Expectations not set or not clear
  - Board of Directors
  - Professional Staff
  - Committees
  - Membership
- Vision not shared – no process for revalidation, refocusing, communicating down and out

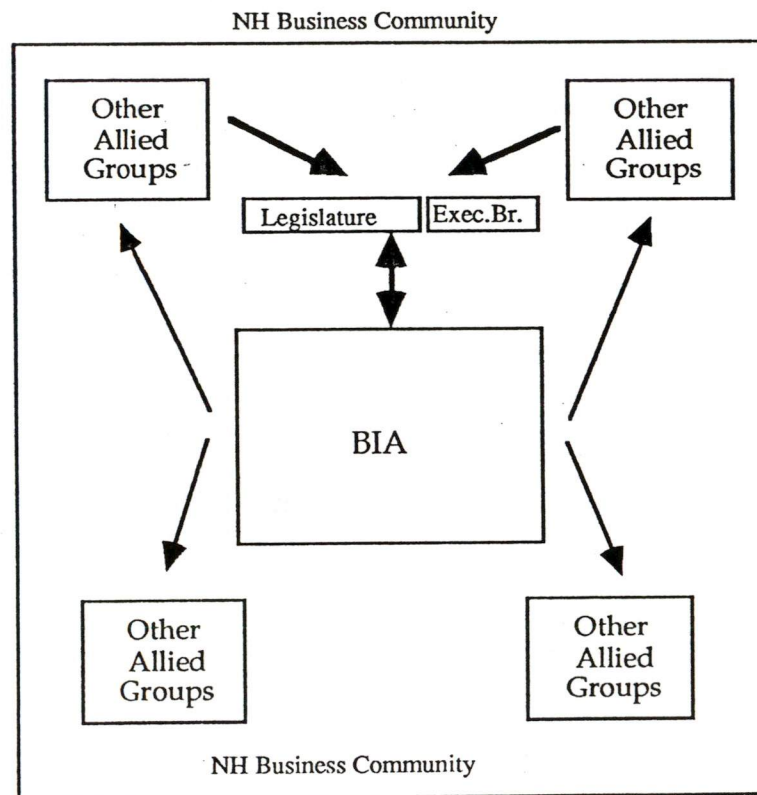
**OVERALL CONSIDERATIONS:**

- Change way we view communications process
- Create and communicate better expectations for each component
- "Close the loop" – create method for more responsive, more accurate feedback from within and without



**KEY STRATEGIES:**

- Create enlightened audiences
- Create a "virtual policy group" – create broader, more flexible relationships, greater concensus
- Surround key constituencies
  - generate feedback from more than one source (professional staff)
- Open up & maintain more formal lines of communication



SOME PRACTICAL CONSIDERATIONS

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I. Start with the Board of Directors &  
*"Partnerships For Progress"*

*Organizational Considerations*

- Raise awareness as to organization's performance expectations of board members
  - annual facilitated session on expectations, commitment, decision making, communication
- Develop process to better educate and maintain board member understanding of key issues
  - has to fit their day (time commitment, etc.)
  - lower effort "threshold" – information consumed with less effort
  - use more effective methods
    - organize information through manuals?
    - audio tapes?
- Provide directors with better ways to articulate views on issues
  - testimony not only way
  - lower effort "threshold", increase confidence
  - "adopt a legislator"
  - letter series? audio series? video series?
- Employ S I C Strategy (*Select, Include, Communicate*)
  - Create "ex officio" non-voting seats on Board for officials from other organizations
    - virtual policy group?
  - key legislators?
  - government officials?
  - open up key lines of communication
  - position BIA in central role on business issues

*Informational Considerations*

- Clarify to help organize and focus efforts

Issues Matrix:

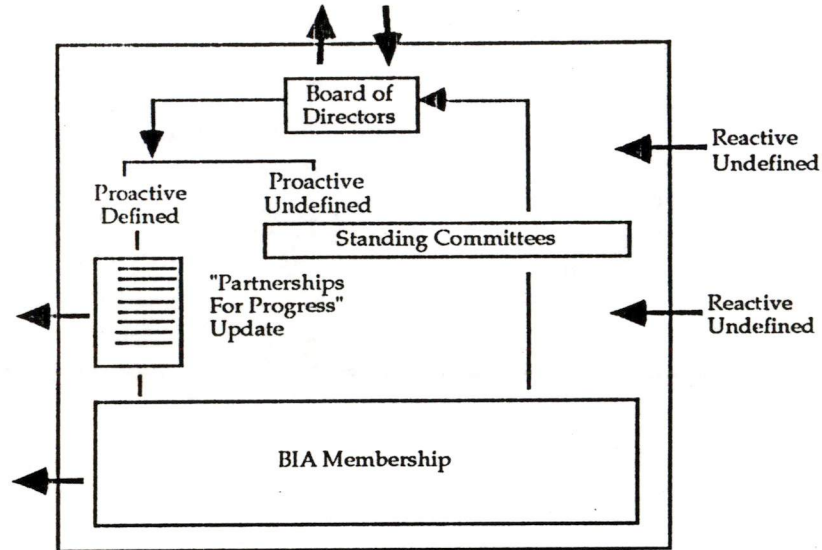
	<b>Defined</b>	<b>Undefined</b>
<b>Proactive</b>		
<b>Reactive</b>		

- Set up board process to annually review/revalidate key defined proactive issues
  - "Partnerships for Progress"
  - organizational starting point
- Identify and assign key undefined proactive issues to committees for research/policy development
- Assign a board member(s) to each committee to help set/keep strategic view, increase board involvement, better communication
- Publish annual issues update to "Partnerships for Progress" - core policy statement

II. **Committee Functions**

- Provide each committee with a "tools" workshop at the beginning of each session
  - set committee performance expectations
  - discuss policy development process
  - "tools" for working more effectively
- Presentation of Board reviewed/approved issues/positions
  - presentation of board assigned issues for research policy development
  - set policy agenda for committee

- Consider information organization tools for committee members
  - help reduce effort to understand/consider issues
  - manuals/handbooks?
  - audio tapes of sessions?



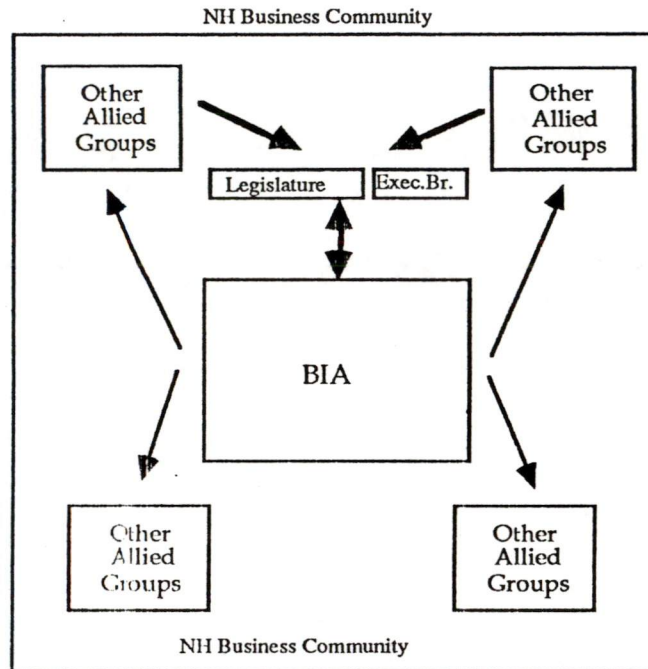
### III. Membership Considerations

- Focused communication - create clearer vision
  - set/reinforce expectations
  - "Partnerships In Progress" update
  - keep newsletter going
  - members manual for information management/recall
- Engage them as ambassadors at the local level
  - to chambers?
  - extend "adopt a legislator" program?
  - communicate through other communications programs to business community
- Create feedback tools
  - faxback pads (you have??)
  - voiceback?



#### IV. General Communications Strategies

- Create enlightened audiences
- Surround key constituencies
  - generate feedback from more than one source (professional staff)



#### Possible Tactics

- Bi-weekly/monthly NH Business Issues television program
  - joint BIA/NHETV venture
  - fund through sponsorships/grants
  - programs generated from "Partnerships For Progress" key issues
- Activate BIA Regional Town Meetings
  - video tape as background material for ETV series
  - distribute "Partnerships In Progress" update
  - create formal feedback session

- Utilize chambers of commerce to leverage message
  - local members to be BIA Ambassadors
  - sell/distribute ETV tapes, use as background for presentations
  - distribute "Partnerships In Progress" update
- Utilize public access television
  - video tape Legislative Review for broadcast
  - broadcast video-taped BIA Regional Town Meetings
  - re-broadcast BIA/ETV series (timeliness)

V. Overall Considerations

- The "Long Way Home" approach
  - no quick fix
- Managing communication to be higher priority
  - Staff must allocate more time to process, possibly at expense of policy
  - Task vs. vision shift
- External message will be "crisper" only when internal message and process "crisper"
  - internal clarity will create better external perceptions (both clarity and coverage)

Your thoughts??

## CONTACT LIST

BIA of NH

WEDNESDAY 15 Sep 93

PAGE 1

Sorted by company name

Category Board Prospects selected

CONTACT PHONE 1 PHONE 2

-----  
Beane, Alan ..... 603/528-3400Aavid Engineering  
PO Box 400  
Laconia, NH 03247

Mesropian, Robert ..... 603/448-3121 - Jim Varnum

Alice Peck Day Hospital  
125 Mascoma Road  
Lebanon, NH 03766

Imset, Ole ..... 603/625-8299

Allen-Bradley Company  
460 Elm Street  
Manchester, NH 03101

Bergeron, Walter ..... 603/448-1565

Barker Steel - Lebanon Div.  
PO Box 436  
Lebanon, NH 03766

Benson, Craig ..... 603/332-9400 - Skip Kendall

Cabletron Systems, Inc.  
35 Industrial Way  
PO Box 6257  
Rochester, NH 03867

O'Connor, Stephen C. .... 603/772-3741

Chemtan Company, Inc.  
57 Hampton Rd., PO Box C  
Exeter, NH 03833

Hawkins, III, Clay ..... 603/542-7711

Claremont Savings Bank  
145 Broad Street  
PO Box 1600  
Claremont, NH 03843

Hebble, C. M. .... 603/448-6300 - Jim Varnum

Creonics, Inc.  
Etna Road  
Lebanon, NH 03766

Guptill, Reginald ..... 603/524-2060

Davis Mining & Manufacturing  
Allen-Rogers Ltd.  
54 Water Street  
Laconia, NH 03246

Sorted by company name

Category Board Prospects selected

CONTACT

PHONE 1

PHONE 2

Groberg, Richard .....	603/883-9800	- Dennis Sasseville (?)
Ferrofluidics Corporation		
40 Simon Street		
Nashua, NH 03061		
Becker, Howard .....	603/863-1454	
Hartford Eichenauer, Inc.		
1000 Sunapee Street		
RFD 3, Box 47		
Newport, NH 03773		
Brown, Robert .....	603/749-6600	- Jack Middleton - offered
Heidelberg Harris, Inc.		
121 Broadway		
Po Box 1289		
Dover, NH 03820		
Brown, Robert .....		- Dennis Sasseville - offered
- Bill Cahill - offered		
Couch, Jr., Richard W. ....	603/643-3441	- Lydia Pastuszek
Hypertherm, Inc.		
Box A-10, Etna Road		
Hanover, NH 03755		
Pitsch, Larry .....	603/882-2711	- Skip Kendall
Ingersoll-Rand Corporation		
150 Burke Street		
Nashua, NH 03060		
Muskat, Irwin .....	603/669-3300	
Jac-Pac Foods		
163 Hancock Street		
Manchester, NH 03103		
Cookson, John .....	603/352-5212	- Barry Ripley
Kingsbury Machine Tool, Inc.		
80 Laurel Street		
Keene, NH 03431		
Wright, Ronald H. ....	603/889-2500	
Kollsman Instruments		
220 Daniel Webster Highway		
Merrimack, NH 03054		
Glidden, John .....	603/968-3351	- Skip Kendall
L.W. Packard & Company		
6 Mill Street		
Ashland, NH 03217		

Sorted by company name

Category Board Prospects selected

CONTACT PHONE 1 PHONE 2

-----  
 Celusniak, Mark ..... 603/524-2064  
 Lewis & Saunders, Inc.  
 PO Box 678  
 Laconia, NH 03247

Adams, Samuel ..... 603/745-8111  
 Loon Mountain  
 RR #1, Box 41  
 Lincoln, NH 03251-9711

Borase, Vijay ..... 603/424-4111  
 M/A-Com Control Components Div  
 21 Continental Boulevard  
 Merrimack, NH 03054

Gilbert, William ..... 603/532-8711 - Jim Uarnum  
 Millipore Corp.  
 Prescott Road  
 Jaffrey, NH 03452

Mathot, Scott ..... 603/352-0310 - Jim Uarnum (?)  
 MPB Corporation  
 PO Box 547  
 Precision Park  
 Keene, NH 03431

Rosenhaus, Joel ..... 603/886-5000  
 Nashua Brookside Hospital  
 11 Northwest Boulevard  
 Nashua, NH 03063

Junius, Daniel ..... 603/880-2323 - Skip Kendall  
 Nashua Corporation  
 44 Franklin Street  
 Nashua, NH 03061  
 Jack Middleton offered

Koerner, Philip ..... 603/352-4000  
 National Grange Mutual  
 Insurance Company  
 55 West Street  
 Keene, NH 03431 USA

Hamilton, Jr., William B. .... 603/526-2535  
 New London Trust Company  
 PO Box 158  
 New London, NH 03257

Sorted by company name

Category Board Prospects selected

CONTACT

PHONE 1

PHONE 2

-----  
Bates, Timothy ..... 603/524-4121Nighswander, Martin & Mitchell  
1 Mill Plaza  
Laconia, NH 03246

O'Neil, Gary ..... 603/625-5713

O'Neil Griffin & Associates  
324 Commercial Street  
Manchester, NH 03101

Gordon, Steven R. .... 603/432-1500

Parkland Medical Center  
One Parkland Drive  
Derry, NH 03038

Johnston, P.E., Michael Y. .... 603/524-4647

Rist-Frost-Shumway Engineering  
71 Water Street  
Laconia, NH 03246

Daigle, Robert ..... 603/436-6192

Underwood Engineers  
25 Vaughn Mall  
Portsmouth, NH 03801

Weingold, Frank ..... 603/424-2410

Unitrode Integrated Circuits  
7 Continental Blvd.  
Merrimack, NH 03054

Manion, Patrick ..... 603/585-6513

USCI Division  
C.R. Bard, Inc.  
Route 12  
Fitzwilliam, NH 03447

Krantz, Ted ..... 603/669-4880

Velcro, USA Inc.  
PO Box 4806  
406 Brown Avenue  
Manchester, NH 03108*- Syl Dupuis - offered  
- Harold Turner -  
- Clark Dumont  
- Jack Middleton*

Grigg, Charles ..... 603/934-1302

Webster Valve Company  
PO Box 431  
Franklin, NH 03235*- Dick Locke*

Sorted by company name

Category Board Prospects selected

CONTACT

PHONE 1

PHONE 2

-----  
Roessiger, Peter ..... 603/569-5100

Wolfeboro Products Group, Inc.

Pine Hill Road

PO Box 1920

Wolfeboro, NH 03894

Secor, John ..... 603/746-3102

Yankee Book Peddler, Inc.

Maple Street

Contoocook, NH 03229

-----  
CONTACTS PRINTED: 38

BOARD/SENATE ASSIGNMENT PROSPECTS

<u>District:</u>	<u>Senator:</u>	<u>Board Member(s):</u>
1	Carole Lamirande	Steve Barba
2	Wayne King	Mike Smith/Jim Varnum/Brendan Duffy
3	Kenneth MacDonald	Brendan Duffy
4	Leo Fraser	Phil Gravink/Bob Keller
5	Ralph Hough	Tom Tillotson/Mike Smith/Jim Varnum
6	George Lovejoy	Skip Kendall/Tom Tillotson
7	David Currier	Richard Verney
8	George Disnard	Jim Varnum
9	Sheila Roberge	Dennis Haley
10	Clesson Blaisdell	Tim Quinn/Barry Ripley
11	David Wheeler	Richard Verney/Harold Turner
12	Barbara Baldizar	Tim Quinn
13	Debora Pignatelli	Rona Zlokower
14	Thomas Colantuono	Dennis Sasseville
15	Susan McLane	John Swope
16	Eleanor Podles	Bob Keller/Brendan Duffy
17	John Barnes	Paul Shea
18	John King	Syl Dupuis
19	Richard Russman	Lydia Pastuszek/Dick Locke
20	Ann Bourque	Joe Marcille
21	C. Jeanne Shaheen	John Byrne/Frank Preston
22	Joseph Delahunty	Russ Gullotti
23	Hollingworth	Bill Cahill
24	Burton Cohen	John McIntyre/Dick Locke/Ned Bulmer



## THE ESSENTIAL COMPONENTS FOR A SUCCESSFUL EDUCATION PROGRAM IN NEW HAMPSHIRE

1. **A successful education system operates on four assumptions:**
  - \* every student can learn at significantly higher levels.
  - \* every student can be taught successfully.
  - \* high expectations for every student are reflected in curriculum content, though instructional strategies may vary.
  - \* every student and every preschool child needs an advocate -- preferably a parent.
2. **A successful system is performance or outcome based.**
3. **A successful system uses assessment strategies as strong and rich as the outcomes.**
4. **A successful system rewards schools - not individual teachers - for success, counsels schools needing help, and intervenes with schools that have not shown increases in outcomes to become better.**
5. **A successful system gives school-based staff a major role in instructional decisions.**
6. **A successful system emphasizes staff development.**
7. **A successful system assures access to high - quality kindergarten for all children and pre-kindergarten programs, at least for every disadvantaged child.**
8. **A successful system provides health and other social services sufficient to reduce significant barriers to learning, and at the same time engages stakeholders in the process to understand and support the necessity for overcoming these barriers.**
9. **A successful system uses technology to raise student and teacher productivity and expand access to learning.**

### BOARD OF DIRECTORS

BOARD CO-CHAIRMAN  
**RUSSELL GULLOTTI**  
DIGITAL EQUIPMENT CORPORATION

BOARD CO-CHAIRMAN  
**JACK MIDDLETON**  
MCLANE, GRAE RAULERSON & MIDDLETON

**JOSEPH MARCILLE**  
BLUE CROSS & BLUE SHIELD OF NH

**JOHN CROSIER**  
BUSINESS & INDUSTRY ASSOCIATION OF NH

**JOHN SWOPE**  
CHUBB LIFEAMERICA

**RICHARD MURRAY**  
COOPERS & LYBRAND

**RICHARD FERRARI**  
DAVIDSON INTERIOR TRIM/TREXTRON

**KATHERINE PAINE**  
THE DELAHAYE GROUP

**FRANCES LEFAVOUR**  
FPL SERVICES

**PATRICIA FAIR**  
FAIRHAVEN ASSOCIATES

**DR. RONALD MOSKOWITZ**  
FERROFLUIDICS CORPORATION

**L. DOUGLAS O'BRIEN**  
BANK OF IRELAND FIRST HOLDINGS, INC.

**CHARLES STRAND**  
GTE TELEPHONE OPERATIONS --  
NORTHEAST REGION

**LYDIA PASTUSZEK**  
GRANITE STATE ELECTRIC COMPANY

**DR. JOHN KREICK**  
LOCKHEED SANDERS, INC.

**MARTHA MARSH**  
MATTHEW THORNTON HEALTH PLAN

**LEWIS FELDSTEIN**  
NH CHARITABLE FOUNDATION

**DOUGLAS PEARSON**  
NSS CORPORATION

**CHARLES CLOUGH**  
NASHUA CORPORATION

**ALLEN PATTEE**  
NEW ENGLAND TELEPHONE

**GARY O'NEIL**  
O'NEIL GRIFFIN & ASSOCIATES, INC.

**KENNETH PAUL**  
PROCESS ENGINEERING, INC.

**FRANK LOCKE**  
PUBLIC SERVICE OF NH

**GERALDINE AUGER**  
RAYTHEON COMPANY

**WILLIAM GREEN**  
SHEEHAN PHINNEY BASS + GREEN, P.A.

**JOHN HELFRICH**  
TYCO LABORATORIES, INC.

**J. B. MCCARTHY**  
HAMPSHIRE CHEMICAL CORPORATION

EX-OFFICIO  
**CHARLES MARSTON**  
COMMISSIONER NH DEPARTMENT OF EDUCATION

EX-OFFICIO  
**MARC BOYD**  
NH ALLIANCE FOR EFFECTIVE SCHOOLS

DIRECTOR  
**KATHARINE ENEGUES**  
NEW HAMPSHIRE BUSINESS ROUNDTABLE

# BIA

full BIA

- Ted/He - co chair BRF 30 cos  
in state
- want something from you today.
- Edu reform  
hard, complex  
slow 11/18  
mtg.
- Nat'l Roundtable is template for our work.
- Progress on SIP - saved it  
John C et al
- one template is 9 essential components
  - adopted (modified for N-IT)
  - in package
- These are a vision  
No answers  
No dictate
- Endorsements by Bus (BIA), gov + (C?)  
Edu (Nat'l Educators Assoc), NIT school  
admin Assoc, chambers of commerce etc.

# BIA

- once endorsed -

Concern 3 constituencies

Develop strategies, goals, tactics

- Compatible  $\odot$  to Nat'l goals

Mchstr 2000

Survive 21 century

11/18/93

# BIA Chairman's Report

- for discussions with legislators
  - seen as in governor's pocket. apolitical = BIA.
  - Rona z. do same for her assignment.

- A - Set up meeting with Delahuntz  
Rona z. attend.
  - agenda - in senate
  - re business

- Becha institute - we joined

---

- A - briefing on NH workers comp req'd.  
discussion on a premium even if  
we are self insured for workers comp.
  - point: pay a premium now (social duty) or pay a tax later.
  - "Do the many underwrite the misfortunes of the few" re Digital pays a premium.

- John did not get support for going ahead with a BIA statement in support of a "TAX" to reduce high risk premiums.

②  
≡

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A - Memo to Smith re NAFTA

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interactive T.V. for #9 - channel 11 doing this? Mike Smith raised this problem.

- o - passive re: Student individual responsibility must be noted.
- o Companies release parents to meet with educators.



New Hampshire Charitable Foundation

NOV 17 1993
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MEMORANDUM

TO: NHBRE Operations Committee\*
NHBRE Public Relations Committee\*\*

FROM: Lew Feldstein

RE: Draft RFP for Developing a Strategic Plan
to Carry Out the Gap Analysis

DATE: November 16, 1993

\*\*\*\*\*

The Operations Committee at its meeting on Friday, 11/12 decided to hire a consultant to help us develop a Strategic Plan to carry out the Gap Analysis.

I enclose a draft of the Request for Proposals (RFP) which we would send to possible consultants prior to meeting with them.

The Committee plans to meet over lunch on Monday, 11/22 at 12:30 at PSNH in Mancheseter to discuss the draft and move ahead. Please call Kathy at the BIA (224-5388) to confirm your attendance.

If you can't make it but have comments on the draft, please get them to me. Fax and phone both on the NHCf letterhead. Thanks.

LMF:ml
enclosures: Draft RFP
Directions to PSNH

- \* Martha Marsh, Chair
Richard Ashooh
Geraldine Auger
David Boguslawski
Katharine Eneguess
Patricia Fair
William Green
Richard Groberg
Russell Gullotti
Frances Lefavour
Pat McGee
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Rona Zlokower

- \*\*Calvin Frost, Chair
Katharine Eneguess
William Glahn
Pat McGee
Jack Middleton
Gary O'Neil
Katherine Paine
Judith Regan
Rona Zlokower

**DRAFT**

Request For Proposals

New Hampshire Business Roundtable on Education

**BACKGROUND:**

The NHBRE is a collaborative effort of 30 NH businesses, the BIA, and NHCF to improve NH's public education. The BRE was formed in June, 1992.

For its first two years the BRE focused its work exclusively on the NH School Improvement Program. BRE made this choice because it believes SIP to be the most promising way to improve NH's schools, and SIP was in place and underway. The BRE's role was to oversee putting in place a school-based management information system and an external evaluation system for the SIP.

In ~~June~~<sup>May</sup>, 1993 the BRE broadened its role by adopting as its goals for NH schools the "Nine Essential Components for Effective Schools". The Nine Points were developed by the National Business Roundtable and have been adopted by other states. The BRE is campaigning to secure the support for these goals of leading NH business, civic, and education groups. The BRE expects to announce the growing consensus behind its goals in January, 1994.

The BRE believes that there is broad agreement among most NH publics about educational goals and that recognition of this consensus could heal some of the divisiveness that fractures public debate about education.

The more difficult work will then be to forge agreement on HOW we get to these Nine Goals.

To do this work the BRE is undertaking a "Gap Analysis", a review of where NH is against each of the Nine Goals. It is on this "Gap Analysis" that the BRE seeks assistance.

**THE TASK:**

The NHBRE seeks a senior consultant to develop a Strategic Plan to carry out the "Gap Analysis".

The BRE is not asking the consultant to carry out the Gap Analysis but only to work with the BRE in figuring out how it should carry out this work. Once a plan is adopted, the BRE will decide how to staff it.

## WHO IS THE CLIENT?

The consultant is to be hired by the BRE on the recommendation of the Operations Committee of the BRE, chaired by Martha Marsh, President of Matthew Thornton Health Plan (full membership attached).

## WHAT IS THE BRE LOOKING FOR?

The plan adopted by the BRE must meet at least three tests:

- a. It must address the educational, substantive issues.  
Thoughtful, good quality analysis of the issues raised by a review of how NH schools measure up against the Nine Points.
- b. It must be politically sound.  
Provide a political process that engages the other key constituencies in the work. The BRE can help convene and drive this work, but the key work must engage all key constituencies, most especially those charged with making decisions about and operating NH's public schools.
- c. It must address the organizational needs and limits of the BRE.  
This is no easy process. It won't be done overnight. The BRE's resources are finite. How do we sustain BRE member interest and commitment over the long haul and sustain support to do this work?

The BRE plans to talk with several consultants about how they might help us design this strategic plan. We have set out above the three basic tests that the overall strategic plan must meet. In addition, the plan adopted would meet several specific criteria:

- a. The plan should provide a process to educate the members of the Operations Committee about conditions and practices in NH's public schools. We just don't know enough about what is going on "out there", a problem considerably complicated by the decentralized nature of public education in NH.
- b. The plan should provide Performance Measures/Benchmarks so that we and others can track our progress.
- c. The plan should enable the BRE to decide whether it is structured appropriately to do what we want to do.

The BRE is interested in considering a range of possible ways to proceed. We list several options below, not because we believe they are the only ones, but to illustrate the kinds of thinking that we hope to elicit in the discussions with possible senior consultants:



- a. **Option One:** carry out the work in a very focused, substantive, and technical fashion in which the BRE subcontracts with an extremely knowledgeable observer of public education to carry out a careful study and then report back to the BRE on where NH stood on the Nine Points.
- b. **Option Two:** run this as a very open, extended, collaborative process, involving many other groups and constituencies, using various forms of consensus building and mediation to move towards consensus on the best responses to the Nine Points.
- c. **Option Three:** at the very start pick one or two of the Nine Points that have the greatest chance for success, producing a winner, and focus initial effort almost entirely on securing a few winners in those areas. Then move on to other, more difficult areas.

**WHAT IS THE PROCESS THAT THE BRE WILL FOLLOW IN HIRING THIS CONSULTANT?**

This RFP will be sent to a small group of possible consultants who will be invited to meet with the Operations Committee of the BRE for a one-hour discussion. While we are not requesting a full written proposal, we would like a narrative statement from you on how you work and how you would approach this assignment.

Your c.v. or a narrative description of your work would also be helpful in advance. We would prefer to use our time with you to address this assignment and brief the full Committee in advance on your work.

**WHEN DO YOU WANT TO START?**

We would like to decide on the consultant by the end of January, at the latest, and begin work shortly thereafter.

NHBR - Pre meeting

- ① Renew SIP
- ② Renew status of alliance
- ③ Present ~~Status~~ of options to deal @ 9 components
- ④ Develop other alternatives for ops committee
- ⑤ public affairs

Hard work/Struggling - Keep going?

- will we have a legislative agenda?

# Opinion

## High-priced wood

► Rates for small-power producers must come down.

**W**ood-fired electricity warms the heart, like a log on a fireplace. It turns tree waste into energy and creates work for hundreds of loggers. It recycles money in the New Hampshire economy. It is an act of defiance that says to OPEC and Wall Street: Kiss off. Its strengths are New Hampshire virtues: self-sufficient, decentralized, indigenous.

But what if the price you pay for it were twice that of other sources of electricity and could appreciably raise your already high electric rates? And what if the owners of the electric generators weren't necessarily your neighbors but out-of-state, if not foreign, investors who were making a killing at your expense?

The dispute over the future of wood-energy plants defies easy answers because it pits against each other two valid public goals — least-cost electricity and locally based energy sources — under the worst of circumstances — a veil of secrecy surrounding contract renegotiations amid the din of special interest shouting.

Yet it must be solved soon. Small power producers, primarily eight wood-fired plants, produce 10 percent of Public Service Co. of New Hampshire's power. Deferred payments to them have been amassing like wood chips in a bulging silo. By next spring ratepayer IOUs will be \$122 million. If nothing is done by the time Public Service's 7-year rate agreement expires in 1996, customers will face a \$200 million bill.

The background is this: In order to encourage alternative energy sources, the federal government and later the Legislature passed laws ordering electric utilities to buy power from small producers. This was in the early and mid-1980s, when the projected long-term costs of power were a straight line to the sky. To make hydro and wood plants attractive to investors, the Public Utilities Commission offered 20- and 30-year contracts that paid off handsomely in the early years. Ratepayers were to benefit in the latter years with stable, comparatively lower rates.

What happened instead was that the bottom fell out of the oil market (now \$13 per barrel), and the recession created a glut of extra power — enough so that PSNH shouldn't have to buy more for another decade. PSNH can generate power for about 5

### Editorial

cents per kilowatt-hour and buy it on the market for as low as 2 or 3 cents. But it has been paying an average of 11 cents to the wood plants. Under the rate agreement bringing PSNH out of bankruptcy, it can pass on only 6.8 cents per kwh, with the rest accruing in a pot to be dealt with later.

Recognizing trouble ahead, the Public Utilities Commission ordered PSNH to renegotiate the rates with the eight wood plants. PSNH has reached undisclosed terms with four of them, but the other four walked out of negotiations, saying a contract was a contract. (Technically, what they have is a PUC-approved rate agreement, subject to change, and not a contract, but that issue probably will end up in court.)

That's where things stand now. PSNH has said the renegotiated rates with the four alone will save ratepayers \$150 million over 10 years. However, it won't release the details yet. There are rumors that PSNH will take over the four and shut them down, throwing loggers out of work, but PSNH says only it offered several options, a buyout not being one of them.

It's easy to vilify PSNH, as some politicians are doing, for trying to squeeze out the little guys, but that's simplistic, if not wrong.

First, PSNH has to worry about rates for its 400,000 customers, who ultimately will get the bill for the high price of wood.

Second, it's a good bet that many of the investors in wood have made a fortune. They're paying less for chips than projected and those who haven't sold out already may have refinanced to take advantage of low interest rates. It's hard to know for sure — or to have much empathy for them — since they've gone to court to fight opening their books to the PUC.

The best hope for ratepayers is for an equitable settlement — one that lowers the small-power rates but keeps at least some of the wood burners in business and doesn't cause chaos to loggers and woodland owners. The best course of action for citizens at this point, is to suspend judgment and to press for full disclosure of facts they don't have.

## THE ESSENTIAL COMPONENTS FOR A SUCCESSFUL EDUCATION PROGRAM IN NEW HAMPSHIRE

1. **A successful education system operates on four assumptions:**
  - \* every student can learn at significantly higher levels.
  - \* every student can be taught successfully.
  - \* high expectations for every student are reflected in curriculum content, though instructional strategies may vary.
  - \* every student and every preschool child needs an advocate -- preferably a parent.
2. **A successful system is performance or outcome based,**
3. **A successful system uses assessment strategies as strong and rich as the outcomes.**
4. **A successful system rewards schools - not individual teachers - for success, counsels schools needing help, and intervenes with schools that have not shown increases in outcomes to become better.**
5. **A successful system gives school-based staff a major role in instructional decisions.**
6. **A successful system emphasizes staff development.**
7. **A successful system assures access to high - quality kindergarten for all children and pre-kindergarten programs, at least for every disadvantaged child.**
8. **A successful system provides health and other social services sufficient to reduce significant barriers to learning, and at the same time engages stakeholders in the process to understand and support the necessity for overcoming these barriers.**
9. **A successful system uses technology to raise student and teacher productivity and expand access to learning.**

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NH ALLIANCE FOR EFFECTIVE SCHOOLS

DIRECTOR  
**KATHERINE ENEGUES**  
NEW HAMPSHIRE BUSINESS ROUNDTABLE



**BIA BOARD OF DIRECTORS**

**AGENDA**

**November 18, 1993**

**8:30 - 10:30 BIA Office**

**I. Chairman's Items**

- A. 80th Anniversary Report
- B. Meeting with Senate President Ralph Hough
- C. Executive Committee Report
- D. Whitman Communications Project

**II. President's Report**

- A. Workers' Compensation Study Committee  
Self Funded Assessments
- B. NAFTA Update
- C. Board/Senate Assignments Update
- D. Membership Follow-up
- E. NH Business Federation Project  
The role for Chambers of Commerce
- F. Health Care Retreat

**III. Treasurer's Report**

**IV. NH Business Round Table on Education (vote requested)**

BIA endorsement of the Nine Essential Components for a Successful Education Program for New Hampshire.

**V. Briefings**

BIA Status as intervenor for Small Power Producers' Rate Docket  
NOX-RACT - Air Emissions Issues, The economic consequences

**VI. New Business**

*IS a vision  
what it looks like*  
*Not*  
 - how to do it  
 - agree on each specific  
 - agree that all are  
 especially important

NEW HAMPSHIRE BUSINESS ROUNDTABLE ON EDUCATION

**THE ESSENTIAL COMPONENTS FOR A SUCCESSFUL EDUCATION PROGRAM IN NEW HAMPSHIRE**

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 NH ALLIANCE FOR EFFECTIVE SCHOOLS

BIA Board Meeting  
11/18/93

*BIA  
+ alliance for  
Effective schools*

BIA Board Meeting -

- NH Business Roundtable on Education
- Needs BIA Board to endorse Essential Components of a Successful Education Program

INTRO:

- Education reform - the toughest of work
- More complex than imagined
- NHBRE has made headway
  - Helped save School Improvement Program over summer by convening parties and reaching agreements, saved funding
- Agreed upon and endorsed Essential Components of a Successful Education Program
  - National business roundtable developed model
  - Reflects best research, thinking and practice from education community, extensive input from policy makers, business leaders
  - Tailored to New Hampshire
  - Broad components
    - + Provide big picture
    - + Each component opportunity for focused effort

*endorsed by  
many states.*

- Compatible with other school improvement efforts
  - + A Blueprint to achieve six national education goals (Goals 2000) and local efforts like Manchester 2000 and Derry 21st Century Project
- Identified the leadership groups in the state, you the BIA Board, the NH School Administrators Assoc., NEA (Nat. Educators Assoc. - largest teachers union in the state), Chamber of Commerce Boards, others
  - With endorsements will have vision for educational improvement in New Hampshire
  - Then convene others, lead towards strategy to achieve nine components

## NHBRE

- GOAL: you and others endorse broad concepts as goals
- NEXT: NHBRE forms coalitions to develop strategies to achieve goals
- Challenge: To choose attainable goals(s) to start

## RESULTS

- All leadership groups <sup>①</sup>business, <sup>②</sup>education, <sup>③</sup>government working toward some end
- New trust between 3 sectors



# The Isolationist Illusion

## Phony populism: NAFTA's foes think they can make the world go away

BY ROBERT J. SAMUELSON

I HAVE BEEN WATCHING CONGRESSIONAL DEBATES FOR SEVERAL decades, and none has been so removed from the underlying facts as the NAFTA debate. It is less about the agreement with Mexico than all the things NAFTA now symbolizes. For Patrick Buchanan, it is a moment to define a "new patriotism" of "America First." President Clinton correctly says that NAFTA has become a "flypaper" for many economic discontents, from corporate "downsizing" to low wages, that have nothing to do with Mexico.

It has been a dispiriting spectacle for anyone who thinks that Congress can weigh evidence and reach considered conclusions. For example, none of the economic studies—most of which find that NAFTA would initially create U.S. jobs—shows huge employment effects. The possibility that NAFTA might cause job gains or losses of a few hundred thousand over five years or so (the studies vary) looks underwhelming when you recall that, during the past year alone, the economy generated 2.2 million new jobs.

But the NAFTA debate no longer concerns jobs or even facts. It is about power and ambition. Reputations ride on the outcome—the president's, Ross Perot's, organized labor's, Richard Gephardt's. The phrase-makers like Perot and Buchanan have imbued NAFTA with a larger meaning, and because the stakes are so high, they do not feel bound by some semblance of the truth. Instead, they have created their own rhetorical truths. Buchanan even admits NAFTA might benefit America economically—but still opposes it.

"Even if NAFTA brings an uptick in GNP, it is no good for America," he writes in *The Washington Post*. "[We] don't want to merge our economy with Mexico, and we don't want to merge our country with Mexico . . . That's not what America is all about."

This has a nice self-righteous ring, and I am waiting eagerly for Buchanan to move Mexico to the South Pole where it will no longer bother us. Meanwhile, Mexico sits across the Rio Grande, and our economies are already interconnected. In 1992, our exports to Mexico totaled \$41 billion; Mexico's exports to us were \$35 billion. Perhaps 200,000 to 300,000 Mexicans immigrate north, legally and illegally, every year; at least 1.5 million cross for temporary jobs. Until Buchanan changes our geography—or convinces Congress to erect an iron curtain along our 2,100-mile border—the commerce and comingling will continue.

"America First" is also a seductive phrase, but of course, U.S. foreign and economic policies always try to put American interests first. What Buchanan, Perot and the unions (which rabidly oppose NAFTA) are peddling is a narrow-minded nationalism that excludes any concept of enlightened self-interest.

Just because our policies may benefit other countries doesn't mean they are bad for us. The case for NAFTA is that it will gradually foster a prosperous Mexico, which would be better for us than a poor Mexico. NAFTA would do this, in theory, not by

opening two markets that are totally closed to each other but by committing Mexico to liberal economic policies that would reassure private investors. Heavy investment in Mexico would then raise its economic growth and living standards—and incidentally the demand for our exports. The ultimate goals are healthy two-way trade, stronger economies in both countries and a Mexico that can afford to clean up its environment.

No one can say whether NAFTA would achieve its ambitions, but the opponents haven't offered anything better. Moreover, the odds are that NAFTA's defeat would immediately have bad consequences. Consider two possibilities:

**Job loss to Mexico would actually increase.** NAFTA's defeat might undermine investors' confidence, and their withdrawal of funds could lower the peso's value. This could increase Mexico's exports by making them cheaper. We glimpsed this possibility last week when speculation about a NAFTA defeat temporarily pushed the peso down nearly 5 percent. Perversely, NAFTA's demise might bring the results NAFTA opponents want to avoid.

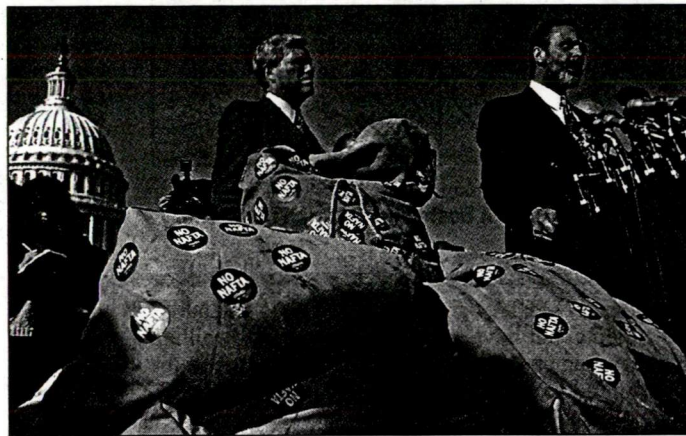
**Trade negotiations under GATT (the General Agreement on Tariffs and Trade) might fail.** This might happen anyway, but NAFTA's defeat would make it more likely. The Clinton administration would make fewer concessions to foreigners for fear that Congress would reject a GATT agreement—and foreigners would make fewer

concessions to us for the same reason. NAFTA opponents might cheer. But GATT's downfall could cut global economic growth and our own. Uncertainty about trade rules could suffocate the quest for new markets that drives economic expansion.

The larger agenda of the NAFTA opposition is to advance avowedly protectionist and isolationist policies. Perot proposes new duties against Mexican products that he calls a "social tariff." Buchanan says that NAFTA's defeat would end "the free trade myth" and that then "all things are possible."

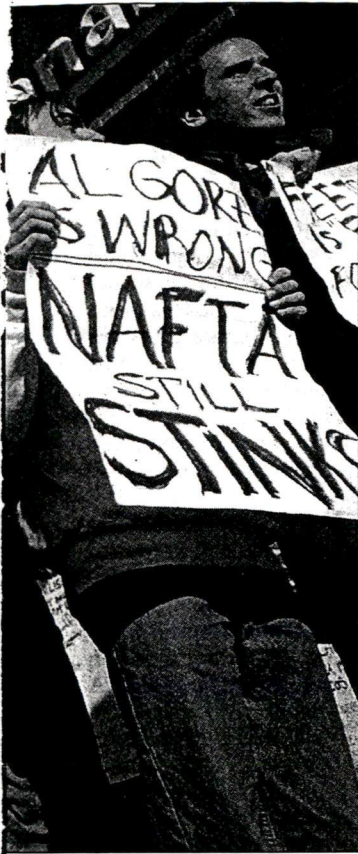
What Perot et al. don't say is that trying to reverse our economy's growing global connections would be futile and probably self-destructive. Doing that would require uninventing the jet plane, shooting down communications satellites and outlawing multinational companies. These are the forces that have made business more worldly. NAFTA's defeat would surely lead to more protectionist proposals, which would inspire similar measures abroad. The effect would be to penalize our most dynamic industries and protect our least productive.

The last time an "America First" movement flourished was the 1930s. In a new book about World War II, historian William O'Neill recounts how the 1930s' isolationism contributed to the onset of the war and left America unprepared to fight. The essence of the isolationist illusion, then as now, is the denial of reality. The rhetoric is populist and patriotic, but the ideas are nutty. If Congress endorses them, it will be a low day for democracy.



BROOKS KRAFT—SYGMA

Ignoring the facts: Gephardt (left) and David Bonior



JON CHASE—AP



© 1993 G. B. TRUDEAU DIST. BY UNIVERSAL PRESS SYNDICATE. ALL RIGHTS RESERVED. NAFTA goes mainstream: A Boston protest and Doonesbury

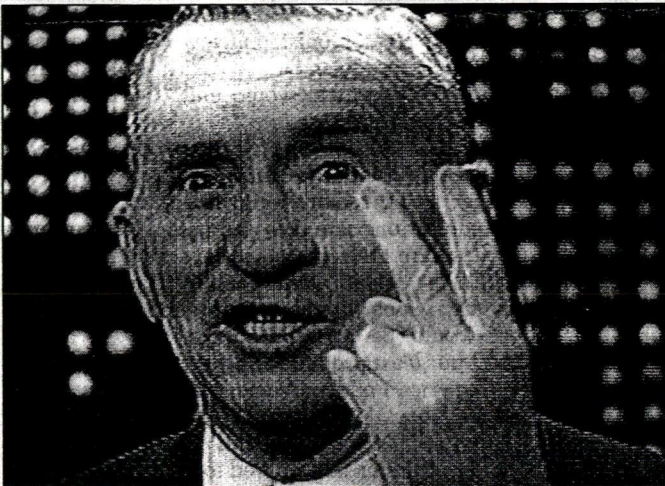
the matter from the Department of Transportation is overdue. Contrary to Gore's accusations, however, Perot's campaign against NAFTA probably damages, rather than helps, his interests.

■ Even when the numbers are on his side, Perot pushes his case beyond the facts: while slamming the moneymen be-

hind the pro-NAFTA fight, he has waffled about how much he is spending on his quest. Gore taunted him about the matter repeatedly, after Perot attacked the huge sums being spent to promote the agreement. A spokesperson for United We Stand, America, the Perot grass-roots organization, set the figure at \$2.3 million,

"which is still a lot less than the \$65 million our opponents spent, I might point out," she said.

**Trade hurts:** Perot's arguments all play on understandable fears of American workers that change may displace them. But his own son and most of his other top business executives support NAFTA on the ground that freer trade creates *more* jobs on every side of the border. Perot himself, in fact, was once a NAFTA supporter. In the end, however, the consistency of his views may not matter much to his loyal followers. If NAFTA is defeated this week, his prickly demeanor during the debate could make his stock soar even higher with the some 10 million blue-collar workers who voted for him in the last election. "They accept on faith that free trade hurts them," says a source close to the plain-spoken billionaire. "Ross is throwing them raw meat."



'Ross is throwing them raw meat'

CNN

RICH THOMAS

sions." By the end of last week, the bidding began to reach ridiculous heights. Knowing that Clinton needed at least half his votes from across the aisle, Republicans demanded a pledge that in 1994, the Democratic party would not campaign against any GOPer who voted for NAFTA. This last concession was too much, although the president did promise to reprimand consultants and Democratic candidates who try to use a pro-NAFTA vote against Republicans.

**'Management meetings':** Lawmakers who come around are sometimes churlish about it. Democrat Dan Glickman of Kansas declared himself for NAFTA last week, but scoffed, "The White House has been uneven, unclear and, up until recently, inarticulate in describing the benefits of this treaty." White House insiders don't really disagree. To impose some order on the White House, McLarty has imposed a 45-minute "management meeting" every morning for top aides to dole out assignments. And Ricki Seidman, a veteran of the campaign war room, has been given the job of making sure the president's schedule is in tune with the White House message of the day.

But until Clinton becomes more self-disciplined, these minor changes won't mean much. David Gergen, the president's chief image maker, says that his boss should not be the "commentator in chief." Worried that Clinton is overexposed, he is trying to persuade Clinton to talk a little less expansively. Though it goes against his nature, the president may be listening. After Israel Prime Minister Yitzhak Rabin refused to answer a question at a press conference last Friday, Clinton quipped, "I used to give that response. I should return to it more often, I think."

White House aides talk, almost wistfully, of trying to take on a little less in the coming months, while taking more credit for what they managed to accomplish in the first year. "There is a consensus that we have tried to do too much," says a senior aide, who talks repeatedly about the need to "slow down" and "focus." But already, their irrepressible boss is talking about welfare reform and new initiatives on crime—not to mention winning health reform. Clinton may yet learn to pace himself. But don't hold your breath.

ELEANOR CLIFT and BOB COHN in Washington

## REVIEW &amp; OUTLOOK

## Alliance Against Progress

The North American Free Trade Agreement has been winning converts by the hour, and now looks to have a good chance of passing. This would be welcome for many reasons, not least because it would diminish the very strange bedfellows who have worked against the free trade pact.

As with the vote on the Gulf War, Nafta has helped to sort out allegiances, forcing Members of Congress and political interests to show their true philosophies. We therefore think it is appropriate to take note of those who committed their credibility to political positions intended to sabotage this historic opening to our southern neighbors and to freer markets. To adapt a phrase, we hope Americans remember well beyond November.

On any such list Ross Perot would have to rank close to the top. Though he supported Nafta as recently as early 1992, he changed his mind when he thought he saw the political opportunity. But protectionism has proven to be the same siren song for the Texan as it has been for other modern American politicians. Mr. Perot can add his name to the roll that includes John Connally in 1980, Walter Mondale in 1984, Dick "Hyundai" Gephardt in 1988, and Bob Kerrey of hockey net fame in New Hampshire in 1992.

Then there is the new strain of nativism and protectionism that is afflicting some on the right, led by Kevin Phillips and Pat Buchanan. Mr. Phillips has been predicting a "populist" uprising over trade since at least 1985, yet it never seems to occur. Mr. Buchanan has abandoned his former support for free trade and now preaches a protectionism he calls a "conservatism of the heart." It seems a small heart, however, because, while it includes Canadians, it excludes Mexicans and similar people south of the border.

A Nafta victory also undermines the ideology of mercantilism, now trying to make a comeback on the right. One of its strategists is the writer Edward Luttwak, whom Mr. Buchanan now cites approvingly. Mr. Luttwak wants to harness state power to help corporate interests in the name of "nationalism"—which sounds like what was tried once in Italy.

And let us not forget Roger Milliken, the textile baron who bankrolled anti-Nafta forces but imports Japanese looms for his company; Perot co-author Pat Choate, who receives Mr. Milliken's money, and Kevin Kearns of the U.S. Business & Industrial Council, another corporatist lobby. These folks constitute the

Phillips-Buchanan "populists."

Over on the left, Ralph Nader has wrecked what remains of his pro-consumer reputation. Nafta cuts taxes (tariffs) at the border and thus lowers prices, something consumerists used to favor; Mr. Nader's movement is seen as an exercise in using state power to limit consumer choice. The same may be said of the environmental lobbies opposing Nafta, especially the Sierra Club. By dismissing even Nafta's many environmental protections, the Sierra Club positions itself against rising Third World living standards. It looks more than ever like a zero-growth lobby for the already affluent.

Special mention must be made of Richard Gephardt, the House Majority Leader who opposes Nafta even though President Clinton negotiated the "side agreements" mainly to get his vote. The parochialism reflected in Mr. Gephardt's anti-Nafta stance suggests that he simply is not going to develop the global vision needed to represent the national interest as President. With even liberal Democrats from Texas, California and Massachusetts lined up for Nafta, the Gephardt performance seems significantly wrong-headed.

It's also hard to believe that New Jersey's Bob Torricelli has come out against Nafta, even as he chairs a House subcommittee on the Western hemisphere; his chairmanship now seems paradoxical. And Rep. Henry Waxman sniffs at Nafta from the sinecure of Beverly Hills, while Hispanic Democrats representing less tony but perhaps more upwardly mobile neighborhoods commit to expanded trade. A shift in the nation's politics is also evident here.

Lane Kirkland and Big Labor are undoubtedly Nafta's most sincere critics. Some union jobs will no doubt be lost, jobs they are bound to defend, though we think those jobs would eventually go even without Nafta. We wish labor understood better that its own future is jeopardized by protectionism, as the fates of the U.S. steel and auto unions should make clear. If it turns out that labor can't defeat Nafta despite huge Democratic majorities on Capitol Hill, it may be time for it to rethink its political strategy.

Should Nafta pass today, it will mean that most Americans have rejected what is fundamentally an alliance against progress among some on the right and on the left. That would be very good news indeed for the country's movement toward the economy of the next century.

## What's Wrong With Europe?

Whether you want Nafta to win or lose tonight's vote, one shared way to look at the issue is that at least we're getting it behind us. After tonight, the U.S. will at least have a policy and can now move on to other issues. Against this, compare the current experience in Europe, which seems to be going through an identity crisis over the direction of its political economy.

vanced machinery or a properly trained work force. The CBI folks were saying the shortest route to improved productivity is to get governments and multilateral agencies like the commission off our backs.

For its part, the commission proposes to cure the economic slump with yet another white paper to be presented to the December EC summit.

By STANLEY CROUCH

Because there is a history of judicial prejudice and excessive police violence against black Americans, a suspicion of "law and order" has evolved in the black community that makes it difficult for us to clearly address the violent crime that plagues our cities. No presidential sermonizing, no crime bill, no gun-control laws will work for black Americans unless law enforcement and black Americans come together for mutual support.

We are in the middle of a criminal occupation of our cities on a scale that has no precedent. This is partially because of the drug trade and partially because the underground sale of illegal firearms has made traditionally lower-class street gangs into drive-by organizations that murder in larger numbers than we have ever seen. The citizens of high-crime areas live under an anarchic martial law declared by these criminals who lord it over the night and, for youngsters, turn acts as simple as attending public school into daily experiences of terror.

## An Inverted Defense

The fact that so many of these violent criminals are black makes it more difficult than it should be to recognize that they represent criminality first and foremost and race only incidentally. But if anyone points out that less than 1% of black youths commit murders and that the vast majority of the young, black people they terrorize want these tyrants either intimidated into good behavior or put away, the response is often an inverted defense of these monsters as victims. Or one is told that "crime in the suites" is just as bad as "crime in the streets," and that it is criminals such as the white BCCI crooks who belong at the top of the law-and-order menu. Any suggestion of harsh penalties is interpreted as hatred of black people—of black youths in particular—and labeled fascist.

If one responds by saying that all criminals—from the suites to the streets—

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## High-Press

By PHILIP R. ALPER

Medco Containment Services Inc.'s shareholders are expected to approve the company's merger with Merck & Co., the nation's largest pharmaceutical company, at a special meeting tomorrow. By acquiring Medco, Merck will be in a position through the large mail-order drug dispenser to sway physicians to prescribe Merck products. Consumers and health reformers both have a stake in the outcome. To the degree that individual Merck drugs are the best on the market, this will be beneficial. To the degree that other drugs are better, the public interest will not be served. And in either event, companies attempting to bring forth competing products will be at a disadvantage.

I was an early target of pharma-tele-marketing, the technique that Merck rival Bristol-Myers Squibb experimented with to bolster lackluster sales of Pravachol, a cholesterol-lowering drug. (The other two drugs that inhibit the synthesis of cholesterol in the liver are Mevacor and Zocor, made by Merck.) Here is how pharmacists employed by mail-order drug houses work with drug manufacturers to influence the prescriptions written by physicians.

A "cost-containment" phone call from the opposite end of the nation drew me away from a patient whose puzzling symptoms were worrisome to the both of us. It was a mail-order drug firm checking with me before filling a prescription I had written a week earlier for Merck's

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## After Harris, More

By R. GARY STEPPMAN

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**BIA BOARD OF DIRECTORS**

**AGENDA**

**November 18, 1993**

**8:30 - 10:30 BIA Office**

**I. Chairman's Items**

- A. 80th Anniversary Report
- B. Meeting with Senate President Ralph Hough
- C. Executive Committee Report
- D. Whitman Communications Project

**II. President's Report**

- A. Workers' Compensation Study Committee  
Self Funded Assessments
- B. NAFTA Update
- C. Board/Senate Assignments Update
- D. Membership Follow-up
- E. NH Business Federation Project  
The role for Chambers of Commerce
- F. Health Care Retreat

**III. Treasurer's Report**

**IV. NH Business Round Table on Education (vote requested)**

BIA endorsement of the Nine Essential Components for a Successful Education Program for New Hampshire.

**V. Briefings**

BIA Status as intervenor for Small Power Producers' Rate Docket  
NOX-RACT - Air Emissions Issues, The economic consequences

**VI. New Business**

*Workers Compensation Study Committee  
Discussion Matrix*

**EMPLOYER**

- 1. \*SAFETY
    - enforcement
    - incentive programs
    - merit ratings
    - education programs
  
  - 2. \*RETURN TO WORK
    - temporary alternative work
    - mandatory re-hire
  
  - 3. \* HOMOGENOUS AND NON-HOMOGENOUS GUARENTEE ISSUE
- =====
- \*SELF-INSURANCE ASSESSMENT
    - voluntary market (adj)
  
  - \*CONTINUING EDUCATION
    - agents/ employers/ employees

**PROVIDER**

- 1. \*MANAGED CARE CONCEPTS
    - Pilot program expansion
  
  - 2. \*LIMITED IMMUNITY (WOnly providers)
  
  - 3. \*PROVIDER NETWORKS
- =====
- \*FEE SCHEDULE
    - 2.8% -> 5.7%
  - \* most favored provider
  - \* limited multiple testing
  - \* uniform reporting forms
  - \*IME issues
    - info sharing
    - radius of travel
    - limited number
    - self-referrals
    - pool
    - good claims management

**ADMINISTRATION**

- 1. \* LUMP SUM APPROVAL
  - 2. \*FRAUD UNIT
  - 3. \*INSURANCE COMM SETS RATES
    - (not NCCI files for approval)
- =====
- \*DE-NOVO APPEALS
  - \*HEARINGS:
    - APPEALS LEVELS
      - appeal time after denial
    - # OF APPEALS
    - CANCELLATIONS
  
  - \*CAP ATTNY FEES
    - PLAINTIFF
    - FEE SCHEDULE: DEFENSE
  
  - \*MEDIATION
    - \*Residual Market guidelines
  - \*REVIEW RULE MAKING
    - REVIEW ADMINISTRATIVE PROCEDURES
      - Fines
  - \*REVIEW PENALTIES:
    - EMPLOYERS/EES/ INSURERS
  - \*ROLE OF AGENTS
  - \*SAFETY MULTI-MEDIA EDUCATION PKG.

**EMPLOYEES**

- 1. \*REDUCE PERMANENT/PARTIAL
    - 9.7% -> 12.9%
  
  - 2. \*COORDINATION BENEFITS: SOCIAL SECURITY OFFSET
    - .3%
    - \* Disability Offset
  
  - 3. \*FORMULA: SPENDABLE EARNINGS:
    - 3.7% -> 14%
    - ex. 30/100 @ 75%: 6.1%
- =====
- \*COMPENSABLE STANDARDS: WORK RELATED(no mental/mental)
    - 1% -> 2%
  
  - TEMPORARY TOTAL #'S
  
  - \*MAXIMUM MEDICAL IMPROVEMENTS
    - \* itemized payments
    - \*waiting period

PRELIMINARY  
REPORT



**Business & Industry Association**  
*of New Hampshire*

Strategic  
Communications  
Concepts

*September 9, 1993*

## Introduction

The BIA is concerned that its message has not been effectively reaching a variety of audiences, not the least of which has been existing and prospective association members. Our over-riding assignment in this project has been to identify ways to help the BIA "crisp up" its message – to insure that throughout the organization its message is well formed, clearly understood, and accurately articulated, and that externally it is effectively presenting the BIA position to key audiences.

In this assignment, we have not focused as much on message content as on process – how the BIA solicits/acquires information, how it is managed internally, how positions are arrived at, and how they are articulated. We have particularly focused our attention on the functions of a variety of internal groups - the Board of Directors, professional staff, and the membership to identify how they manage and impact the effectiveness of BIA's external message.

### SPECIFIC CONSIDERATIONS

Specific concerns the BIA asked us to address included how to improve membership recruitment and retention, and how to develop a more formalized process for surveying member and external audience attitudes to provide more valuable and responsive feedback and input.

## Initial Conclusions

1. **Communication is as strategic to BIA's overall success as issue research and policy development.** The BIA is truly an information organization, and it must be able to clearly articulate increasingly complex issues to a wider variety of audiences.
2. **"Crisping up" the BIA's communications is more a process issue than an informational issue.** To make the message more effective externally, we first must "crisp up" the message generation and management processes internally.
3. **For truly effective communications to exist, all organizational components must clearly understand their roles in managing the complex issues BIA deals with:**
  - Board of Directors
  - Professional Staff
  - Committees
  - Membership

Increasingly, the professional staff is the "point" on complex issues – few other voices from within the membership are being heard, and overall credibility can suffer.

4. **Effective communication today must give all audiences a reason to consume our message ("pull"), while traditional means of communication focus on "push" – to push as much information at an audience as possible with the hope that it sinks in.** This worked until our audiences became so overwhelmed with information that they now shut us out unless they see a reason to listen.
5. **Policy management functions may actually be the best recruitment and retention tools for the BIA.** They are, after all, the real "product" the BIA has to offer, and offer a high level of member/association interaction. Traditionally, the membership process has been seen as separate from the day-to-day policy generation and management functions which dominate the BIA's mission.



## Key Strategies

1. **Focus internally first – clarify communications expectations, responsibilities and processes at all levels of the organization;**
  - Board of Directors
  - Professional Staff
  - Committees
  - Membership
2. **Open & maintain more responsive lines of communication.**

To be effective the BIA will have to solicit, process and disseminate more information in a faster, more responsive fashion.
3. **To create greater receptivity to our message, surround key constituencies with “enlightened audiences.”**

If we structure our message to go through and around our key external audiences to their constituencies, this will put pressure back on our key audiences to really listen to what we have to say (“pull” rather than “push”). Nothing works as well as decision-makers who know they have to deal with an enlightened and better informed constituency.
4. **Utilize on-going policy development and management functions as the primary membership retention and recruitment tools.** Identify critical steps that offer the best insights into how the BIA works and the benefits it provides, and make them the basis of membership development activities.
5. **Continue the process of creating “virtual policy groups” – create broader, more flexible relationships that enhance communication and create opportunities for greater consensus.**
6. **Make greater use of database systems.** Effective communication is based on accurate data - having accurate and comprehensive lists that will enable the BIA to efficiently reach almost any constituency with the right information in a very timely fashion.

## Specific Tactics

1. **Raise awareness as to organization's performance expectations of its board members.**

*Recommendation:* Hold an annual board retreat to focus on issues of governance, organizational expectations of directors, decision making, and the BIA's unique communications needs.

2. **Develop a process to better educate and maintain board members' understanding of key issues**
  - This process must fit to their business day (time commitments, etc.);
  - It must enhance issue recall and lower effort needed to understand complex issues.
  - It must increase board member confidence in dealing with complex issues

*Recommendations:* Create a BIA Directors Handbook in a three ring binder to help directors manage and recall information better. Sections in this manual to include:

- How To Use This Manual
- BIA mission
- Director's Duties & Responsibilities
- Meeting Agendas & Minutes
- Partnerships For Progress and Annual Updates
- Key issue "white papers"
- Membership Recruiting Activities
- Correspondence
- Misc.

Introduce this handbook and review its purpose at annual board retreat.

3. **Set more defined performance expectations for standing committees to focus committee activities and enhance responsiveness.**
  - Provide guidelines for directing and managing research, discussion, and developing policy proposals.

*Recommendations:* Hold an annual workshop for each committee at the beginning of each session to:

- Set/reinforce committee performance expectations
- Discuss and define the policy development process
- Provide "tools" for working more effectively

Create a BIA Committee Member's Handbook in a three ring binder. Sections in this manual to include:

- How To Use This Manual
- BIA mission
- Committee Member Responsibilities
- Committee Procedures
- *Partnerships For Progress* and Annual Updates
- Meeting Agendas & Minutes
- Current Issues Under Discussion
- Correspondence
- Misc.

4. **Provide formal training to professional staff to better understand communications process;**
  - Help staff develop more effective skills to manage communications process (collection/feedback, discussion, conclusion, dissemination).

*Recommendations:* Hold an annual workshop for the professional staff on strategic communication, its unique importance to the BIA. Discuss tools and tactics to more effectively manage the process.

- Send key staff members to an executive level outside communications seminar.

5. **Develop an annual communications plan to provide overall direction to the BIA's communications efforts.**

*Recommendations:* Through the annual workshop noted above, create an overall communications plan that addresses the following issues:

- Process Objectives: Internal & External (collection/feedback, discussion, conclusion, dissemination)
  - Key Issues To Manage (objectives)
  - Key Audiences to Manage (objectives)
  - Membership Recruitment and Retention.
- (This should become a component to the BIA's annual business plan.)

6. **Process Objectives: Collection  
Develop a system to collect needed information/feedback faster and more effectively.**

*Recommendations:* Develop a standard "Issues Survey" survey process that will work in three formats - written, fax, phone. Develop a standard method to quantify the results of any survey using these methods so that staff energies can be focused on quickly getting and reacting to information, rather than having it focused on developing the process each time it is needed.

Develop a version of the written "Issues Survey" that can be sent to Chambers of Commerce in reproducible form to take advantage of the Chamber's ability to "leverage" the BIA's research activities. Include the appropriate "FAXBACK" or mail response vehicle.

Develop an "Emerging Issues" section in the newsletter that discusses key emerging issues and solicits feedback/input through a "FAXBACK" page.

As the voice/data communications capabilities of the BIA grows, utilize voice mail systems and computer bulletin boards as vehicles to collect feedback on key issues.

7. **Process Objectives: Dissemination**  
**Develop more effective ways to disseminate information to all constituencies.**

*Recommendations:* Develop a comprehensive database of all contacts with whom the BIA will need to maintain a relationship with if it is to be successful. At a minimum these list should include:

- Members (current and former)
- Prospects
- Governmental decision-makers
- Other "influencers" - friends and foes
- Allied associations (chambers of commerce, professional associations, industry associations, etc.)

Continue using the current communications tools

- *BIA Newsletter* (works very well)
- *Legislative Review*

Publish an annual, formal update to the *Partnerships for Progress* and distribute - a "State of the State" type message that outlines the BIA's position on key current, defined issues.

- Formality of presentation will help add weight and credibility to message;

Creating continuity with original report will enhance the overall message;

- Creates base position on many key issues
- Provides a foundation on which to base discussion of many undefined issues that will come up in the following year.

Develop a more formal relationship with chambers of commerce to leverage message distribution through their membership;

- Create a monthly summary version of the *Legislative Review* that would be sent to the chambers in reproducible form for distribution to their membership;
- Distribute the *Partnerships for Progress* brochure and the annual update through the chambers.

Create a "Dialog" section in the *BIA Newsletter* to solicit and publish opinions from members to present other "voices" on issues and stimulate discussion.

Utilize "white papers" in both draft and finished form to more effectively disseminate information and generate feedback on key issues;

- Send out draft versions in limited circulation to solicit review and feedback;
- Send out finished form to key lists - always show distribution (show enlightened audiences)

Shift the current regional meeting concept to be based on issues;

- Select time, location and participants based upon current hot issues:
- This approach more likely to create events with stronger draw to both members, legislators, media, etc.
- It will create forums that will produce more substantive dialog on key issues;
- It will create better audio/videotape opportunities that can be more effectively used in other distribution networks (see below).

Develop a bi-weekly or monthly *NH Business Issues* television program as a joint BIA/NHPTV venture;

- fund through grants and corporate sponsorships;
- create videotape series for resale/distribution.

Utilize public access television networks as a way project the BIA's message directly into NH communities;

- broadcast videotaped BIA Regional Town Meetings;
- develop a video tape version of the *Legislative Review*;
- possibly rebroadcast BIA/NHPTV *NH Business Issues* series.

8. **Membership Recruitment and Retention.**

The basic premise for this function is to utilize the communications process discussed above as a way to provide prospects with an "insiders" view to the organization and illustrate membership value. This approach reduces added demands on the staff, takes advantage of staff/organizational strengths, and reduces the potential for duplicated efforts.

In almost all cases, the documents developed as dissemination tools will work as recruitment tools when accompanied with an appropriate cover letter. Regular contact to prospects using this concept is a positive way to "provide information of value" while showing strong, genuine BIA interest.

*Recommendations:*

**New Member Recruitment**

Develop a "class" of key prospects for each year - divide and assign to board member/professional staff teams (include Chair/President as a team)

- Each prospect will end up with two contacts within the organization;
- A side affect will be the opportunity for the staff and directors to work together on non-policy related activities; help strengthen working relationships further:
- This will naturally elevate membership development to a higher priority within the whole organization.

Begin with a letter from the BIA director inviting them to consider BIA membership, and indicating that the BIA is very interested in building a relationship with them.

Provide a "complimentary" subscription to the *BIA Newsletter* and the *Legislative Review*;

Get the prospects involved in the BIA:

- Send drafts of all white papers to them and ask for their review and comment;
- Include them in all issues survey; particularly phone surveys that enable the BIA staff member to engage them in a dialog about a specific issue;
- Use this as a clear opportunity to show them that their opinions are valued and do count;

Each quarter personally invite them to participate in some BIA event: a committee meeting; seminar (at BIA expense), annual meeting, etc.;

- Insure they are met and managed by the appropriate Director and staff member;
- Insure they are personally introduced to chair and all other directors, president and staff.

Once a year invite all prospects to meet with the board at a regularly scheduled board meeting;

- After this the director and president make a personal call on the prospect to "close" the membership.

#### **Membership Retention**

Utilize the same director/staff teams, assigning them existing members to renew:

- consider realigning renewals on a staggered date basis to smooth out workload;
- Focus this process on members with annual dues of "X" amount or higher.

Start with a renewal letter from board member with a response mechanism;

- Follow-up with a personal visit from director staff team to show BIA interest and secure renewal for those accounts that do not renew from the letter.

Key accounts that still need more work should receive calls and or visits from the BIA Chair/President team.

**Next Steps:** Review and identify sections for further work;

Discuss format for board presentation. Review structure and revise to make more appropriate for board presentation.

Determine copies needed.



CONSULTING DIVISION  
**CONCEPT PAPER**

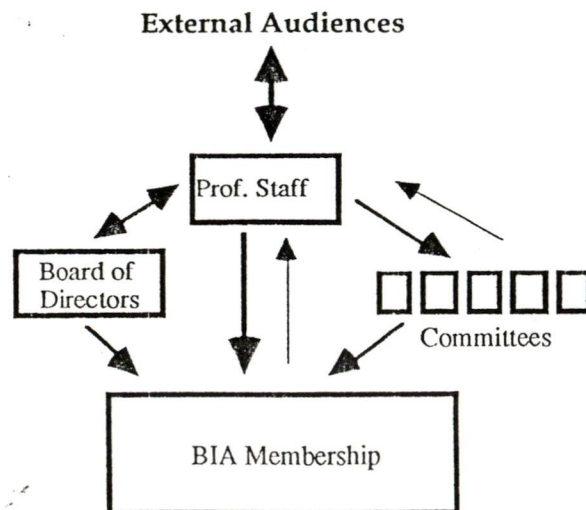
DATE: 7/23/93  
TO: BIA PROFESSIONAL STAFF  
FROM: GREG FRANKLIN  
RE: IMPROVING COMMUNICATIONS PERFORMANCE

*Objective:* • "Crisper", more effective message

*Why?* • Fulfilling mission, organizational objectives  
• More effective at attracting/retaining membership (assumption)

**INITIAL CONCLUSIONS:**

- More a process issue than informational issue
- Organizational components not working in sync - no synergy
  - Board of Directors
  - Professional Staff
  - Committees
  - Membership
- Professional staff becoming the "point" too often

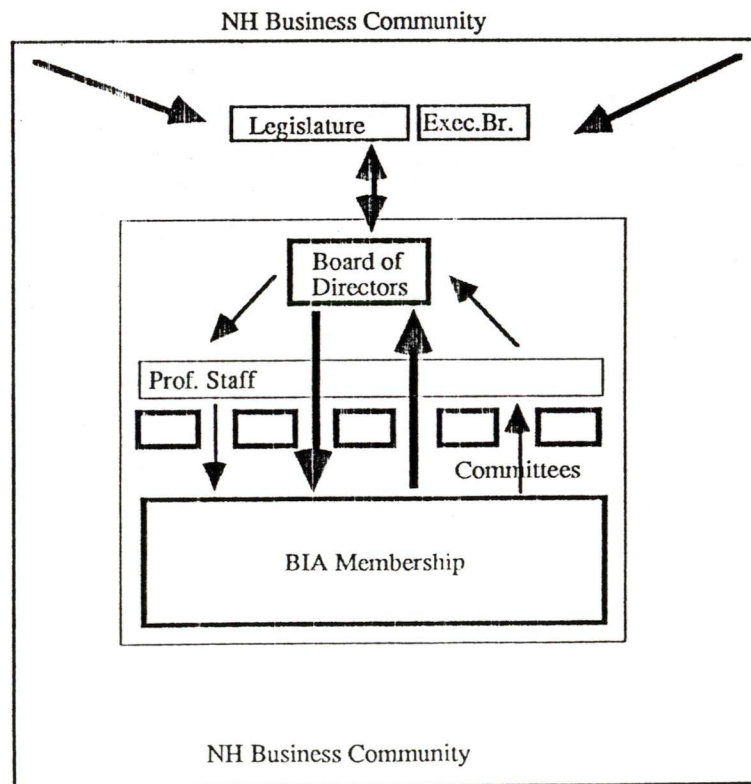


**INITIAL CONCLUSIONS CONT'D:**

- Expectations not set or not clear
  - Board of Directors
  - Professional Staff
  - Committees
  - Membership
- Vision not shared – no process for revalidation, refocusing, communicating down and out

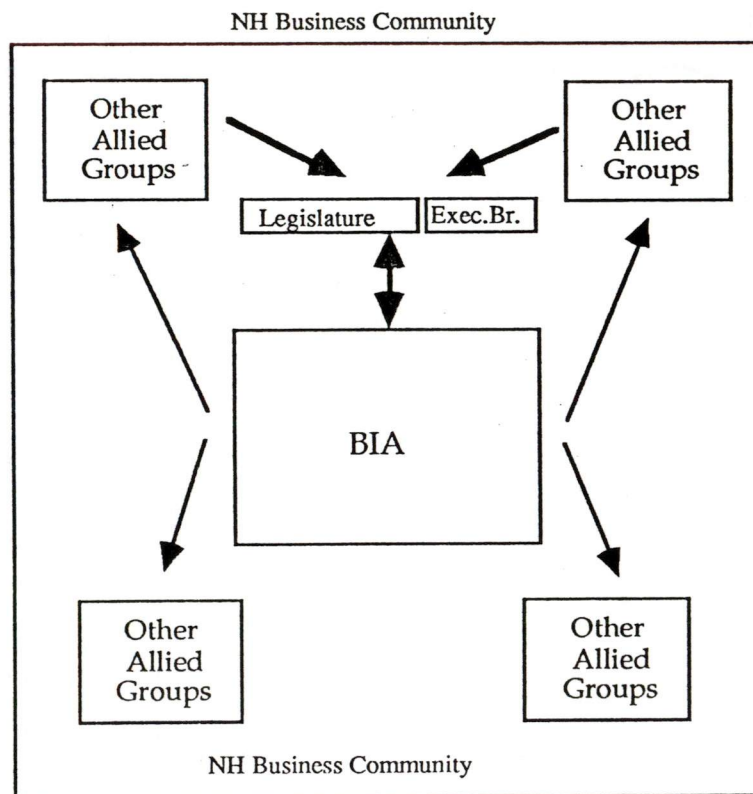
**OVERALL CONSIDERATIONS:**

- Change way we view communications process
- Create and communicate better expectations for each component
- "Close the loop" – create method for more responsive, more accurate feedback from within and without



**KEY STRATEGIES:**

- Create enlightened audiences
- Create a "virtual policy group" – create broader, more flexible relationships, greater concensus
- Surround key constituencies
  - generate feedback from more than one source (professional staff)
- Open up & maintain more formal lines of communication



SOME PRACTICAL CONSIDERATIONS

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I. Start with the Board of Directors &  
*"Partnerships For Progress"*

*Organizational Considerations*

- Raise awareness as to organization's performance expectations of board members
  - annual facilitated session on expectations, commitment, decision making, communication
- Develop process to better educate and maintain board member understanding of key issues
  - has to fit their day (time commitment, etc.)
  - lower effort "threshold" – information consumed with less effort
  - use more effective methods
    - organize information through manuals?
    - audio tapes?
- Provide directors with better ways to articulate views on issues
  - testimony not only way
  - lower effort "threshold", increase confidence
  - "adopt a legislator"
  - letter series? audio series? video series?
- Employ S I C Strategy (*Select, Include, Communicate*)
  - Create "ex officio" non-voting seats on Board for officials from other organizations
    - virtual policy group?
  - key legislators?
  - government officials?
  - open up key lines of communication
  - position BIA in central role on business issues

*Informational Considerations*

- Clarify to help organize and focus efforts

Issues Matrix:

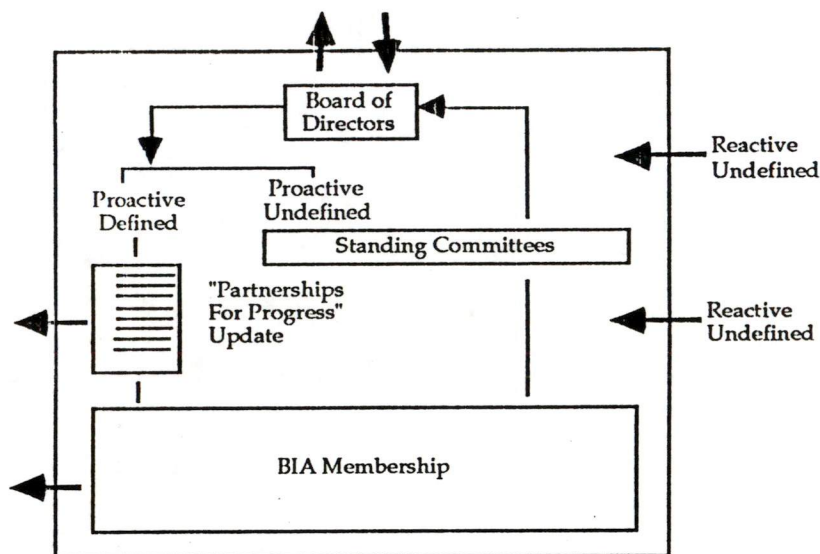
	<b>Defined</b>	<b>Undefined</b>
<b>Proactive</b>		
<b>Reactive</b>		

- Set up board process to annually review/revalidate key defined proactive issues
  - "Partnerships for Progress"
  - organizational starting point
- Identify and assign key undefined proactive issues to committees for research/policy development
- Assign a board member(s) to each committee to help set/keep strategic view, increase board involvement, better communication
- Publish annual issues update to "Partnerships for Progress" - core policy statement

**II. Committee Functions**

- Provide each committee with a "tools" workshop at the beginning of each session
  - set committee performance expectations
  - discuss policy development process
  - "tools" for working more effectively
- Presentation of Board reviewed/approved issues/positions
  - presentation of board assigned issues for research policy development
  - set policy agenda for committee

- Consider information organization tools for committee members
  - help reduce effort to understand/consider issues
  - manuals/handbooks?
  - audio tapes of sessions?

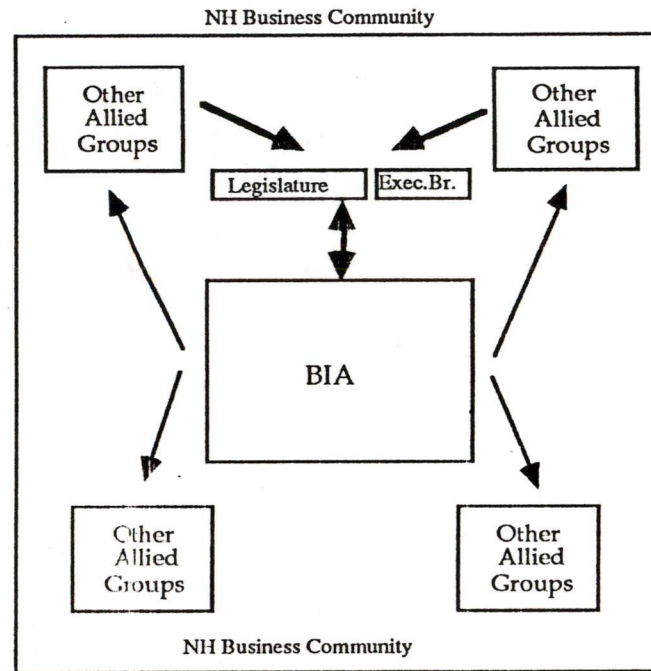


### III. Membership Considerations

- Focused communication - create clearer vision
  - set/reinforce expectations
  - "Partnerships In Progress" update
  - keep newsletter going
  - members manual for information management/recall
- Engage them as ambassadors at the local level
  - to chambers?
  - extend "adopt a legislator" program?
  - communicate through other communications programs to business community
- Create feedback tools
  - faxback pads (you have??)
  - voiceback?

#### IV. General Communications Strategies

- Create enlightened audiences
- Surround key constituencies
  - generate feedback from more than one source (professional staff)



#### Possible Tactics

- Bi-weekly/monthly NH Business Issues television program
  - joint BIA/NHETV venture
  - fund through sponsorships/grants
  - programs generated from "Partnerships For Progress" key issues
- Activate BIA Regional Town Meetings
  - video tape as background material for ETV series
  - distribute "Partnerships In Progress" update
  - create formal feedback session

- Utilize chambers of commerce to leverage message
    - local members to be BIA Ambassadors
    - sell/distribute ETV tapes, use as background for presentations
    - distribute "Partnerships In Progress" update
  
  - Utilize public access television
    - video tape Legislative Review for broadcast
    - broadcast video-taped BIA Regional Town Meetings
    - re-broadcast BIA/ETV series (timeliness)
- V. Overall Considerations
- The "Long Way Home" approach
    - no quick fix
  
  - Managing communication to be higher priority
    - Staff must allocate more time to process, possibly at expense of policy
    - Task vs. vision shift
  
  - External message will be "crisper" only when internal message and process "crisper"
    - internal clarity will create better external perceptions (both clarity and coverage)

Your thoughts??





M I N U T E S

BIA BOARD OF DIRECTORS MEETING

September 16, 1993  
8:30 a.m. -- BIA Offices

PRESENT: Tom Tillotson - Chairman, Ned Bulmer, John Byrne, Bill Cahill, Brendan Duffy, Bob Giordano, Phil Gravink, Russ Gullotti, Dennis Haley, Rick Maloney, Joe Marcille, John McIntyre, Jack Middleton, Mark Morris, Doug O'Brien, Lydia Pastuszek, Barry Ripley, Dennis Sasseville, Paul Shea, Mike Smith, John Swope, Harold Turner, Richard Verney and staff: John Crosier, Ken Colburn, Kathy Eneguess, Brian Gottlob and Shirley Streeter

I. BOARD INTRODUCTIONS

New Directors, Ned Bulmer, Bob Giordano, John McIntyre, Barry Ripley, Mike Smith and John Swope, were welcomed and introductions made.

II. CHAIRMAN'S ITEMS

A. Executive Committee Nominations

The By-laws of the Association require that: "The Executive Committee shall consist of the Chairman, immediate Past Chairman, four Vice Chairmen, the Treasurer of this Association, and Secretary of the Corporation together with three members of the Board of Directors who shall be elected by the Board..."

Tom Tillotson placed in nomination: Dennis Haley, Lydia Pastuszek and John Byrne to serve on the Executive Committee. The motion was made and seconded that the nominees be elected. Motion passed.

B. Board Member/Chairman/President Meetings

It is Tom Tillotson's intention for he and John Crosier to meet monthly with members of the Board on a rotating basis. This will allow Directors, in an informal setting, to raise issues they feel need to be addressed by the BIA.

C. Whitman/BIA Communications Project

Tom Tillotson noted that Whitman Communications Group of Lebanon, had been commissioned to study BIA's communications process - both internally and externally. A preliminary report has been completed which outlines steps the BIA can take to improve its communications process. A formal presentation will be made to the Board at a later date.

D. 80th Anniversary Celebration

Tom Tillotson encouraged Board members who have not already done so to become a sponsor of the BIA's 80th Anniversary Celebration.

III. PRESIDENT'S REPORT

A. Committee/Staff Assignments

John Crosier reviewed BIA's organizational chart (copy attached). BIA is a member-driven Association which develops policy via the committee process. He encouraged Directors to develop internal communications with colleagues from their companies who serve on committees.

John continued by outlining several projects the BIA has been instrumental in starting:

First is the Business Roundtable on Education, a joint effort of the BIA and the New Hampshire Charitable Foundation, which is staffed by Kathy Eneguess.

Russ Gullotti, who chairs the Roundtable, noted that their goal is to: improve the competitiveness of students; and to establish a measurement system to determine if participants in the School Improvement Program are reaching their goals. He also mentioned that the Roundtable had recently adopted nine tenets which will serve as the foundation for future proceedings.

The second program is WasteCap, a waste minimization program for businesses. WasteCap was established through the efforts of the BIA and the Governor's Energy Office, with a grant from the EPA. WasteCap has become nationally recognized for its unique approach in involving businesses in waste minimization.

Both Tom Tillotson and Dennis Sasseville praised the program and encouraged Directors to take advantage of this free service if they have not already done so.

John noted that EPA funding ends shortly and that a solicitation effort has begun to keep this valuable program running. Currently, \$70,000 of the \$100,000 needed has been raised.

The third program is Leadership New Hampshire. A joint effort of the BIA and the New Hampshire Charitable Foundation, this program is in its second year. It is anticipated that Leadership New Hampshire will provide \$16,000 to the BIA for its services (i.e. support staff).

Leadership New Hampshire is also seeking funding support as it cannot operate on tuition income alone. Two Board members, Mike Smith and Dennis Haley, are active in Leadership New Hampshire. Dennis is a first year graduate and is currently trying to match graduates with potential leadership roles on boards, etc. Mike Smith is Vice Chairman of Leadership New Hampshire.

The last program is the Federation of New Hampshire Businesses which was discussed in more detail later in the meeting.

B. Partnerships for Progress

John Crosier reviewed the "Partnerships for Progress" publication. "Partnerships" has been used to develop a dialogue with public policy leaders. It is BIA's intention to publish an updated version in 1994.

While numerous issues contained in "Partnerships for Progress" have been accomplished, several important concerns still remain outstanding. They are:

Worker's compensation Reform. While New Hampshire has instituted a Pilot Project for Managed Care and has rewritten pieces of Worker's Compensation laws, the business community still has major concerns regarding the state's Worker's Compensation System.

One primary concern is NCCI's (National Council on Compensation Insurance) request for a 33.3% increase in rates. A decision by the Insurance Commissioner is expected by December 1st. It is anticipated, however, that rates will be retroactive to September 1, 1993.

Also of concern is that while there is a Worker's Compensation Study Committee, the group has not yet met.

It is John's belief that the BIA should assemble an ad hoc coalition to study Worker's Compensation. The coalition would have a two-part goal:

- 1). To present to the Legislature a report on Worker's Compensation reforms in other states. This would cost approximately \$10,000 to \$15,000 for outside consulting help.
- 2). To work with the Milbank Foundation. Milbank has offered to work with NCCI, Liberty Mutual, the Association of Insurers of America, and Health-source to build an information base.

John also mentioned that Fran Lefavour of FPL Services has been retained to serve as consultant to the ad hoc coalition.

A motion was made and seconded to ask the BIA staff to study the Worker's Compensation System and to bring reform recommendations to Board of Directors for further action. Motion passed.

Another issue also of concern to the BIA is economic development and New Hampshire's infrastructure. Debate is currently underway on how to finance highway improvements in the state. BIA is conducting some initial probing to determine whether or not an increase in the gas tax and tolls, etc., will be suitable to meet the needs of the state's infrastructure.

Several Directors raised the issue of the "electronic highway" and how, if we are to remain globally competitive, we must not neglect this important piece of the state's infrastructure.

#### C. Legislative Board Assignment

In BIA's continuing effort to educate public leaders, Directors were given a list which matched them with State Senators. John asked Directors to invite Senators into their facility to discuss with them what drives business, why they do business in New Hampshire, and their role as a BIA Director.

E. Membership Development

Directors were provided with a list of potential membership prospects and asked to assist BIA staff in recruiting those companies as BIA members.

IV. TREASURER'S REPORT

Rick Maloney reported that income is on budget, and that we are ahead on dues: 5% ahead of budget on retention, and 50% ahead of budget on new dues.

He continued by noting that seminar/conference income was off. However, we anticipate a net surplus of \$31,000.

V. PROJECTS

A. Federation of New Hampshire Businesses

John is working with Chambers of Commerce to build a "grass roots" organization. The purpose of which will be to respond to requests for input on legislative issues in a timely manner and to bring their view before the Legislature. While John Crosier has been working for sometime on this project, he will be pushing aggressively in the next few months in order to have the system in place for the 1994 Legislative Session.

B. Health Care Reform

BIA put together an ad hoc group to review health care reform in New Hampshire. As a result of this group's meeting, BIA staff will meet with the Hospital Association and the Medical Society in an effort to start defining a health care solution for New Hampshire.

C. 21st Century workplace

Several Directors met with Bob Ellis of Ellis Management Company to draft a program around TQM and IS 9000. This event will be in the form of a roundtable discussion and will include companies that have gone through the process so they might share their experience with others.

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September 16, 1993  
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D. North American Free Trade Agreement (NAFTA)

The Board was presented with a draft letter supporting NAFTA which will be sent to the Congressional Delegation. John asked that Directors review the letter and get back to him with any comments and/or questions.

Meeting adjourned at 10:35 a.m.

## MINUTES

### BIA'S EXECUTIVE COMMITTEE MEETING

Thursday, October 21, 1993  
8:30 a.m. -- BIA Offices

PRESENT: Tom Tillotson - Chairman, John Byrne, Bill Cahill, Dennis Haley, Dick Locke, Rick Maloney, Lydia Pastuszek, Frank Preston and staff: John Crosier, Ken Colburn, Kathy Eneguess, Brian Gottlob and Shirley Streeter

#### I. WORKERS' COMPENSATION REFORM STRATEGY

Kathy Eneguess reviewed for Executive Committee members the initiatives currently underway with regard to Workers' Compensation reform.

First, the BIA has established an ad hoc coalition consisting of representatives from chambers of commerce, other business organizations (i.e. Home Builders, New Hampshire Lodging and Restaurant Association), and the BIA.

The coalition is in the process of reviewing workers' compensation issues and will make recommendations for improvement. The review will include: 1) the definition of injuries; 2) benefits; 3) safety incentives (including the education of employees); 4) the administration of the system; and 5) the insurance mechanism.

The Coalition is seeking \$100,000 in funding from the Milbank Foundation for a public affairs campaign to educate business and legislators on the issues surrounding workers' compensation reform. Along with this funding, the Coalition anticipates raising \$30,000 from New Hampshire's business community.

Secondly, there is the Workers' Compensation Costs Study Committee (established by HB 164). The Governor asked John Crosier to chair the Study Committee and John agreed. John explained that his role is to oversee the process in order to accomplish the goal of providing a report to the Governor by December 1st.

MINUTES

Executive Committee Meeting

October 21, 1993

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John continued by noting that once the process has been completed, he would return to being an advocate of BIA's views on workers' compensation reform.

Both Kathy and John, stressed that when reform measures are recommended that it will take a concerted effort of the membership to present BIA's views on these recommendations to the Legislature, and that lobbyist could not "go it alone" if workers' compensation reforms were to succeed.

A suggestion was also made that BIA develop a project similar to WasteCap that deals with workers' compensation and the issue of employee safety.

II. HEALTH CARE DISCUSSION

John Crosier reported that the date of December 13th had been selected to hold a Health Care Retreat with members from the BIA, the New Hampshire Medical Society, and the New Hampshire Hospital Society. The retreat will be held at the McLane Law Firm in Manchester.

John has also asked Joe Marcille of Blue Cross & Blue Shield to provide information on what community rating means to New Hampshire.

It is anticipated that President Clinton's health care package will be presented to Congress next week.

III. NORTH AMERICAN FREE TRADE AGREEMENT (NAFTA)

Two weeks ago, several New Hampshire business people were invited to attend a White House Briefing on NAFTA. Among those that attended were Tom Tillotson, John Crosier, Frank Preston of Davidson Instrument Panel and David Brownell of Tyco. This briefing, the first of many, was to encourage grassroots support for the Agreement.

Following the briefing, Tom and John met with members of New Hampshire's Congressional to ascertain their views on NAFTA. (David Brownell joined them for the meeting with



MINUTES

Executive Committee Meeting

October 21, 1993

Page three

Congressman Swett.) While Senator Gregg and Congressman Zelliff are in favor of NAFTA, Senator Smith is not a firm "yes" vote and Congressman Swett is opposed to the Agreement. It is Congressman Swett's belief that the Agreement can be improved.

Both, John and Tom encouraged members of the Executive Committee to contact Senator Smith and Congressman Swett and voice their support for the Agreement.

John continued by noting that copies of the briefing papers were sent to several chambers, along with a letter asking about their interest in possibly co-sponsoring a debate between New Hampshire's Congressional Delegation. United We Stand also contacted the BIA about the possibility of our co-sponsoring a similar debate. However, after some consideration, John thought that it might be more effective if individuals contacted the Congressional Delegation urging their support of NAFTA.

John also asked Directors to submit op-ed pieces to their local newspapers in support of NAFTA. It was suggested that the BIA do a mailing to the full membership encouraging them to voice their opinions on the Agreement.

IV. WHITMAN COMMUNICATIONS' PRELIMINARY REPORT: STRATEGIC COMMUNICATIONS CONCEPTS

Tom Tillotson and John Crosier reviewed the report and how it would serve as an outline for BIA to improve its communications process -- both internally and externally. The BIA is currently investigating both software and the hardware needed in order to bring BIA technologically into the 90's. It is anticipated that approximately \$30,000 will be required to do this.

It was also suggested that at the Board Retreat next March that an internal review be conducted of the Association. This would allow for an opportunity to match activities with resources.

MINUTES

Executive Committee Meeting

October 21, 1993

Page four

V. OTHER BUSINESS

A. Becker Institute

John Byrne asked that the BIA appropriate \$4,000 for a seat at the Becker Institute. This seat would allow the BIA input in the development of surveys conducted by the institute, along with access to the survey data.

The motion was made and seconded that the BIA appropriate the sum of \$4,000 for a seat at the Becker Institute.  
Motion passed.

B. Atlantic Rim Conference

John Crosier reported to the Directors that we had been asked by Senator Wayne King to consider co-sponsoring an Atlantic Rim Conference next spring. There are political problems since Governor Merrill has declined their invitation to co-sponsor. Further explorations is required.

Meeting adjourned at 10:30 a.m.



TO: BIA Board of Directors  
FROM: John Crosier  
RE: November 18th meeting.  
DATE: November 12, 1993

Attached is the agenda for the November 18th meeting.

The chairman would like to use this meeting as an opportunity to update the board on several important initiatives.

First, we hope to bring the board up to speed on the concepts surrounding our new communications project. Our objective is for the board to help develop the strategic initiatives necessary to implement such a project.

The workers' compensation study committee (whose report deadline is December the 1st), is being asked to make some important decisions quickly. We need the boards guidance on such matters as a proposed assessment for self funded programs.

The New Hampshire Business Roundtable is looking for the BIA's concurrence in endorsing the Nine Essential Components for a Successful Education Program for New Hampshire and we need to discuss that.

Finally, the board needs to be apprised of the BIA's standing with respect to the pending small power producers docket at the Public Utilities Commission, as well as developments around New Hampshire's compliance with the federal clean air act.

We look forward to seeing you on the 18th.



**BIA BOARD OF DIRECTORS**

**AGENDA**

**November 18, 1993**

**8:30 - 10:30 BIA Office**

**I. Chairmans Items**

- A. 80th Anniversary Report
- B. Meeting with Senate President Ralph Hough
- C. Executive Committee Report (see attached minutes)
- D. Whitman Communications project (see attached concept paper)

**II. President's Report**

- A. Workers' Compensation Study Committee -  
Self funded assessments
- B. NAFTA update
- C. Board/Senate Assignments update (see attached list)
- D. Membership follow-up (see attached suggestion assignments)
- E. NH Business Federation project  
The role for Chambers of Commerce
- F. Health Care retreat

*Proposed  
"Tox"  
(No position)  
Why do we  
compete?*

**III. Treasurer's Report**

**IV. NH Business Round Table on Education (vote requested)**

BIA endorsement of the Nine Essential Components for a Successful Education Program for New Hampshire (see attachment)

**V. Briefings**

BIA Status as intervenor for Small Power Producers' Rate Docket  
NOX-RACT - Air Emissions Issues, The economic consequences

**VI. New Business**

Sorted by company name

Category Board Prospects selected

CONTACT	PHONE 1	PHONE 2
---------	---------	---------

-----		
Beane, Alan .....	603/528-3400	
Aavid Engineering		
PO Box 400		
Laconia, NH 03247		

Mesropian, Robert .....	603/448-3121	- Jim Varnum
Alice Peck Day Hospital		
125 Mascoma Road		
Lebanon, NH 03766		

Imset, Ole .....	603/625-8299	
Allen-Bradley Company		
460 Elm Street		
Manchester, NH 03101		

Bergeron, Walter .....	603/448-1565	
Barker Steel - Lebanon Div.		
PO Box 436		
Lebanon, NH 03766		

Benson, Craig .....	603/332-9400	- Skip Kendall
Cabletron Systems, Inc.		
35 Industrial Way		
PO Box 6257		
Rochester, NH 03867		

O'Connor, Stephen C. ....	603/772-3741	
Chemtan Company, Inc.		
57 Hampton Rd., PO Box C		
Exeter, NH 03833		

Hawkins, III, Clay .....	603/542-7711	
Claremont Savings Bank		
145 Broad Street		
PO Box 1600		
Claremont, NH 03843		

Hebble, C. M. ....	603/448-6300	- Jim Varnum
Creonics, Inc.		
Etna Road		
Lebanon, NH 03766		

Guptill, Reginald .....	603/524-2060	
Davis Mining & Manufacturing		
Allen-Rogers Ltd.		
54 Water Street		
Laconia, NH 03246		

Sorted by company name  
 Category Board Prospects selected

CONTACT	PHONE 1	PHONE 2
Groberg, Richard ..... Ferrofluidics Corporation 40 Simon Street Nashua, NH 03061	603/883-9800	- Dennis Sasseville (?)
Becker, Howard ..... Hartford Eichenauer, Inc. 1000 Sunapee Street RFD 3, Box 47 Newport, NH 03773	603/863-1454	
Brown, Robert ..... Heidelberg Harris, Inc. 121 Broadway Po Box 1289 Dover, NH 03820	603/749-6600	- Jack Middleton - offered - Dennis Sasseville - offered - Bill Cahill - offered
Couch, Jr., Richard W. .... Hypertherm, Inc. Box A-10, Etna Road Hanover, NH 03755	603/643-3441	- Lydia Pastuszek
Pitsch, Larry ..... Ingersoll-Rand Corporation 150 Burke Street Nashua, NH 03060	603/882-2711	- Skip Kendall
Muskat, Irwin ..... Jac-Pac Foods 163 Hancock Street Manchester, NH 03103	603/669-3300	
Cookson, John ..... Kingsbury Machine Tool, Inc. 80 Laurel Street Keene, NH 03431	603/352-5212	- Barry Ripley
Wright, Ronald H. .... Kollsman Instruments 220 Daniel Webster Highway Merrimack, NH 03054	603/889-2500	
Glidden, John ..... L.W. Packard & Company 6 Mill Street Ashland, NH 03217	603/968-3351	- Skip Kendall

Sorted by company name

Category Board Prospects selected

CONTACT PHONE 1 PHONE 2

-----  
 Celusniak, Mark ..... 603/524-2064  
 Lewis & Saunders, Inc.  
 PO Box 678  
 Laconia, NH 03247

Adams, Samuel ..... 603/745-8111  
 Loon Mountain  
 RR #1, Box 41  
 Lincoln, NH 03251-9711

Borase, Vijay ..... 603/424-4111  
 M/A-Com Control Components Div  
 21 Continental Boulevard  
 Merrimack, NH 03054

Gilbert, William ..... 603/532-8711 - Jim Uarnum  
 Millipore Corp.  
 Prescott Road  
 Jaffrey, NH 03452

Mathot, Scott ..... 603/352-0310 - Jim Uarnum (?)  
 MPB Corporation  
 PO Box 547  
 Precision Park  
 Keene, NH 03431

Rosenhaus, Joel ..... 603/886-5000  
 Nashua Brookside Hospital  
 11 Northwest Boulevard  
 Nashua, NH 03063

Junius, Daniel ..... 603/880-2323 - Skip Kendall  
 Nashua Corporation  
 44 Franklin Street  
 Nashua, NH 03061  
 Jack Middleton offered

Koerner, Philip ..... 603/352-4000  
 National Grange Mutual  
 Insurance Company  
 55 West Street  
 Keene, NH 03431 USA

Hamilton, Jr., William B. .... 603/526-2535  
 New London Trust Company  
 PO Box 158  
 New London, NH 03257

Sorted by company name

Category Board Prospects selected

CONTACT PHONE 1 PHONE 2

Bates, Timothy ..... 603/524-4121

Nighswander, Martin & Mitchell  
1 Mill Plaza  
Laconia, NH 03246

O'Neil, Gary ..... 603/625-5713

O'Neil Griffin & Associates  
324 Commercial Street  
Manchester, NH 03101

Gordon, Steven R. .... 603/432-1500

Parkland Medical Center  
One Parkland Drive  
Derry, NH 03038

Johnston, P.E., Michael Y. .... 603/524-4647

Rist-Frost-Shumway Engineering  
71 Water Street  
Laconia, NH 03246

Daigle, Robert ..... 603/436-6192

Underwood Engineers  
25 Vaughn Mall  
Portsmouth, NH 03801

Weingold, Frank ..... 603/424-2410

Unitrode Integrated Circuits  
7 Continental Blvd.  
Merrimack, NH 03054

Manion, Patrick ..... 603/585-6513

USCI Division  
C.R. Bard, Inc.  
Route 12  
Fitzwilliam, NH 03447

Krantz, Ted ..... 603/669-4880

Velcro, USA Inc.  
PO Box 4806  
406 Brown Avenue  
Manchester, NH 03108- Syl Dupuis - offered  
- Harold Turner -  
- Clark Dumont  
- Jack Middleton

Grigg, Charles ..... 603/934-1302

Webster Valve Company  
PO Box 431  
Franklin, NH 03235

- Dick Locke



Sorted by company name

Category Board Prospects selected

CONTACT

PHONE 1

PHONE 2

-----  
Roessiger, Peter ..... 603/569-5100

Wolfeboro Products Group, Inc.  
Pine Hill Road  
PO Box 1920  
Wolfeboro, NH 03894

Secor, John ..... 603/746-3102

Yankee Book Peddler, Inc.  
Maple Street  
Contoocook, NH 03229

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CONTACTS PRINTED: 38

BOARD/SENATE ASSIGNMENT PROSPECTS

<u>District:</u>	<u>Senator:</u>	<u>Board Member(s):</u>
1	Carole Lamirande	Steve Barba
2	Wayne King	Mike Smith/Jim Varnum/Brendan Duffy
3	Kenneth MacDonald	Brendan Duffy
4	Leo Fraser	Phil Gravink/Bob Keller
5	Ralph Hough	Tom Tillotson/Mike Smith/Jim Varnum
6	George Lovejoy	Skip Kendall/Tom Tillotson
7	David Currier	Richard Verney
8	George Disnard	Jim Varnum
9	Sheila Roberge	Dennis Haley
10	Clesson Blaisdell	Tim Quinn/Barry Ripley
11	David Wheeler	Richard Verney/Harold Turner
12	Barbara Baldizar	Tim Quinn
13	Debora Pignatelli	Rona Zlokower
14	Thomas Colantuono	Dennis Sasseville
15	Susan McLane	John Swope
16	Eleanor Podles	Bob Keller/Brendan Duffy
17	John Barnes	Paul Shea
18	John King	Syl Dupuis
19	Richard Russman	Lydia Pastuszek/Dick Locke
20	Ann Bourque	Joe Marcille
21	C. Jeanne Shaheen	John Byrne/Frank Preston
22	Joseph Delahunty	Russ Gullotti
23	Hollingworth	Bill Cahill
24	Burton Cohen	John McIntyre/Dick Locke/Ned Bulmer



TO: Board of Directors who were unable to attend Sept. 15, 1993 meeting  
FROM: John Crosier  
RE: September 15 Board minutes  
DATE: November 12, 1993

My apologies!

Enclosed is a package for the November 18th meeting as well as a mailing you should have received from the meeting of Sept. 15th.

I had intended to write a cover letter to those of you who were unable to attend the September meeting, explaining the desire of the staff to brief the board on organizational issues and the agenda before the BIA.

It is our hope that by reading of minutes, as well as the material that we are sending along, that you will be able to come "up to speed" and feel adequately briefed for the November 18th meeting.

If you would like to discuss the September 15th minutes prior to the November 18th meeting, we would be delighted to hear from you.

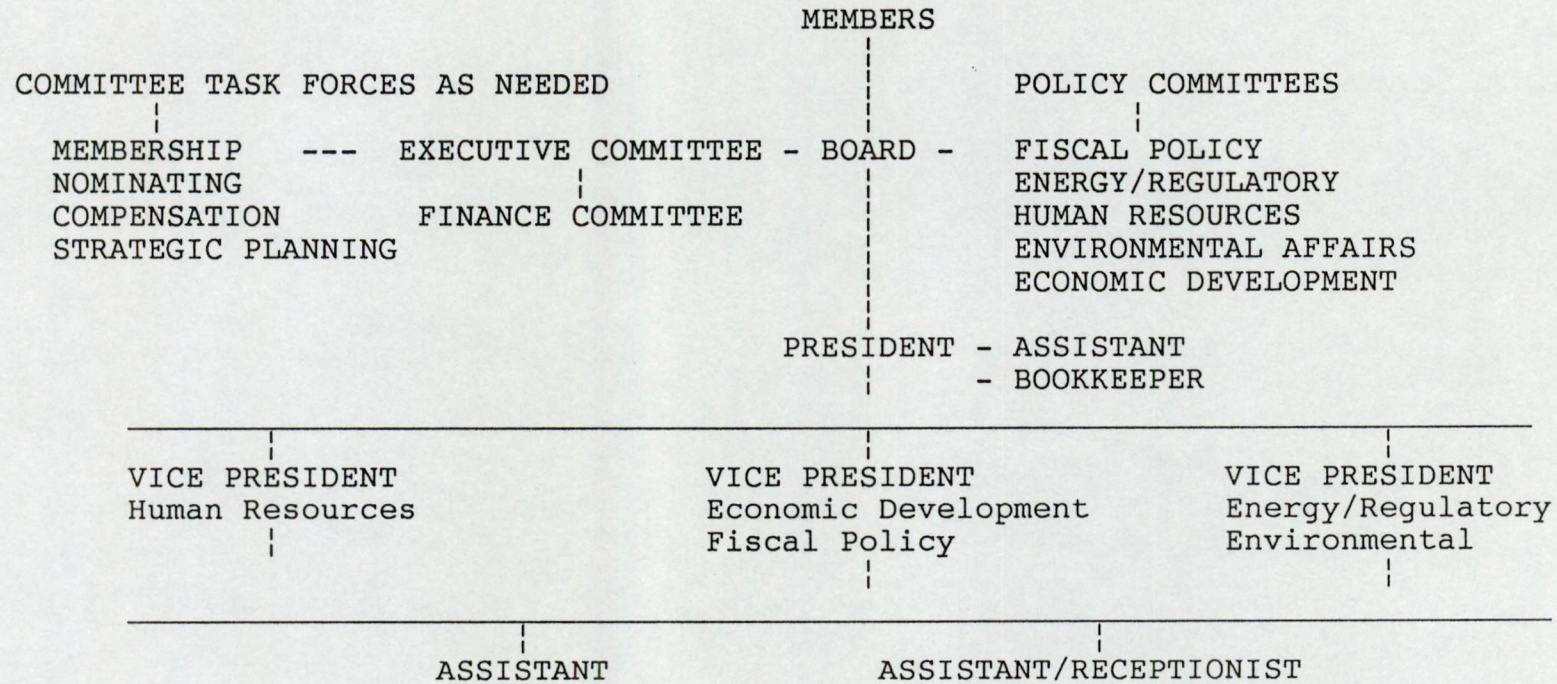
In the meantime, we hope to see you on the 18th.

Sincerely,

A handwritten signature in cursive script that reads "John".

John D. Crosier  
President

ORGANIZATIONAL CHART FOR BIA



ACTIVITIES

- \* Policy & Program Development
- \* Coordination of Policy Committees
  - Economic Development
  - Energy & Regulatory
  - Fiscal Policy
  - Environmental Affairs
  - Human Resources
- \* Lobbying and Legislative Affairs
- \* Data Development, Surveys, and Policy Research Activities
- \* Publications and Newsletters
- \* Membership Retention and Development
- \* Media Relations and Communications
- \* Marketing and Planning
- \* Finances, Bookkeeping and Payroll
- \* Special Events: Annual Meeting, Board Retreats, Seminars, Conferences and Educational Programs (coordination and logistical support)
- \* Computer Operations and Planning

RELATED ACTIVITIES

- \* New Hampshire Business Roundtable on Education - Contract
- \* WasteCap: Waste Minimization Program - Contract with EPA
- \* Leadership New Hampshire - In-kind and administrative/staff support
- \* New Hampshire Chamber of Commerce Federation

BOARD/SENATE ASSIGNMENT PROSPECTS

<u>District:</u>	<u>Senator:</u>	<u>Board Member(s):</u>
1	Carole Lamirande	Steve Barba
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21	C. Jeanne Shaheen	John Byrne/Frank Preston
22	Joseph Delahunty	Russ Gullotti
23	Hollingworth	Bill Cahill
24	Burton Cohen	John McIntyre/Dick Locke/Ned Bulmer



September 15, 1993

Dear

Through you and other elected representatives, the citizens of New Hampshire and the United States are poised to make a choice about our collective future. Our choice will reveal how much confidence we have in our abilities, how strong is our commitment to excellence, whether our primary motivator is fear or opportunity, and whether we will be content to remember past economic glories or move to secure future ones.

The Business & Industry Association of New Hampshire supports the North American Free Trade Agreement and I believe that if you look beyond the populist rhetoric and misinformation clouding the debate, you will also. I am troubled by opponents of NAFTA who prey on the economic fears of our country, and who opportunistically have created a collective "bogeyman" (in the form of NAFTA) as a substitute for economic policy. Their message is a disturbing one indeed: the U.S. - its products and its workers cannot compete in the world and are not worth the prices or the wages they command. I do not believe this, and I am appalled that former presidential candidates and billionaire entrepreneurs hold this view.

There are disturbing undertones to the debate on NAFTA. A few years ago there was only token opposition when the U.S. signed a free trade agreement with Canada, yet NAFTA has created a populist furor. The situation is not unlike the scare stories about the Japanese buying of U.S. assets during the 1980's, despite the fact that European Countries owned far more assets in this country. Free trade with Canada has significantly increased exports to that country and so will free trade with Mexico. The diverse opponents of NAFTA, from Ralph Nader and Jesse Jackson to Pat Buchanan, Ross Perot and the AFL-CIO seem united in their ability to prey on America's fears over job security and their lack of familiarity with the details of NAFTA to misstate facts about the agreement and to ignore the empirical evidence indicating the benefits to the U.S. economy.

I know that you will take the time to review the agreement and will not be swayed by the hyperbole and inaccuracies surrounding the debate. Free trade does not simply mean losing jobs. Increases in America's exports account for a larger portion of economic growth in this country every year. If we do not open our markets and have others open theirs, we will be relegating the U.S. economy to slow growth and our citizens to a protracted slide in our standard of living.

Dozens of independent studies using sophisticated economic tools have agreed that the overall benefits of NAFTA will outweigh negatives. Forecasts of the near term impact on employment in the U.S. indicate net job growth of between 40,000 and 200,000 as a result of increased exports to Mexico. While all research on NAFTA notes that there will be negative impacts for some lower skilled workers, the Congressional Budget Office's review of the research,

along with their own economic forecasts suggest that job losses from the agreement will be minimal. Noting that "even if the number of workers displaced because of NAFTA were twice the high end of the range of job losses forecast" the number of job losses over a decade would only represent one third of one percent of the jobs in the U.S. in 1993 (.003). To put that in perspective, the U.S. creates four times that number of jobs in a normal (non-recession) year.

I do not want to minimize the difficulty or pain that will be experienced as a result of even one worker being displaced. The answer to this concern lies in formulating new policies for worker retraining and a commitment to lifelong learning in this country, not in rejection of NAFTA or other free trade policies.

For some time, N.H. has seen the erosion of its lower skilled nondurable manufacturing base. Unfortunately, the apparel, textile, and leather industries in N.H. will continue to erode because of the ability of other countries to compete for low wage, low skill production jobs. NAFTA may marginally contribute to this ongoing and precipitous decline. However, our major manufacturing industries, employing higher wage and higher skilled workers, such as instruments, industrial machinery, computers, and several others (which in total make up half of N.H.'s industrial base) will benefit from NAFTA. In New Hampshire, those industries which are expected to benefit from NAFTA's boost to U.S. exports employ four times the number of workers employed by industries that may suffer as a result of NAFTA. The implications are clear, N.H. has far more to gain than it has to lose.

I recognize only one legitimate fear involving NAFTA, and that is the return and of the sentiment of defeatism in this country. It is only thinly veiled in the arguments made by NAFTA opponents. It is sentiment which we briefly allowed ourselves in the 1970's, but one which we rejected more than a decade ago. Genuine leadership requires the rejection of defeatism, and those who play to our country's economic and social fears. We need to recognize our strengths and abilities, overcome our shortcomings, and accept the challenges that free trade imply. Anything less is a retreat of the greatness of this country.

I urge you to examine the empirical evidence on the effects of NAFTA. I am confident that you will conclude, as I have, that N.H. and the U.S. stand to benefit from its adoption.

Sincerely,

John D. Crosier  
President

## Comparing the Clinton & Senate Republican plans

Clinton and GOP moderates in Senate, led by Sen. Chafee of Rhode Island, share broad goals, differ on how to achieve them.

### WHO IS COVERED?

**Clinton plan:** Universal coverage by 1997.

**Senate Republicans:** Universal coverage by 2000 if money allows.

### WHAT IS COVERED?

**Clinton plan:** Standard benefits package would cover most in-patient and out-patient care, mental health, drugs and eventually dental and eye care. It would also include substantial new subsidy for long-term care.

**Senate Republicans:** Standard benefits package, to be designed by new commission, might include most in- and out-patient care, limited mental health, and drugs. Most long-term care costs would be tax-deductible.

### WHO PAYS?

**Clinton plan:** Employers would pay 80 percent of premium and employees would pay the remainder. Contributions up to the cost of a standard package would be tax-deductible. Subsidies would be provided for low-income individuals and low-wage firms.

**Senate Republicans:** Costs of standard package would be tax-deductible. When fully phased in, Washington would provide subsidies for those with incomes up to 240 percent of poverty line (now about \$13,359 for family of four.)

### HOW IS COVERAGE OBTAINED?

**Clinton plan:** Most people would get coverage through new 'health alliances' that bargain with doctors groups and hospitals.

**Senate Republicans:** Most people would continue getting coverage through their employers, or buy it on their own. Those in smaller companies could buy through purchasing cooperatives.

### HOW ARE COSTS CONTROLLED?

**Clinton plan:** A new federal board would decide how much the nation could spend on health care each year and divide the amount up among the states and alliances.

**Senate Republicans:** Plan does not include any schedule or cap on spending.

SOURCE: White House Health Plan Working Draft and Senate Republican Health Plan Task Force

GLOBE STAFF GRAPHIC

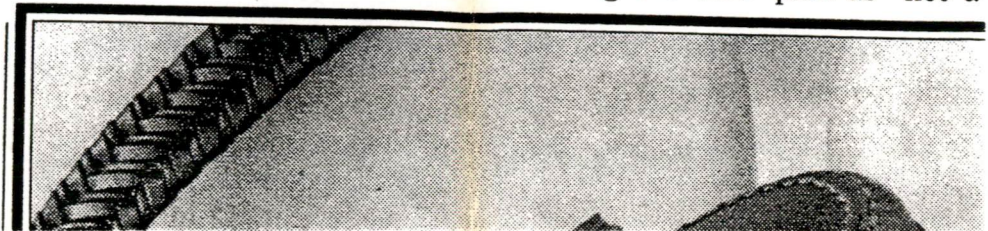
# GOP plan without

By Peter G. Gosselin  
GLOBE STAFF

WASHINGTON — Senate Republicans released a health plan yesterday to ensure all Americans have coverage without the substantial government involvement that President Clinton's plan requires. The proposal by a group of moderates and conservatives led by Sen. John H. Chafee of Rhode Island represents the first serious response to the president's proposal — leaked out late last week — and a lengthy season of political bargaining over the issue.

Signaling an interest in finding a bipartisan compromise, Republicans and Democrats bowed to others' proposals. Even while calling the GOP plan as "not a

*'These actions are pro-competition, pro-collaboration and pro-consumer. It is an important first step...'*





Sorted by company name

Category Board Prospects selected

CONTACT PHONE 1 PHONE 2

-----  
Beane, Alan ..... 603/528-3400Aavid Engineering  
PO Box 400  
Laconia, NH 03247

Mesropian, Robert ..... 603/448-3121

Alice Peck Day Hospital  
125 Mascoma Road  
Lebanon, NH 03766

Imset, Ole ..... 603/625-8299

Allen-Bradley Company  
460 Elm Street  
Manchester, NH 03101

Bergeron, Walter ..... 603/448-1565

Barker Steel - Lebanon Div.  
PO Box 436  
Lebanon, NH 03766

Benson, Craig ..... 603/332-9400

Cabletron Systems, Inc.  
35 Industrial Way  
PO Box 6257  
Rochester, NH 03867

O'Connor, Stephen C. .... 603/772-3741

Chemtan Company, Inc.  
57 Hampton Rd., PO Box C  
Exeter, NH 03833

Hawkins, III, Clay ..... 603/542-7711

Claremont Savings Bank  
145 Broad Street  
PO Box 1600  
Claremont, NH 03843

Hebble, C. M. .... 603/448-6300

Creonics, Inc.  
Etna Road  
Lebanon, NH 03766

Guptill, Reginald ..... 603/524-2060

Davis Mining & Manufacturing  
Allen-Rogers Ltd.  
54 Water Street  
Laconia, NH 03246

Sorted by company name

Category Board Prospects selected

CONTACT

PHONE 1

PHONE 2

---

Groberg, Richard ..... 603/883-9800  
Ferrofluidics Corporation  
40 Simon Street  
Nashua, NH 03061

Becker, Howard ..... 603/863-1454  
Hartford Eichenauer, Inc.  
1000 Sunapee Street  
RFD 3, Box 47  
Newport, NH 03773

Brown, Robert ..... 603/749-6600  
Heidelberg Harris, Inc.  
121 Broadway  
Po Box 1289  
Dover, NH 03820

Couch, Jr., Richard W. .... 603/643-3441  
Hypertherm, Inc.  
Box A-10, Etna Road  
Hanover, NH 03755

Pitsch, Larry ..... 603/882-2711  
Ingersoll-Rand Corporation  
150 Burke Street  
Nashua, NH 03060

Muskat, Irwin ..... 603/669-3300  
Jac-Pac Foods  
163 Hancock Street  
Manchester, NH 03103

Cookson, John ..... 603/352-5212  
Kingsbury Machine Tool, Inc.  
80 Laurel Street  
Keene, NH 03431

Wright, Ronald H. .... 603/889-2500  
Kollsman Instruments  
220 Daniel Webster Highway  
Merrimack, NH 03054

Glidden, John ..... 603/968-3351  
L.W. Packard & Company  
6 Mill Street  
Ashland, NH 03217

Sorted by company name

Category Board Prospects selected

CONTACT PHONE 1 PHONE 2

-----  
Celusniak, Mark ..... 603/524-2064  
Lewis & Saunders, Inc.  
PO Box 678  
Laconia, NH 03247

Adams, Samuel ..... 603/745-8111  
Loon Mountain  
RR #1, Box 41  
Lincoln, NH 03251-9711

Borase, Vijay ..... 603/424-4111  
M/A-Com Control Components Div  
21 Continental Boulevard  
Merrimack, NH 03054

Gilbert, William ..... 603/532-8711  
Millipore Corp.  
Prescott Road  
Jaffrey, NH 03452

Mathot, Scott ..... 603/352-0310  
MPB Corporation  
PO Box 547  
Precision Park  
Keene, NH 03431

Rosenhaus, Joel ..... 603/886-5000  
Nashua Brookside Hospital  
11 Northwest Boulevard  
Nashua, NH 03063

Junius, Daniel ..... 603/880-2323  
Nashua Corporation  
44 Franklin Street  
Nashua, NH 03061

Koerner, Philip ..... 603/352-4000  
National Grange Mutual  
Insurance Company  
55 West Street  
Keene, NH 03431 USA

Hamilton, Jr., William B. .... 603/526-2535  
New London Trust Company  
PO Box 158  
New London, NH 03257

Sorted by company name  
Category Board Prospects selected  
CONTACT

PHONE 1

PHONE 2

---

Bates, Timothy ..... 603/524-4121  
Nighswander, Martin & Mitchell  
1 Mill Plaza  
Laconia, NH 03246

O'Neil, Gary ..... 603/625-5713  
O'Neil Griffin & Associates  
324 Commercial Street  
Manchester, NH 03101

Gordon, Steven R. .... 603/432-1500  
Parkland Medical Center  
One Parkland Drive  
Derry, NH 03038

Johnston, P.E., Michael Y. .... 603/524-4647  
Rist-Frost-Shumway Engineering  
71 Water Street  
Laconia, NH 03246

Daigle, Robert ..... 603/436-6192  
Underwood Engineers  
25 Vaughn Mall  
Portsmouth, NH 03801

Weingold, Frank ..... 603/424-2410  
Unitrode Integrated Circuits  
7 Continental Blvd.  
Merrimack, NH 03054

Manion, Patrick ..... 603/585-6513  
USCI Division  
C.R. Bard, Inc.  
Route 12  
Fitzwilliam, NH 03447

Krantz, Ted ..... 603/669-4880  
Velcro, USA Inc.  
PO Box 4806  
406 Brown Avenue  
Manchester, NH 03108

Grigg, Charles ..... 603/934-1302  
Webster Valve Company  
PO Box 431  
Franklin, NH 03235

Sorted by company name

Category Board Prospects selected

CONTACT

PHONE 1

PHONE 2

-----  
Roessiger, Peter ..... 603/569-5100

Wolfeboro Products Group, Inc.  
Pine Hill Road  
PO Box 1920  
Wolfeboro, NH 03894

Secor, John ..... 603/746-3102

Yankee Book Peddler, Inc.  
Maple Street  
Contoocook, NH 03229

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CONTACTS PRINTED: 38

**THE BUSINESS & INDUSTRY ASSOCIATION OF NH**  
**BOARD OF DIRECTORS**  
(As of June 16, 1993)

**OFFICERS:**

**BIA CHAIRMAN**

*Thomas Tillotson President	Tillotson Healthcare Corporation 360 Route 101 Bedford, NH 03110	Tel: 472-6600 Fax: 472-5151
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**BIA VICE CHAIRMEN**

*William P. Cahill Executive Vice President	J. D. Cahill Company PO Box 2170 Hampton, NH 03842-2170	Tel: 926-3391 Fax: 926-1347
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*Sylvio Dupuis President & CEO	Catholic Medical Center 100 McGregor Street Manchester, NH 03102	Tel: 668-3545 Fax: 668-5348
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*Frank R. Locke President & Chief Operating Officer	Public Service of New Hampshire 1000 Elm Street Manchester, NH 03105	Tel: 669-4000 Fax: 634-2213
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*Frank J. Preston President	Davidson Instrument Panel/Texttron Orchard Park 875 Greenland Rd., Building C Portsmouth, NH 03801-4122	Tel: 433-4142 Fax: 433-4500
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**BIA TREASURER**

*Richard J. Maloney President	Richard J. Maloney & Company, PC 889 Elm St., PO Box 629 Manchester, NH 03105-0629	Tel: 624-8819 Fax: 623-4562
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**BIA SECRETARY**

*Jack B. Middleton Esquire	McLane, Graf, Raulerson & Middleton PO Box 326 Manchester, NH 03105	Tel: 625-6464 Fax: 625-5650
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**DIRECTORS (term expiring 1994)**

Russell Gullotti Vice President, U.S. Area	Digital Equipment Corporation Digital Drive, MK02-2C12 Merrimack, NH 03054	Tel: 884-6210 Fax: 884-1036
Robert McGurrian Manchester Operation Plant Manager	Raytheon Company 676 Island Pond Road Manchester, NH 03103	Tel: 624-3064 Fax: 624-3158
L. Douglas O'Brien President & CEO	Bank of Ireland First Holdings, Inc. 1000 Elm Street Manchester, NH 03101	Tel: 634-6767 Fax: 668-9534
J. Timothy Quinn Director of Public Affairs	Lockheed Sanders, Inc. PO Box 868 Nashua, NH 03061-0868	Tel: 885-5000 Fax: 885-2813
Paul R. Shea President & CEO	Bank of New Hampshire PO Box 600 Manchester, NH 03101-0600	Tel: 624-6600 Fax: 669-9365
Stuart V. Smith, Jr. President & CEO	Dartmouth Printing Company 69 Lyme Road Hanover, NH 03755-1293	Tel: 643-2220 Fax: 643-5408
Harold Turner, Jr. President-CEO	The H. L. Turner Group, Inc. 6 Loudon Road Concord, NH 03301	Tel: 228-1122 Fax: 228-1126
Richard Verney Chairman of the Board/CEO	Monadnock Paper Mills, Inc. Antrim Road Bennington, NH 03442	Tel: 588-3311 Fax: 588-3158

**DIRECTORS (term expiring 1995)**

Stephen P. Barba President	The Balsams Grand Resort Hotel Dixville Notch, NH 03576	Tel: 255-3400 Fax: 255-4221
Philip Gravink President & CEO	Mt. Attitash Lift Corporation PO Box 308 Bartlett, NH 03812-0308	Tel: 374-2368 Fax: 374-1960
Dennis J. Haley Managing Partner	Ernst & Young Two Wall Street Manchester, NH 03101	Tel: 625-9601 Fax: 627-7633
Robert P. Keller President & CEO	New Dartmouth Bank PO Box 9524 Manchester, NH 03108-9524	Tel: 634-1400 Fax: 666-4584
Joseph Marcille President	Blue Cross & Blue Shield of NH Two Pillsbury Street Concord, NH 03306	Tel: 224-9511 Fax: 226-4027
John McIntyre Vice President	Tyco Laboratories Tyco Park Exeter, NH 03833	Tel: 778-9700 Fax: 778-7700
Dennis Sasseville Associate Vice President/ Regional Office Manager	Environmental Science & Engineering 5 Overlook Drive Amherst, NH 03031	Tel: 672-2511 Fax: 672-2014
James Varnum President	Mary Hitchcock Memorial Hospital One Medical Center Drive Lebanon, NH 03756-0001	Tel: 650-7422 Fax: 650-8765



**DIRECTORS (term expiring 1996)**

Edward E. Bulmer President	Sprague Energy Corporation One Parade Mall Portsmouth, NH 03801-3771	Tel: 431-1000 Fax: 431-6371
John W. Byrne Director of Administration	ABEX Liberty Lane Hampton, NH 03842	Tel: 926-5911 Fax: 929-2409
Brendan J. Duffy Corporate Tax Manager	Freudenberg-NOK General Partnership PO Box 2001 Bristol, NH 03222-2001	Tel: 744-2281 Fax: 744-1825
Robert R. Giordano President & CEO	EnergyNorth Natural Gas, Inc. PO Box 329 Manchester, NH 03105-0329	Tel: 625-5477 Fax: 625-2220
*Kennett R. Kendall, Jr. Chairman & CEO	Willis Corroon Corporation of New Hampshire PO Box 5003 Rochester, NH 03867-5003	Tel: 332-5800 Fax: 332-3481
Lydia M. Pastuszek President	Granite State Electric Co. PO Box 26 Salem, NH 03079-0026	Tel: 898-9798 Fax: 898-9798 x232
Barrett F. Ripley President & CEO	Troy Mills, Inc. 18 Monadnock Street Troy, NH 03465-2227	Tel: 242-7711 Fax: 242-3026
John Swope President	Chubb LifeAmerica One Granite Place Concord, NH 03301-3258	Tel: 224-7741 Fax: 226-5448

**NHACCE REPRESENTATIVE**

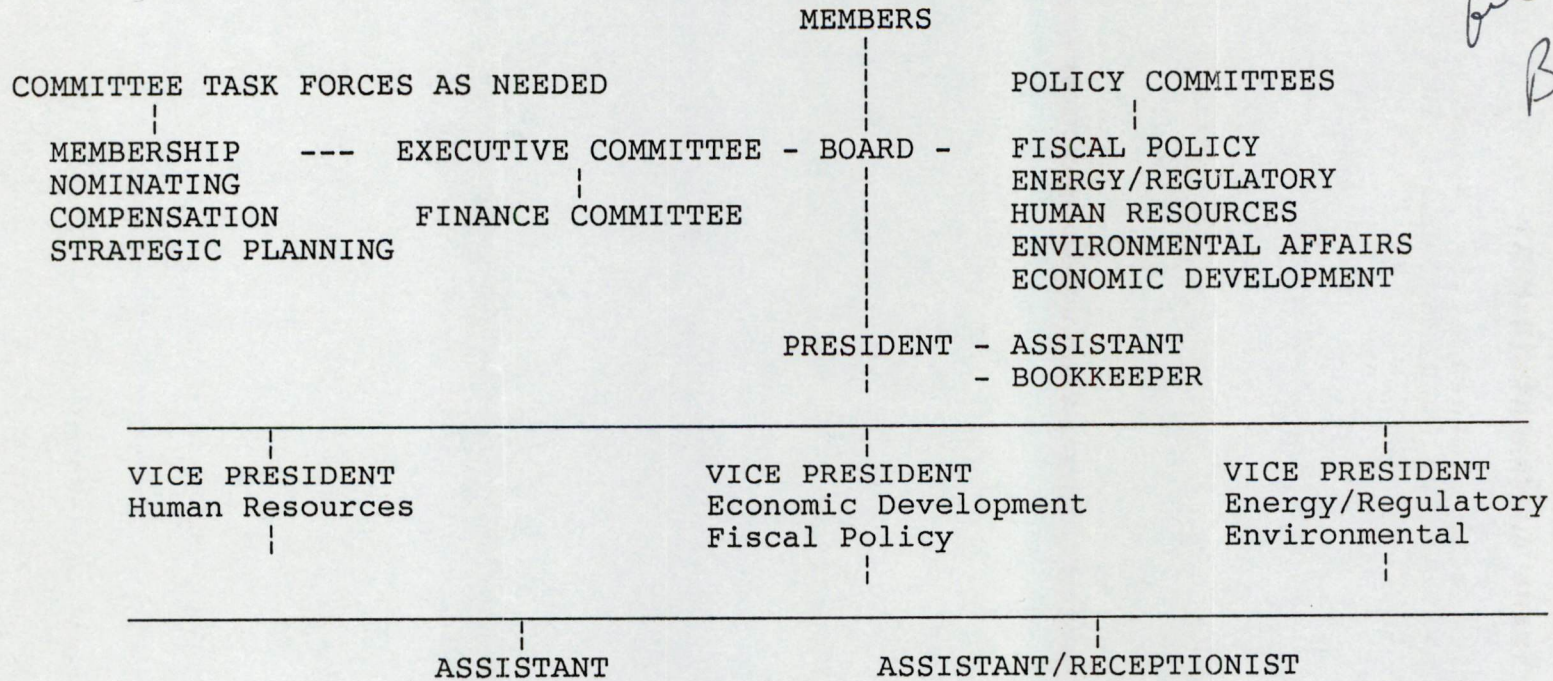
**Mark H. Morris Executive Director	Gtr. Laconia/Weirs Beach Chamber of Commerce 11 Veterans Square Laconia, NH 03246	Tel: 524-5531 Fax: 524-5534
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\* Executive Committee Members

\*\* By-Laws provides a position on the BIA Board of Directors for the current president of the N.H. Association of Chamber of Commerce Executives (NHACCE).

ORGANIZATIONAL CHART FOR BIA

*file  
BIA*



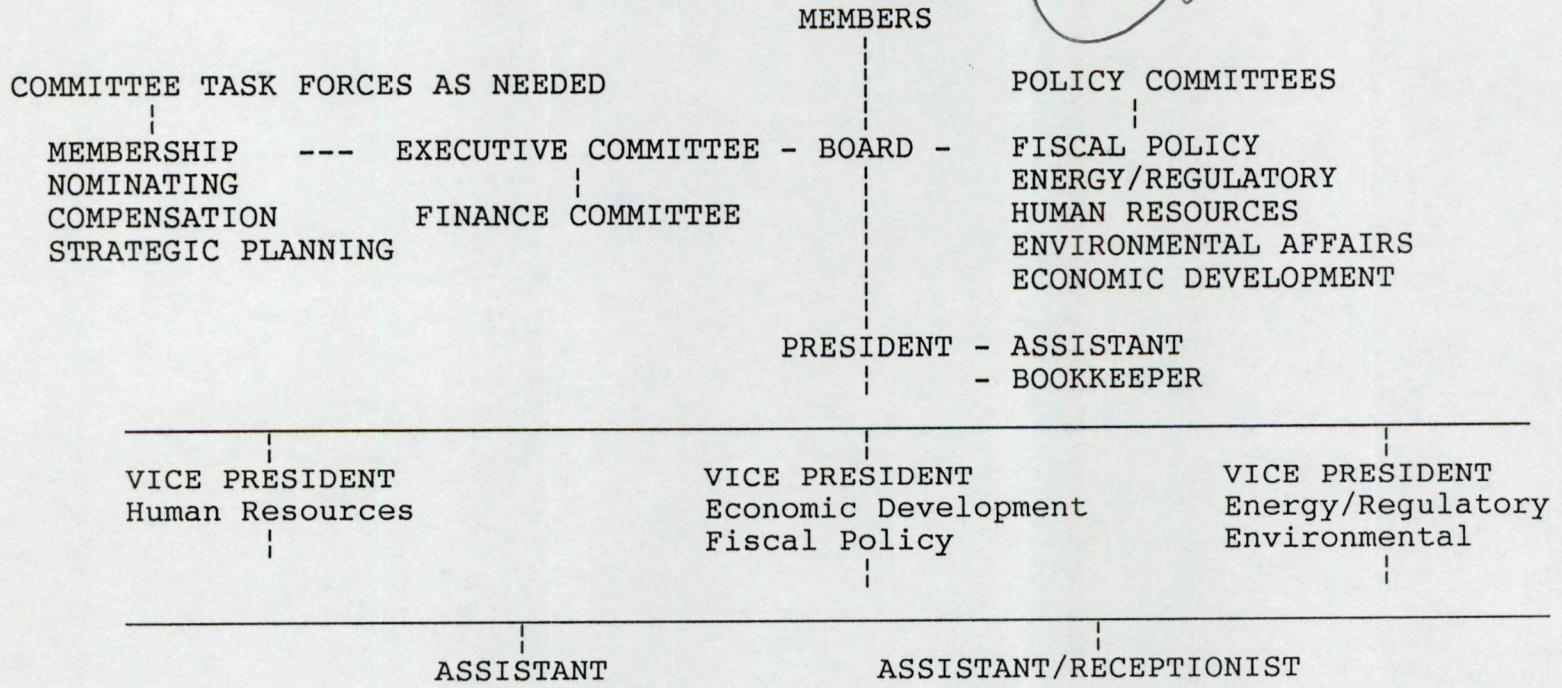
ACTIVITIES

- |  |   |
|--|---|
| <ul style="list-style-type: none"> <li>* Policy &amp; Program Development</li> <li>* Coordination of Policy Committees           <ul style="list-style-type: none"> <li>- Economic Development</li> <li>- Energy &amp; Regulatory</li> <li>- Fiscal Policy</li> <li>- Environmental Affairs</li> <li>- Human Resources</li> </ul> </li> <li>* Lobbying and Legislative Affairs</li> <li>* Data Development, Surveys, and Policy Research Activities</li> <li>* Publications and Newsletters</li> </ul> | <ul style="list-style-type: none"> <li>* Membership Retention and Development</li> <li>* Media Relations and Communications</li> <li>* Marketing and Planning</li> <li>* Finances, Bookkeeping and Payroll</li> <li>* Special Events: Annual Meeting, Board Retreats, Seminars, Conferences and Educational Programs (coordination and logistical support)</li> <li>* Computer Operations and Planning</li> </ul> |
|--|---|

RELATED ACTIVITIES

- \* New Hampshire Business Roundtable on Education - Contract
- \* WasteCap: Waste Minimization Program - Contract with EPA
- \* Leadership New Hampshire - In-kind and administrative/staff support
- \* New Hampshire Chamber of Commerce Federation

ORGANIZATIONAL CHART FOR BIA *Feb*



ACTIVITIES

- |  |   |
|--|---|
| <ul style="list-style-type: none"> <li>* Policy &amp; Program Development</li> <li>* Coordination of Policy Committees               <ul style="list-style-type: none"> <li>- Economic Development</li> <li>- Energy &amp; Regulatory</li> <li>- Fiscal Policy</li> <li>- Environmental Affairs</li> <li>- Human Resources</li> </ul> </li> <li>* Lobbying and Legislative Affairs</li> <li>* Data Development, Surveys, and Policy Research Activities</li> <li>* Publications and Newsletters</li> </ul> | <ul style="list-style-type: none"> <li>* Membership Retention and Development</li> <li>* Media Relations and Communications</li> <li>* Marketing and Planning</li> <li>* Finances, Bookkeeping and Payroll</li> <li>* Special Events: Annual Meeting, Board Retreats, Seminars, Conferences and Educational Programs (coordination and logistical support)</li> <li>* Computer Operations and Planning</li> </ul> |
|--|---|

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- \* New Hampshire Business Roundtable on Education - Contract
- \* WasteCap: Waste Minimization Program - Contract with EPA
- \* Leadership New Hampshire - In-kind and administrative/staff support
- \* New Hampshire Chamber of Commerce Federation

Digital Equipment Corporation  
Digital Drive  
P.O. Box 9501  
Merrimack, New Hampshire 03054-9501  
603.884.5111

September 13, 1993



Governor Stephen Merrill  
State House  
Concord, NH 03301

Dear Governor Merrill,

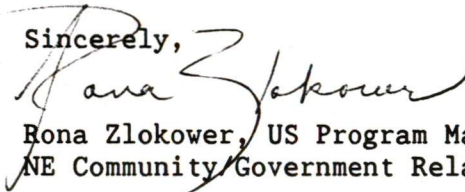
As we discussed with you during the final days of the legislative session, we had the option of moving 400 - 500 jobs from Westminister, Massachusetts to Nashua, New Hampshire. You may have read recently that we made the decision to do so. Factored into our decision was the commitment that you and other legislators made in June to allow for a transition period for unprofitable businesses subject to the BET.

This session provides a new opportunity. There are a number of champions in the house and senate already. Your leadership is needed, however, to assure that the issue of the transition amendment does not become entwined with other more complex issues which would affect its success.

I am working with Lorraine Card to establish a meeting time to discuss this further with you.

We look forward to our visit with you in September.

Sincerely,

  
Rona Zlokower, US Program Manager  
NE Community/Government Relations

RZ/cjh

cc: Bill Modahl, US Tax Manager  
Russ Gullotti, VP, US Area ✓

*file  
BTA*

unheard  
Comp?

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BOARD/SENATE ASSIGNMENT PROSPECTS

File  
BTA

<u>District:</u>	<u>Senator:</u>	<u>Board Member(s):</u>
1	Carole Lamirande	Steve Barba
2	Wayne King	Mike Smith/Jim Varnum/Brendan Duffy
3	Kenneth MacDonald	Brendan Duffy
4	Leo Fraser	Phil Gravink/Bob Keller
5	Ralph Hough	Tom Tillotson/Mike Smith/Jim Varnum
6	George Lovejoy	Skip Kendall/Tom Tillotson
7	David Currier	Richard Verney
8	George Disnard	Jim Varnum
9	Sheila Roberge	Dennis Haley
10	Clesson Blaisdell	Tim Quinn/Barry Ripley
11	David Wheeler	Richard Verney/Harold Turner
12	Barbara Baldizar	Tim Quinn
13	Debora Pignatelli	Rona Zlokower
14	Thomas Colantuono	Dennis Sasseville
15	Susan McLane	John Swope
16	Eleanor Podles	Bob Keller/Brendan Duffy
17	John Barnes	Paul Shea
18	John King	Syl Dupuis
19	Richard Russman	Lydia Pastuszek/Dick Locke
20	Ann Bourque	Joe Marcille
21	C. Jeanne Shaheen	John Byrne/Frank Preston
22	Joseph Delahunty	Russ Gullotti
23	Hollingworth	Bill Cahill
24	Burton Cohen	John McIntyre/Dick Locke/Ned Bulmer

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(As of June 16, 1993)

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**BIA VICE CHAIRMEN**

*William P. Cahill Executive Vice President	J. D. Cahill Company PO Box 2170 Hampton, NH 03842-2170	Tel: 926-3391 Fax: 926-1347
*Sylvio Dupuis President & CEO	Catholic Medical Center 100 McGregor Street Manchester, NH 03102	Tel: 668-3545 Fax: 668-5348
*Frank R. Locke President & Chief Operating Officer	Public Service of New Hampshire 1000 Elm Street Manchester, NH 03105	Tel: 669-4000 Fax: 634-2213
*Frank J. Preston President	Davidson Instrument Panel/Texttron Orchard Park 875 Greenland Rd., Building C Portsmouth, NH 03801-4122	Tel: 433-4142 Fax: 433-4500

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**BIA SECRETARY**

*Jack B. Middleton Esquire	McLane, Graf, Raulerson & Middleton PO Box 326 Manchester, NH 03105	Tel: 625-6464 Fax: 625-5650
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Robert McGurrin Manchester Operation Plant Manager	Raytheon Company 676 Island Pond Road Manchester, NH 03103	Tel: 624-3064 Fax: 624-3158
L. Douglas O'Brien President & CEO	Bank of Ireland First Holdings, Inc. 1000 Elm Street Manchester, NH 03101	Tel: 634-6767 Fax: 668-9534
J. Timothy Quinn Director of Public Affairs	Lockheed Sanders, Inc. PO Box 868 Nashua, NH 03061-0868	Tel: 885-5000 Fax: 885-2813
Paul R. Shea President & CEO	Bank of New Hampshire PO Box 600 Manchester, NH 03101-0600	Tel: 624-6600 Fax: 669-9365
Stuart V. Smith, Jr. President & CEO	Dartmouth Printing Company 69 Lyme Road Hanover, NH 03755-1293	Tel: 643-2220 Fax: 643-5408
Harold Turner, Jr. President-CEO	The H. L. Turner Group, Inc. 6 Loudon Road Concord, NH 03301	Tel: 228-1122 Fax: 228-1126
Richard Verney Chairman of the Board/CEO	Monadnock Paper Mills, Inc. Antrim Road Bennington, NH 03442	Tel: 588-3311 Fax: 588-3158

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Philip Gravink President & CEO	Mt. Attitash Lift Corporation PO Box 308 Bartlett, NH 03812-0308	Tel: 374-2368 Fax: 374-1960
Dennis J. Haley Managing Partner	Ernst & Young Two Wall Street Manchester, NH 03101	Tel: 625-9601 Fax: 627-7633
Robert P. Keller President & CEO	New Dartmouth Bank PO Box 9524 Manchester, NH 03108-9524	Tel: 634-1400 Fax: 666-4584
Joseph Marcille President	Blue Cross & Blue Shield of NH Two Pillsbury Street Concord, NH 03306	Tel: 224-9511 Fax: 226-4027
John McIntyre Vice President	Tyco Laboratories Tyco Park Exeter, NH 03833	Tel: 778-9700 Fax: 778-7700
Dennis Sasseville Associate Vice President/ Regional Office Manager	Environmental Science & Engineering 5 Overlook Drive Amherst, NH 03031	Tel: 672-2511 Fax: 672-2014
James Varum President	Mary Hitchcock Memorial Hospital One Medical Center Drive Lebanon, NH 03756-0001	Tel: 650-7422 Fax: 650-8765



**DIRECTORS (term expiring 1996)**

Edward E. Bulmer President	Sprague Energy Corporation One Parade Mall Portsmouth, NH 03801-3771	Tel: 431-1000 Fax: 431-6371
John W. Byrne Director of Administration	ABEX Liberty Lane Hampton, NH 03842	Tel: 926-5911 Fax: 929-2409
Brendan J. Duffy Corporate Tax Manager	Freudenberg-NOK General Partnership PO Box 2001 Bristol, NH 03222-2001	Tel: 744-2281 Fax: 744-1825
Robert R. Giordano President & CEO	EnergyNorth Natural Gas, Inc. PO Box 329 Manchester, NH 03105-0329	Tel: 625-5477 Fax: 625-2220
*Kennett R. Kendall, Jr. Chairman & CEO	Willis Corroon Corporation of New Hampshire PO Box 5003 Rochester, NH 03867-5003	Tel: 332-5800 Fax: 332-3481
Lydia M. Pastuszek President	Granite State Electric Co. PO Box 26 Salem, NH 03079-0026	Tel: 898-9798 Fax: 898-9798 x232
Barrett F. Ripley President & CEO	Troy Mills, Inc. 18 Monadnock Street Troy, NH 03465-2227	Tel: 242-7711 Fax: 242-3026
John Swope President	Chubb LifeAmerica One Granite Place Concord, NH 03301-3258	Tel: 224-7741 Fax: 226-5448

**NHACCE REPRESENTATIVE**

**Mark H. Morris Executive Director	Gtr. Laconia/Weirs Beach Chamber of Commerce 11 Veterans Square Laconia, NH 03246	Tel: 524-5531 Fax: 524-5534
--	--	--------------------------------

\* Executive Committee Members

\*\* By-Laws provides a position on the BIA Board of Directors for the current president of the N.H. Association of Chamber of Commerce Executives (NHACCE).

Sorted by company name  
Category Board Prospects selected

CONTACT PHONE 1 PHONE 2

-----  
Beane, Alan ..... 603/528-3400  
Aavid Engineering  
PO Box 400  
Laconia, NH 03247

Mesropian, Robert ..... 603/448-3121  
Alice Peck Day Hospital  
125 Mascoma Road  
Lebanon, NH 03766

Imset, Ole ..... 603/625-8299  
Allen-Bradley Company  
460 Elm Street  
Manchester, NH 03101

Bergeron, Walter ..... 603/448-1565  
Barker Steel - Lebanon Div.  
PO Box 436  
Lebanon, NH 03766

Benson, Craig ..... 603/332-9400  
Cabletron Systems, Inc.  
35 Industrial Way  
PO Box 6257  
Rochester, NH 03867

O'Connor, Stephen C. .... 603/772-3741  
Chemtan Company, Inc.  
57 Hampton Rd., PO Box C  
Exeter, NH 03833

Hawkins, III, Clay ..... 603/542-7711  
Claremont Savings Bank  
145 Broad Street  
PO Box 1600  
Claremont, NH 03843

Hebble, C. M. .... 603/448-6300  
Creonics, Inc.  
Etna Road  
Lebanon, NH 03766

Guptill, Reginald ..... 603/524-2060  
Davis Mining & Manufacturing  
Allen-Rogers Ltd.  
54 Water Street  
Laconia, NH 03246

File BIA

cc  
Kana Z  
KYP



Sorted by company name

Category Board Prospects selected

CONTACT PHONE 1 PHONE 2

-----  
Groberg, Richard ..... 603/883-9800  
Ferrofluidics Corporation  
40 Simon Street  
Nashua, NH 03061

Becker, Howard ..... 603/863-1454  
Hartford Eichenauer, Inc.  
1000 Sunapee Street  
RFD 3, Box 47  
Newport, NH 03773

Brown, Robert ..... 603/749-6600  
Heidelberg Harris, Inc.  
121 Broadway  
Po Box 1289  
Dover, NH 03820

Couch, Jr., Richard W. .... 603/643-3441  
Hypertherm, Inc.  
Box A-10, Etna Road  
Hanover, NH 03755

Pitsch, Larry ..... 603/882-2711  
Ingersoll-Rand Corporation  
150 Burke Street  
Nashua, NH 03060

Muskat, Irwin ..... 603/669-3300  
Jac-Pac Foods  
163 Hancock Street  
Manchester, NH 03103

Cookson, John ..... 603/352-5212  
Kingsbury Machine Tool, Inc.  
80 Laurel Street  
Keene, NH 03431

Wright, Ronald H. .... 603/889-2500  
Kollsman Instruments  
220 Daniel Webster Highway  
Merrimack, NH 03054

Glidden, John ..... 603/968-3351  
L.W. Packard & Company  
6 Mill Street  
Ashland, NH 03217

Sorted by company name

Category Board Prospects selected

CONTACT	PHONE 1	PHONE 2
-----		
Celusniak, Mark .....	603/524-2064	
Lewis & Saunders, Inc. PO Box 678 Laconia, NH 03247		
Adams, Samuel .....	603/745-8111	
Loon Mountain RR #1, Box 41 Lincoln, NH 03251-9711		
Borase, Vijay .....	603/424-4111	
M/A-Com Control Components Div 21 Continental Boulevard Merrimack, NH 03054		
Gilbert, William .....	603/532-8711	
Millipore Corp. Prescott Road Jaffrey, NH 03452		
Mathot, Scott .....	603/352-0310	
MPB Corporation PO Box 547 Precision Park Keene, NH 03431		
Rosenhaus, Joel .....	603/886-5000	
Nashua Brookside Hospital 11 Northwest Boulevard Nashua, NH 03063		
Junius, Daniel .....	603/880-2323	
Nashua Corporation 44 Franklin Street Nashua, NH 03061		
Koerner, Philip .....	603/352-4000	
National Grange Mutual Insurance Company 55 West Street Keene, NH 03431 USA		
Hamilton, Jr., William B. ....	603/526-2535	
New London Trust Company PO Box 158 New London, NH 03257		

Sorted by company name

Category Board Prospects selected

CONTACT PHONE 1 PHONE 2

-----  
Bates, Timothy ..... 603/524-4121  
Nighswander, Martin & Mitchell  
1 Mill Plaza  
Laconia, NH 03246

O'Neil, Gary ..... 603/625-5713  
O'Neil Griffin & Associates  
324 Commercial Street  
Manchester, NH 03101

Gordon, Steven R. .... 603/432-1500  
Parkland Medical Center  
One Parkland Drive  
Derry, NH 03038

Johnston, P.E., Michael Y. .... 603/524-4647  
Rist-Frost-Shumway Engineering  
71 Water Street  
Laconia, NH 03246

Daigle, Robert ..... 603/436-6192  
Underwood Engineers  
25 Vaughn Mall  
Portsmouth, NH 03801

Weingold, Frank ..... 603/424-2410  
Unitrode Integrated Circuits  
7 Continental Blvd.  
Merrimack, NH 03054

Manion, Patrick ..... 603/585-6513  
USCI Division  
C.R. Bard, Inc.  
Route 12  
Fitzwilliam, NH 03447

Krantz, Ted ..... 603/669-4880  
Velcro, USA Inc.  
PO Box 4806  
406 Brown Avenue  
Manchester, NH 03108

Grigg, Charles ..... 603/934-1302  
Webster Valve Company  
PO Box 431  
Franklin, NH 03235

Sorted by company name

Category Board Prospects selected

CONTACT

PHONE 1

PHONE 2

-----  
Roessiger, Peter ..... 603/569-5100

Wolfeboro Products Group, Inc.

Pine Hill Road

PO Box 1920

Wolfeboro, NH 03894

Secor, John ..... 603/746-3102

Yankee Book Peddler, Inc.

Maple Street

Contoocook, NH 03229

-----  
CONTACTS PRINTED: 38

CC: Rona ✓



**Business & Industry Association** of New Hampshire

July 20, 1993

Russell Gullotti  
VP/ U.S. Area  
Digital Equipment Corporation  
Digital Drive, MK02-2C12  
Merrimack, NH 03054

Dear Russ:

We have prepared this letter to update the BIA Board of Directors on the status of the WasteCap fund raising campaign. As you may recall, WasteCap needs \$120,000 in order to continue to provide its basic services for the next two years. Our hope is to raise this amount from the private sector, weaning WasteCap from public sector support. We are already more than 50% of the way to achieving our goal, with more than \$62,000 now pledged. Companies that are leading the way include:

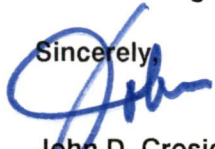
Allen Bradley Company  
American Plastics Council  
Aries Engineering, Inc.  
Davidson Instrument Panel/Textron  
Dow Chemical Company  
Environmental Science & Eng.  
Essex Group, Inc.  
Hadco Corporation  
Hampshire Chemical Corporation  
Hitchiner Manufacturing Co.

K.W. Thompson Tool, Inc.  
Lockheed Sanders, Inc.  
MARKEM Corporation  
Public Service Co. of NH  
Raytheon Company, Missile Division  
Schleicher & Schuell  
Sheehan Phinney Bass + Green  
Stonyfield Farm Yogurt, Inc.  
Waste Management of NH, Inc.  
Wheelabrator Environmental Systems

WasteCap is a vital industry initiative through which we are able to demonstrate a commitment to public goals within a voluntary rather than regulatory framework. The core concept is to link businesses that have developed effective solid waste reduction programs with those who are contemplating similar action, so that experiences might be shared, to the overall benefit of New Hampshire's environmental and business climate. These services are provided at no cost to any interested New Hampshire business. Your company, either directly or indirectly, benefits from WasteCap's success in New Hampshire.

We are writing to ask for your help to ensure the continuation of this unique and successful effort. We hope that you will take a moment to review the information that you have received about the program and consider adding your name to the list of contributors. You are also encouraged to share this information with a business colleague you believe is supportive of constructive, pro-active, non-regulatory environmental initiatives.

If you require additional information or need further assistance, please contact Emily Hess, WasteCap Director, at (603) 224-5388. We look forward to hearing from you.

Sincerely  
  
John D. Crosier  
President

JDC/ngr

BOB SMITH  
NEW HAMPSHIRE  
IN NEW HAMPSHIRE  
1-800-922-2230

# United States Senate

WASHINGTON, DC 20510-2903

COMMITTEES:  
ARMED SERVICES  
ENVIRONMENT AND  
PUBLIC WORKS  
JOINT ECONOMIC  
COMMITTEE

July 23, 1993

Mr. Russell A. Gullotti  
Digital Equipment Corp.  
Digital Dr.  
Merrimack, New Hampshire 03050-4303

Dear Russell:

Thank you for contacting me to express your concerns regarding the North American Free Trade Agreement. I appreciate the opportunity to respond to this matter.

On August 12, 1992, President Bush announced the completion of negotiations for a North American Free Trade Agreement (NAFTA). In this agreement, the United States, Mexico and Canada agreed to end trade barriers and form a continent-wide single market of 360 million people that produces goods and services valued at \$6 trillion a year. The tentative accord, which still must be approved by Congress, as well as the legislatures of Mexico and Canada, was reached after 14 months of bargaining.

Let me assure you that I understand your concerns regarding NAFTA. I believe that any trade agreement should be in the best economic interest of the United States. I also agree that U.S. labor concerns must be addressed in talks between the United States, Mexico, and Canada. No Member of Congress - of either political party - is intent on sending American jobs overseas. The President does not engage in trade negotiations in an effort to weaken America.

Over the past several years, more than 80% of the growth in our economy has been sustained by exports. In 1991, increased exports of more than \$30 billion created 600,000 new jobs in the U.S.. In fact, the Department of Commerce reports that every additional \$1 billion of exports creates 22,000 new jobs in America. As we move toward a more global economy, it is imperative that we open up new markets around the world.

As you may be aware, the Congress must pass implementing legislation before the agreement can take effect. I expect the Senate to give the agreement close scrutiny. You may rest assured that when the free trade agreement comes to the Senate floor for consideration, I will vote with the best economic interest of American business and labor foremost in my mind.

DIRKSEN BUILDING  
SUITE 332  
WASHINGTON, DC 20510-2903  
(202) 224-2841

THE GATEWAY BUILDING  
50 PHILLIPPE COTE ST.  
MANCHESTER, NH 03101  
(603) 634-5000

46 S. MAIN STREET  
CONCORD, NH 03301  
(603) 228-0453

ONE HARBOUR PLACE  
SUITE 435  
PORTSMOUTH, NH 03801  
(603) 433-1667

136 PLEASANT STREET  
BERLIN, NH 03570  
(603) 752-2600



July 23, 1993  
Page 2

Again, thank you for contacting me. Should you have any further concerns regarding this or any other matter, please do not hesitate to contact me again. Your continued input is welcome and appreciated.

Sincerely yours,

A handwritten signature in cursive script that reads "Bob Smith". The letters are fluid and connected, with a prominent loop at the end of the word "Smith".

Bob Smith, U.S.S.

RCS/cc

DICK SWETT  
2ND DISTRICT  
NEW HAMPSHIRE



PUBLIC WORKS AND  
TRANSPORTATION COMMITTEE  
SUBCOMMITTEE ON SURFACE TRANSPORTATION  
SUBCOMMITTEE ON AVIATION  
SUBCOMMITTEE ON ECONOMIC DEVELOPMENT  
SCIENCE, SPACE, AND TECHNOLOGY  
COMMITTEE  
SUBCOMMITTEE ON ENERGY  
SUBCOMMITTEE ON TECHNOLOGY, ENVIRONMENT  
AND AVIATION

## Congress of the United States

House of Representatives

Washington, DC 20515-2902

August 4, 1993

Russell Gullotti  
Vice President, US Sales and Services  
Digital Equipment Corporation  
Digital Drive  
Merrimack, New Hampshire 03050-4303

Dear Russell,

Thank you for sharing your views with me about the North American Free Trade Agreement (NAFTA). I appreciated hearing from you.

The Clinton Administration is still negotiating supplemental side agreements to address labor and environmental concerns about NAFTA. NAFTA won't come to a vote in Congress until the side agreements are completed.

As you probably already know, NAFTA recently suffered a potentially serious blow when a federal judge ruled that the Clinton Administration must conduct a comprehensive review of the environmental impact of NAFTA.

I hope you will continue to keep me informed of your views as the debate over NAFTA intensifies -- I appreciate your input. Please also let me know if there's anything I can do to assist you. I am pleased to be able to serve you in any way I can.

With warmest regards,

A handwritten signature in black ink that reads "Dick Swett". The signature is stylized and cursive.

Dick Swett  
Member of Congress

WASHINGTON OFFICE:  
230 Cannon Building  
Washington, DC 20515-2902  
(202) 225-5206

CONCORD DISTRICT OFFICE:  
18 North Main Street  
Concord, NH 03301  
(603) 224-6621

NASHUA DISTRICT OFFICE:  
5 Coliseum Avenue  
Nashua, NH 03063  
(603) 880-6142

LITTLETON DISTRICT OFFICE:  
127 Main Street  
Littleton, NH 03561  
(603) 444-1321

**THOMAS H. ANDREWS**

MEMBER OF CONGRESS  
FIRST DISTRICT, MAINE

WASHINGTON OFFICE:  
1530 LONGWORTH BUILDING  
WASHINGTON, DC 20515-1901  
(202) 225-6116

DISTRICT OFFICE:  
136 COMMERCIAL STREET  
PORTLAND, ME 04101  
(207) 772-8240  
TDD (207) 772-8240  
1-800-445-4092



**Congress of the United States**  
**House of Representatives**

COMMITTEE ON  
ARMED SERVICES

COMMITTEE ON  
MERCHANT MARINE  
AND FISHERIES

COMMITTEE ON  
SMALL BUSINESS

MAJORITY WHIP AT LARGE

July 30, 1993

Russell A. Gullotti  
Vice President  
U.S. Sales and Services  
Digital Equipment Corporation  
Digital Drive  
Merrimack, NH 03050-4303

Dear Mr. Gullotti:

Thank you for contacting my office to express your support for the North American Free Trade Agreement (NAFTA).

I appreciate hearing your views. I have concerns, however, with the agreement as it now stands. Of particular concern is the need for accountability and the ability to enforce what is finally agreed upon. We should not force American workers to compete on the basis of cheap labor, environmental contamination, occupational health and safety hazards and an anti-democratic system that refuses to recognize the legitimate organization of labor. That is what workers are facing in Mexico. Refusing to take a stand on these issues is unfair to American and Mexican workers.

It is imperative that any trade agreement recognize the principles of basic health and safety standards, child labor laws, environmental protection and other measures respecting rights, dignity and quality of life -- and require that they be enforced.

Thank you for contacting my office about this matter. Please continue to let me know your thoughts on issues of importance to you.

Sincerely,

A handwritten signature in black ink that reads "Tom Andrews".

Thomas H. Andrews  
Member of Congress

THA:ls1

# United States Senate

WASHINGTON, DC 20510-2904

July 23, 1993

Mr. Russell A. Gullotti  
Vice President, US Sales and Services  
Digital Equipment Corporation  
Digital Drive  
Merrimack, NH 03050-4303

Dear Mr. Gullotti:

Thank you for contacting my office regarding the North American Free Trade Agreement. I appreciate the opportunity to respond to your concerns.

Ever since the days of the Portsmouth Clipper Ship, New Hampshire has had a strong tradition of free trade. As a state we export more goods than we import. This is because the basic goods we produce are high value-added goods, especially in the technology areas and services. These goods tend to be the first that are discriminated against with high tariffs, as nations like Canada and Mexico try to protect their technology industries. Thus, anytime we can reduce trade barriers it works in New Hampshire's and New England's favor. In fact, studies of NAFTA have shown that New England will be a significant net winner in jobs and economic activity from this free trade approach. For these reasons I strongly support passage of NAFTA.

Again, thank you for letting me know of your interest in this matter.

Sincerely,



Judd Gregg  
U. S. Senator

JG/cwb



Russell A. Gullotti  
Vice President

July 9, 1993

The Honorable Robert C. Smith  
United States Senate  
SD-332 Dirksen Senate Office Building  
Washington, D.C. 20510-2903

Dear Senator Smith:

Digital Equipment Corporation, the second-largest computer system manufacturer in the United States, employing nearly 60,000 workers in its U.S. manufacturing, engineering, sales, and administrative facilities, strongly supports a North American Free Trade Agreement (NAFTA).

NAFTA offers substantial opportunities for Digital's U.S. business. It will reduce Mexican border costs and eventually eliminate the 20% duty on U.S. computer products entering the Mexican market, and preserve our substantial duty savings at the U.S.-Canada border. In combination with the growth of Mexican customer demand, NAFTA will facilitate the growth of U.S.-made products and services in the Mexican market. As a result, the Agreement will allow Digital to do more business more efficiently in Mexico, supported by our substantial value-added U.S.-based engineering and manufacturing organizations.

Digital's unqualified support for NAFTA is evidence of our long-standing commitment to building a business presence in the Mexican market. For example, Digital has had a successful manufacturing plant in Mexico since the 1980's which was established primarily to comply with Mexican market access requirements.

Finally, the improvement in Mexico's intellectual property laws resulting from the Agreement will further safeguard Digital's proprietary technologies, which are the product of U.S. R&D. We will have far less reason to expect software piracy once NAFTA is implemented. Moreover, NAFTA's intellectual property rules will set a precedent for the rest of Latin America.

The Honorable Robert C. Smith  
United States Senate  
July 9, 1993  
Page 2

Digital believes that NAFTA will improve our competitiveness -- and that of many other American companies -- and we urge you to support the Agreement.

At present, Digital employs 6200 in New Hampshire, with facilities in Contoocook, Nashua, Merrimack and Salem.

Please let us know if you or your staff would like to discuss this issue further.

Sincerely yours,



Russell A. Gullotti  
Vice President, US Sales and Services

RAG/RZ/ag

cc. Jo Renc



**Business & Industry Association** of New Hampshire

August 17, 1993

Russell Gullotti  
Vice President U.S. Area  
Digital Equipment Corporation  
Digital Drive MK02-2C12  
Merrimack, NH 03054

RE: BIA'S 80th ANNIVERSARY CELEBRATION

Dear Russ:

The BIA's 80th Anniversary Celebration provides us with an opportunity to commemorate our organization's 80th birthday, meet the extended BIA family, honor some New Hampshire business leaders with Lifetime Achievement Awards, have some fun, and raise some money for the BIA.

In order to help make this event a financial success, we are hoping to attract sponsors for our commemorative booklet. We are limiting primary sponsorship to four firms who would each contract for a full page ad for \$6,000. Sponsors would also receive a table of 10 for the dinner worth \$800.00. In addition, we will have one page of sponsors whose company logo will appear for a price of \$2,500, which would also include a table of 10 for the dinner.

Finally, we would like to have a listing of table sponsors who agree to purchase one table or more at \$800 per table. These firms would receive priority seating.

Through this sponsorship, we hope to defray the cost of the commemorative booklet and assure the evening's financial success.

As members of the BIA Board, we would like to invite you to support this event. We need to have those decisions in time for the publication of the booklet which must go to press on September 10th.

We have asked members of the Celebration Committee to be in touch with each member of the Board in an effort to conclude the financial commitments for the 80th celebration.

We look forward to a fun evening with the BIA family.

Sincerely,

Thomas Tillotson  
BIA Chairman

TT/ss



63  
25  
38

February 9, 1994

Russell Gullotti, Vice President  
Digital Equipment Corporation  
Digital Drive  
Merrimack, NH 03054

A - Schedule  
quick call  
to Home &  
today?

What's the  
problem? they  
budgeted 63K -  
we quoted  
46K??

Dear Russ:

As you are aware, the BIA is preparing to update and dramatically enhance its "information infrastructure". As an information-based organization, this investment is critical for the BIA if we are to continue to provide public policy makers and our members with information on important issues. In a world where access to information is power and in which communication can occur more rapidly and via more media, the value and long-term viability of organizations such as the BIA will increasingly be determined by our ability to employ modern information technologies.

After developing an initial proposal to achieve our goals, the BIA discussed its options with several providers of information system solutions. Digital Equipment Corporation provided, by far, the most insightful and comprehensive analysis and set of recommendations to meet our needs. The BIA quickly realized that the integrated package of products and services offered by Digital would be the most viable way to accomplish our goals, while minimizing the potential for organizational disruption and delays that can accompany such an investment.

I am writing to request a discount on the products and services that the BIA purchases from Digital Equipment (a copy of a budget outline is attached to this letter). I feel strongly that the BIA could be and should be an effective showcase for the products of largest private employer in New Hampshire. Because these products are superior to others we examined, this involves no sacrifice on the part of the BIA.

We are a small organization, and our needs reflect this. Nevertheless, I believe that benefits would accrue to Digital as our members, prospective members, and others interact with our information system. They will receive a first-hand demonstration of the effectiveness of solutions offered by Digital. In addition, the BIA is currently in discussions with the major chambers of commerce in N.H. in an effort to establish a information network, for which the BIA would serve as a hub. If our system operates as I believe it will, the BIA will be a solid example of how small organizations can accomplish big things via information access, management, and distribution.

I have attached a initial cost estimate, prepared by Todd Sorenson of Digital, which places a price tag of approximately \$63,000 on the acquisition of hardware and software to accomplish our goals. Significantly, \$25,000 of this figure consists of voice mail and phone switching capabilities of which digital is not a manufacturer. We are in the process of discussing discounts on



this equipment from manufacturers who are members of the BIA. I include these costs here to provide a better understanding of our entire infrastructure proposal.

Briefly, let me discuss our proposal for increasing our information infrastructure and provide you with some time frame for its accomplishment.

1. Upgrade PC's, install a local area network, upgrade and standardized software. Time Frame: Within 2 months. The BIA's current "sneaker net" system impedes productivity, results in inability to access information in a timely manner and precludes the BIA from taking advantage of software feature such as DDE that would allow us to accomplish simple goals such as having to input or type nothing more than once.
2. Enhance external communications capability. Time Frame: 2-3 months. The BIA currently has limited capacity to access outside sources of information or disseminate our information to others. This task involves increasing telephone lines, modems, and fax modem capability. Currently we fax our weekly Legislative Review (10 pages) to 150 members, while another 300 are mailed. More of our communications could benefit from fax modem capabilities. The ability to capture faxes for editing and printing would make a number of our task much easier. Included under this heading is document and image scanning capabilities. This capacity is critical to the BIA as we often function as a conduit of information that we receive (in many forms) and must make available to our members in more standardized ways.
3. Bulletin Board System. Time Frame: 3-5 months. Not only does the BIA want to disseminate information directly to our members, we want to facilitate communications between them. The vast knowledge and resources of the member companies of the BIA must be more widely shared if the full value of membership in the organization is to be realized. In addition, we want to make as much information and as many services as possible available to our members via computer technology. The benefits of doing so are reduced demands on staff and more flexible and timely service to members. Simple tasks such as posting notices and events, direct registration for conferences and meetings, distribution of information such as WasteCap computer models, economic and demographic data, or legislation are some of the simple and immediate items that could be included.
4. Voice Mail/Phone System. Time Frame: 4-6 months. The BIA's phone system is over capacity and far too much time is spent playing "telephone tag" between BIA members and staff. Moreover, many calls and information requests can be effectively routed to other BIA resources (bulletin board etc.), ultimately increasing the timeliness of response and increasing productivity.

I hope that Digital will look favorably upon our request. Please do hesitate to call if you any questions.

Sincerely,

  
John D. Crosier

11 10 1000

**Budget Estimates for BIA Automation Project**  
**12/6/93**

PC's:	Notebook	3 each @ \$ 3000	\$ 9,000
	Desktop	1 each @ \$ 1500	1,500
	Server	1 each @ \$ 8000	8,000

(All PC's would be well-configured, 486 PC's with Network Cards)

Power Conditioner	1,000
Network Hub (16 ports)	3,000
FAX server w/modem and software	2,500
Color Dot Matrix Printer	400
Two-tray Laser Printer	2,500
300 dpi Scanner with software	1,500
Office Suite Software (including Novell LAN, WP, Spreadsheet, Graphics, Email, Dbase)	4,000
Bulletin Board Software	2,000
Voice Mail System (hardware and software)	10,000
Phone Switch (to be compatible with voice mail system)	15,000
LAN Wiring and Installation	<u>3,000</u>
Total	\$ 62,900

10  
Roma

March 26, 1993

Bill Copies or Status Reports:

If you would like to inquire about the status of a bill please call the appropriate staff person for that policy area at the BIA listed below. If you would like to receive a copy of a bill, please call the BIA.

Legislative Review Key:

- HB - House Bill, introduced in the House.
- SB - Senate Bill, introduced in the Senate.
- HR - House Resolution, resolution in the House only.
- SR - Senate Resolution, resolution in the Senate only.
- HJR - House Joint Resolution, resolution in the House and Senate.
- SJR - Senate Joint Resolution, resolution in the Senate and House.
- SCR - Senate Concurrent Resolution.
- HBI - House Bill of Intent.
- FN - Fiscal Note, assessment of bill's fiscal impact.
- A - Appropriation, an appropriation of money required.
- Con. Res. - Concurrent Resolution.
- CACR - Constitutional Amendment Concurrent Resolution.
- LSR - Legislative Services Request.
- LOB - Legislative Office Building.

Committee Reporting Key:

- OTP - Ought to Pass (no changes to the bill).
- OTP/A - Ought to Pass with Amendment (changes made to the bill).
- ITL - Inexpedient to Legislate (the bill's dead).
- Study - Bill referred to committee for study.
- Italics - Italicized bills have been killed for the 1993-1994 Session.

The BIA hopes you find the BIA Weekly Legislative Review informative and helpful in your business endeavors. Any comments or suggestions are encouraged and appreciated.

BIA STAFF POLICY AREA CONTACTS:

- Economic Development - Brian Gottlob
- Energy Affairs - Kenneth Colburn
- Environmental Affairs - Kenneth Colburn
- Fiscal Policy - Brian Gottlob
- Human Resources - Katharine Eneguess

Unless noted, hearings have not been scheduled for all of the following pieces of this printing.

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GENERAL LEGISLATIVE OVERVIEW

A quiet week was had by all in Concord as diligent work progressed at the committee level on a myriad of issues. It almost seems like the calm before the storm as BIA is well aware of several issues that will generate great debate in the coming weeks. However, all that was heard this week were hushed conversations as interest groups worked to get their message

out to the legislators.

Among those issues being worked over in the hallways and committees rooms are the new Business Enterprise Tax, Workers' Compensation reform, small business health care availability, and the Senate's economic development summit (scheduled for Monday, March 29, 1993).

Review and discussions continue on the Business Enterprise Tax (BET). Last Friday, the BIA monitored a work session on the bill; a work session that in turn produced 11 amendments agreed to by the Department of Revenue Administration. More amendments are anticipated before the full committee's vote which is slated for Thursday, April 1, 1993. Let's hope there is no irony in the date they have chosen to vote on this issue. Crossover deadline for tax measures remains April 13. BIA continues to participate in this debate. More on this measure and the result of the committee vote next week.

### ECONOMIC DEVELOPMENT

The Senate continues to be the focus of economic development bills, however no committee or floor action was taken this past week on any of the 5 "packaged" economic development bills listed below.

\* Capital Investment (SB 87), this bill includes a credit provision against the BPT for investment in a qualified venture capital firm, adds employees and bonding authority to the Business Finance Authority, allows the BFA to guarantee collection expenses and related loan costs, and allows the BFA to extend credit for commercial real estate. Pending in the Senate.

\* Workforce Development (SB 94), establishes a customized workforce training grant program, establishes a satellite program of the Department of Postsecondary Vocational Technical Education in Haverhill, and creates a government council on economic transition to assess the impact of military spending on New Hampshire's economy and to explore ways to convert from military to civilian production. Pending in the Senate.

\* Economic Security (SB 158), establishes a program within the NH Dept. of Health & Human Services to guarantee security deposits for rental housing, gives the NH Housing Finance Authority the ability to extend limited guarantees on mortgage refinancings including amounts of interest, principle and taxes in arrears, and creates a bi-state commission concerned with the economic health and development of communities along the Piscatqua River. Pending in the Senate.

\* Municipal Economic Development (SB 196), establishes a matching grants program for economic development, establishes a committee to study regional planning and economic issues, allows towns to acquire, develop and dispose of industrial land and facilities, allows cities and towns to join together to form a governmental unit for the purpose of economic development projects and allows them to enter into agreements between themselves to share tax revenues arising from local economic development efforts. Pending in the Senate.

\* Technology Development (SB 159). Pending in the Senate.

### FINANCING

SB 87 Relative to Capital Investment, Capital Access and the Business Finance Authority, and Capital Formation. The Senate voted OTP/A on March 4th. Will get a second look as a part of the new packaged SB 87.

HB 170 Authorizing the Business Finance Authority (BFA) to accept private funds for investment purposes. The House re-referred the bill to the committee.

SB 6 Permitting the banking commissioner to regulate municipal development authorities and not-for-profit development organizations which become small business lenders through certain federal and state loan programs. The Senate voted OTP-A on February 18.

HEARING: Wednesday, March 31, 1993 at 10:00 a.m. in room 207, LOB before the House Commerce Committee.

#### INFRASTRUCTURE

HB 275 Allowing towns to create special funds for revenues from state highway grants and vehicle registrations, to be used for highway expenditures. The House voted OTP/A on February 18th. Pending in the Senate.

HB 605 Changing the percentage of a municipality's share for local bridge improvement. Voted OTP-A by the House on March 16.

SCR 1 Declaring it an official policy of the Legislature to support and encourage inter-city passenger rail service along the Boston to Portland corridor. Passed by the Senate; pending in the House Transportation Committee.

HEARING: Thursday, April 1, 1993 at 10:00 a.m. in room 203, LOB before the House Transportation Committee.

#### PEASE TRADEPORT & NH PORT AUTHORITY

HB 442 Merging the responsibilities of the Pease Development Authority (PDA) and the New Hampshire Port Authority to create a trade port commission. Passed by the House on March 10. Now pending before the House Appropriations Committee.

#### MISC.

SB 86 Requiring a performance audit of the New Hampshire Department of Resources and Economic Development (DRED) and the Office of State Planning (OSP). Senate voted OTP/A on March 4th.

SB 77 Exempting re-sellers of telecommunications services from regulation by the New Hampshire Public Utilities Commission (NHPUC). This bill was passed by the Senate in final form on March 11. Next step is the House.

HEARING: Tuesday, April 6, 1993 at 10:00 a.m. in room 302, LOB before the House Science, Technology & Energy Committee.

SB 236 Allowing a credit against the Business Profits Tax for research and development. Pending in the Senate.

#### TOURISM

SB 73 Appropriating \$1,000,000 to promote New Hampshire to international tourists. Voted OTP-A by the Senate with out the appropriation.

The Lodging and Restaurant Association has prepared a detailed plan of how to best use such a resource. The BIA SUPPORTED this amended bill. Pending in committee.

HB 592 Designating a percentage of the Rooms and Meals Tax to fund the New Hampshire Department of Resources and Economic Development. The House voted OTP-A on March 17. The amendment turns this bill into a study committee of NH's economic development activities.

#### EDUCATION & TRAINING

SB 29 Establishing a satellite postsecondary vocational technical program in the Town of Haverhill, to promote economic development in the North Country. Voted OTP by the Senate on February 4th. Pending in the Senate Appropriations Committee.

#### ENERGY AFFAIRS and REGULATED UTILITIES

HB 136 - making several positive technical changes regarding the New Hampshire Public Utilities Commission operations - was heard at the Senate Executive Departments and Administration Committee on Thursday, March 18. The committee appears to be in philosophical agreement with the bill, albeit with some concerns regarding particular language.

SB 77, which seeks unfair selective regulation of telecommunications utilities in the state will be heard by the House Science Technology and Energy Committee on April 6. Some of the dissatisfaction driving this bill may have been rendered moot by the filing Monday at the Public Utilities Commission of a settlement proposal in DR90-002, the general telecommunications competition docket.

Hearing: Tuesday, April 6, 1993 at 10:00 a.m. in room 302, LOB before the House Science and Technology Committee.

HB 136 Relates to the authority and operation of the NH Public Utilities Commission (NHPUC), including a provision to allow organizations such as the BIA to intervene as full parties in proceedings before the NHPUC. The BIA testified in SUPPORT of this bill and the House voted OTP-A. The Senate Executive Departments and Administration Committee held a hearing on March 17; now pending in that committee.

#### ENVIRONMENTAL AFFAIRS

Continued excellent progress on air issues this week! HB 674 was favorably reported by the House Ways & Means Committee and then the House for the second time in eight days. This critical economic development bill now goes to the Appropriations Committee for review of related expenditure issues.

This progress as well as that shown below on other bills continues to be encouraging relative to cooperation and balance between environmental and economic interests.

HB 674 Instituting an enhanced motor vehicle emissions inspection and maintenance program. This program is required by EPA, and if not passed, could significantly hinder economic development in New Hampshire. Passed overwhelmingly by the House on March 18 and then the 25th as a four county program. Now pending an

Appropriations Committee hearing.

- HB 571 Establishes an air emissions reductions trading program. BIA strongly supports a bill of this nature as critical to Economic Development. Voted OTP/A by the House March 16. Pending a hearing date in the Senate.
- HB 172 Extends and modifies the Oil Discharge and Disposal Fund program. BIA SUPPORTED this bill. Passed by the House after review by the Ways & Means Committee.
- HB 271 Adds criminal penalties for acts of knowing endangerment under hazardous waste laws. Though it sounds bad, EPA requires this provision in order to delegate RCRA programs to the state. BIA will SUPPORT this bill since we want to be regulated by Concord, not Washington, DC. The House voted OTP/A on March 17.
- HEARING: Thursday, April 8, 1993 at 11:30 a.m. in room 212, LOB before the Senate Environment Committee.
- HBI 05 Seeks to study toxic use reduction legislation. The business community is engaged in an active (and effective) effort to reduce the quantity and toxicity of its waste stream. Although the sponsor intends well, this bill could become a precursor to further ineffective command and control regulation, so the BIA opposes it until a more positive direction is clear. Passed by the House on March 3.
- HB 502 Asserts state ownership of all water resources, including groundwater. The bill has serious legal questions that must be studied and resolved before legislation is appropriate. The House voted to re-refer this bill to committee. A report is due out in November.
- HB 503 A companion bill to HB 502, it seeks to inventory existing legislatively authorized water withdrawal rights, make them subject to a finite term, and repeal those currently unused. BIA concurs with the need for an inventory; but further decisions as to repeal should await its results. This measure was passed by the House with amendments submitted by BIA and the ski industry. Next action is in the Senate.
- HB 609 Nominates the Asheulot River for inclusion in the Rivers Management and Protection Program. This bill has been developed with the cooperation of the area's business community and merits BIA support. The House and Senate have both voted OTP.
- HB 140 Seeks to study economic incentives and opportunities for encouraging market development for recycled products. BIA LARGELY SUPPORTS this collaborative effort with environmental interests. BIA submitted supportive testimony at the Senate hearing.
- HB 481 Enabling municipalities to enact noise ordinances. BIA OPPOSES this bill as statutorily unnecessary. House voted OTP on March 3.

HEARING: Thursday, April 1, 1993 at 11:00 a.m. in room 212, LOB before the Senate Environment Committee.

SB 139 Relative to water rights, this bill establishes a river basin

planning process that the state clearly needs to make intelligent decisions in the future. BIA had some concerns with methodologies and oversight in this bill but believes they can be overcome and is generally supportive of this bill. The Senate voted OTP/A on February 18; now pending decision of the Appropriations Committee.

SB 140 Another water rights bill, this one requires NHDES to design a water permitting system. This direction is unclear until several underlying issues are resolved, and the design process must be explicitly inclusive of economic interests. The Senate Environment committee found too many unresolved issues and the full Senate voted to re-refer the bill for further study on March 4.

SB 169 An act enhancing the capability of DES to perform environmental site assessment and remediation reviews required by lenders for the transfer of real property, creating a groundwater management permit fee to fund such enhanced capability. This is a BIA initiative and seeks to expedite property transfers. The Senate voted OTP/A on February 16. Now pending a decision of the Appropriations Comm.

SB 184 An act imposing a surcharge on tipping fees at private solid waste landfills and continually appropriating a fund to the Governor's Office of Energy and Community Services. BIA OPPOSES this bill. After a review of proposed amendments, BIA was still unable to support the measure and the Senate agreed. The bill was re-referred to committee on March 4.

SB 193 An act relative to liability under the hazardous waste laws, oil spillage and underground storage facilities laws, and amending statutory definitions to clarify the second creditor exemption. BIA's lender liability bill. The Senate voted OTP on February 18.

HEARING: Tuesday, March 30, 1993 at 11:00 a.m. in room 301-3, LOB before the House Environment & Agriculture Committee,

SB 197 An act implementing Title V of the Clean Air Act. Like HB 271, this bill provides New Hampshire with legislative authority to implement parts of the Clean Air Act. BIA SUPPORTS this bill. The Senate voted OTP/A on February 16. Pending a decision of the Appropriations Committee.

#### FISCAL POLICY

Thursday saw the House Ways & Means Committee support reductions in the Telecommunications Services and Real Estate Transfer Tax surcharges. The Rooms and Meals Tax surcharge will remain to allow the state to take advantage of additional medicaid enhancement funds available from the federal government. The votes were close on each of the proposals. The votes were either 12-8 or 11-9 to support the package as proposed by Governor Merrill. These votes presuppose the enactment of the Business Enterprise Tax as the Governor previously indicated that two of the three surcharges would be reduced if his tax reform (BET) plan were approved. The close committee votes do not bode well for smooth sailing on the House floor when those surcharges are voted on by the our State Representatives.

#### SPENDING/BUDGET

SB 234 Amending the state's revenue sharing program to provide changes equal to 1/2 of the percentage change in state General Fund



Revenues. (Current revenue sharing is capped at a fixed amount).  
Pending in committee.

SB 138 Returning general fund surpluses to cities and towns. Report is pending in committee.

SB 163 Requiring a balanced budget and returning surpluses to cities and towns. Report is pending in committee.

#### BUSINESS PROFITS TAX (BPT)

HB 51 The Business Enterprise Tax Reform Act. The Governor's proposed reform of the Business Profits Tax. The BIA TESTIFIED IN SUPPORT of this bill while suggesting a number of improvements to the bill. Anyone interested in details of the reform proposal should contact the BIA. The House Ways and Means Committee will continue to work on this proposal this coming Tuesday and Wednesday. At this time, 12 amendments have been drafted (including raising the BET filing threshold to \$100,000 and increasing the carryforward to 5 years).

HB 621 Increasing the threshold for filing a BPT tax return from \$12,000 to \$50,000 of business revenue. The House voted OTP on February 4th. Pending in the Senate.

HB 662 Limiting the deductions to the BPT that may be taken for subsidiaries, joint ventures, and partnerships in certain circumstances. Passed by the House with amendment. The BIA OPPOSES this bill because it addresses some as yet unresolved legal issues and it changes long standing tenants of the BPT.

SB 236 Allowing a credit against the Business Profits Tax for research and development. Pending in the Senate.

#### SURCHARGES

These three bills are now all pending before the House Ways & Means Committee. Their outcomes will in part depend upon the viability of the Governor's tax reform package.

HB 465 &

HB 61 Extending the surcharge on the Real Estate Transfer Tax.

HB 62 &

HB 593 Extending the surcharge on the Meals and Rooms Tax.

HB 60 &

HB 587 Extending the surcharge on the Communications Services Tax.

#### FEES

HB 652 Requiring state fees to reflect only direct and indirect costs of providing a function or service. The House re-referred this bill to committee for more study. The BIA SUPPORTS this bill.

#### MISC.

HB 665 Imposing a statewide property tax to fund education. The House voted OTP/A on March 18.

HUMAN RESOURCES

This past week saw further debate on HB 164 (Workers' Compensation part 2), the bill designed to bring further reform to the Workers' Compensation system. Meanwhile, HB 606 (part 1) - the Managed Care bill, is pending before the Senate Insurance Committee. These two bills are being proposed to address the critical Workers' Compensation issues facing New Hampshire's business community and they are drawing fire from all quarters. The remainder of this session will see a great deal effort devoted to the passage of these badly needed reforms. As more parties become familiar with these measures, the more controversy seems to be cropping up. We will keep you informed as this develops. We will also need your letters of support at the most opportune time to influence passage of these measures by the Senate. Specifics will be outlined in a Legislative Alert at the appropriate time to make a difference.

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At the April 1st meeting of the Human Resources Committee, Liberty Mutual/Healthsource will present their Workers' Compensation managed care plan for Assigned Risk Pool members. We encourage you to attend, as this is an opportunity for questions and concerns to be raised. If you have not attended a prior human resource committee meeting, please call ahead to let us know your are coming. 8:30 am to 11:00 am  
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WORKERS' COMPENSATION

HB 120 Mandating that Workers' Compensation benefits collected under New Hampshire law be the exclusive remedy for a person injured in New Hampshire. There was little disagreement about the intent but some interest in language clarification. The BIA requested submittal of this legislation and supports passage as written. Passed by the House and Senate

HB 418 Relative to costs of prevailing employees under the workers' compensation law. The House passed this bill on March 3. The intent was a technical "housekeeping" initiative.

HB 606 Authorizing employers subject to the workers' compensation law to establish managed care programs. This is a new title and defines managed care for employers, employers' insurance carrier or self-insurer. Passed by the House on March 3. Now pending in the Senate Insurance Committee.

HB 164 Relative to Workers' Compensation disability payments, lump sums payments, and safety inspections and establishing an insurance fraud investigation unit. As proposed by the Governor, this bill will change lump sum payments, change the average weekly wage formula in temporary total disability cases, tighten safety requirements and penalties for violations, establish a safety training program for employers that have premiums less than \$25,000, establish a fraud unit in the insurance department, and change the effective date of a medical fee schedule to 1/95. Passed by the House with amendments on March 17.

HEALTH CARE

HB 340 Relative to technical changes in the small employer insurance law. The BIA is in favor of this bill as written. It is the technical changes necessary to clarify the small business health care laws

From: BIA of NH at #603 224 5388  
To: Russell Gulloti at #1.8841036

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that passed in the 1992 session. The House voted OTP on March 16.

HEARING: Thursday, April 1, 1993 at 9:15 a.m. in room 101, LOB before the Senate Insurance Committee.

HB 341 Relative to the small employer insurance availability act. The BIA testified in favor of this bill throughout the study period of the last 6 months. This current edition is the product of the study committee and must be heard during this session. This bill provides the insurance access and availability for employers of 2-50 employees. The House voted OTP/A on March 17.

HCR 1 Relative to a universal health care program in New Hampshire. This resolution seeks support from the New Hampshire House to discuss and endorse the concept and implication of universal health care for all New Hampshire citizens. Passed by the House on February 11 and passed by the Senate on March 4.

#### UNEMPLOYMENT COMPENSATION

HB 612 Increasing the maximum weekly benefit amounts for unemployment compensation. The BIA OPPOSED this bill. The House voted OTP-A on March 17. Pending in the Senate.

HB 376 Allowing nonprofit corporations and municipalities to elect to reimburse unemployment compensation benefits or to contribute to the Trust Fund. The House voted OTP/A on March 3. Pending in the Senate.

HB 620 Provides that persons who employ domestic workers are employers for unemployment compensation purposes. The House voted OTP-A on March 17.

HEARING: Thursday, April 1, 1993 at 9:35 a.m. in room 101, LOB before the Senate Insurance Committee.

SB 160 Allowing individuals who have voluntarily terminated employment to qualify for benefits before earning enough requalifying wages if involuntarily terminated by their new employer. The Senate voted OTP/A on February 18. Now pending a House Labor Committee hearing.

HEARING: Tuesday, March 30, 1993 at 10:00 a.m. in room 306, LOB before the House Labor Committee.

FAX-OUT	TO: Russell Gullotti	FROM: John Crosier	DATE: 3/10/93
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**BIA****Business & Industry Association of New Hampshire**

TO: Executive Committee

FROM: John D. Crosier, President *JDC*

RE: Governor's Business Enterprise Tax Proposal

DATE: March 10, 1993

Attached is a summary of a two-hour discussion by the members of the Fiscal Policy Committee at their March 9th meeting on the Governor's proposed Business Enterprise Tax.

Shortly after Governor Merrill made his preliminary presentation to the New Hampshire Legislature, I was publicly asked for a reaction. Based upon previous BIA work around Business Profits Tax reform, we publicly indicated on many occasions that we thought the Governor's proposal, in its broadest strokes, met the criteria the BIA had established in previous tax reform discussions. We did, however, reserve final comment until we could examine the details of the proposal.

A review of the details does raise some very legitimate concerns that the BIA must address. Unfortunately, time is not our friend as the first hearing on the Governor's proposal will be on Friday, March 12th at 10:00 a.m. before the House Ways and Means Committee of the New Hampshire Legislature.

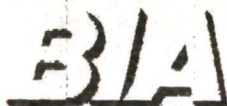
It is my recommendation that we appear at that hearing and continue to voice general support for the objectives that the Governor is attempting to achieve while, at the same time, enumerating (in more detail than the attached memorandum) some of the specifics which we feel must be considered. It is our expectation that many others will be commenting and that following the hearing on Friday, there will be many more opportunities to offer constructive suggestions.

I am asking the Executive Committee for some "wiggle room" to pursue this general line of support for the Governor's proposal until the Board can have a more in-depth discussion at our upcoming March 18th meeting. We have asked Governor Merrill to attend the March 18th meeting, and we are advised that he is attempting to accommodate our request.

In the meantime, it is my plan to consult with Skip Kendall (who is on vacation) and, at a minimum, I will attempt to reach each of you individually. However, if Skip and I conclude that a conference call would be better, we will attempt to schedule that for sometime on Thursday.

If you are generally comfortable with the recommendation in the memorandum, I would appreciate a call as well.

JDC/ss  
attachment



**Business & Industry Association of New Hampshire**

Overview of BIA Fiscal Policy Meeting of March 9, 1993

A Discussion of the Business Enterprise Tax Proposal

A number of points of concern were raised regarding the draft Business Enterprise Tax at the March 9th meeting of the Fiscal Policy Committee. In broad terms, the issues of concern can be characterized as either policy based or on the technical aspects of the bill.

On the whole, the policy issues (those which questioned whether the proposal appropriately accomplishes its stated purpose or whether the purpose itself is desirable), more than the technical issues (whether the particular provision of the bill are clear, constitutional, or have the intended consequences) seemed to dominate the discussion.

The preeminent policy concern was the impact that the BET would have on a company in a loss position. This concern was most pronounced for multi-state/national organizations, who have traditionally been BPT payers and thus "not a part of the problem", but believe they will be hurt with this solution. The cash flow impacts on a business in a loss position are of primary concern. A carry-forward credit of 3 yrs for BET payments by an unprofitable company was not viewed as sufficient to offset the damage to cash flow. A lengthening of the carry-forward provision to 15 yrs, to match the federal corporate tax loss carry-forward was strongly supported to minimize the potential impacts of the BET. Although this would reduce the concern for many businesses, some businesses argue that for cost cutting companies operating at a loss, the BET is an incentive to cut the largest element of the BET tax base - employment (wages and salaries). Moreover, because companies operating at a loss have greater borrowing needs, the interest portion of the BET tax base raises the cost of capital for traditional BPT taxpayers when they operate at a loss.

The other fundamental issue is how appropriate it is to move to a wage based tax and how far should the state go in doing so. Conceptually, the recognition that more businesses depend upon human capital to produce income in N.H. and the nation, provides the rationale for supporting a tax with a wage base, especially when the BPT effectively taxes the returns to capital. The committee, while recognizing this, expressed concern that distinction between taxable organizations and tax exempt organizations is increasingly being blurred. This is especially true in the health care and educational fields. If the "Benefit Principle" (the belief that all businesses benefit from the state services that support and allow commerce) is the basis for the reform effort, the case can easily be made that tax

exempt organizations require the same support from state services. The distinction between Matthew Thornton and HealthSource highlight this problem, as does the distinction between for-profit and not-for-profit hospitals. This concern is magnified at the individual level, as individuals who derive their living by employing their own labor (a doctor in private practice) will pay a tax while the doctor working in a hospital setting (even if they receive equal compensation) will not. In fact, however, a tax will be paid on the compensation to doctors regardless of whether or not they are in private practice or on staff at a hospital, provided the hospital is not tax exempt.

The general feeling of the committee was that a tax base which includes the consumption of labor (wages & salaries), and capital (interest & dividends paid), presents an opportunity to treat equal consumption of these resources differently, depending on the tax status (exempt/taxable) of the organization. This concern could be eliminated by including tax exempt organizations on the benefit principle or as consumers of labor and capital just as taxable organizations consume resources. The inclusion of 501 C-3 organizations was conceptually if not politically supported.

The committee appears unconvinced that the minimal rate of .0025 will not, at some point, become more onerous. Even for those who believe in the concept, there is an appropriate fear that the magnitude of this tax base invites easy solutions to future fiscal crises.

A number of technical issues were raised but none were discussed at length. The apportionment of dividends appears to be a problem and the application of the BET base to investment funds and other financial intermediaries is unclear. Although only indirectly addressed at the meeting, financial intermediaries (banks) have some concerns over the interest portion of the BET base and, although it may not occur to them, they have some theoretical and perhaps practical arguments for differential treatment.

With a few notable and important exceptions, there appears to be an interest in pursuing the proposal to see if some of the concerns raised can be eliminated. On the other hand, there was clearly a recognition that a lot of questions must be answered and details and clarifications added before the proposal would be acceptable to a majority of committee members.