



# 2022

**ANNUAL REPORT**

# CBIA Is the Leading Voice for Connecticut Business

We fight to make Connecticut a top state for business, jobs, and economic growth: driving change, shaping legislative and regulatory policy, and promoting collaboration between the private and public sectors.

We support the innovators, entrepreneurs, and leaders shaping a vibrant, dynamic Connecticut with opportunities for all—and connect business leaders with each other and with legislators.



## Diversity, Equity, and Inclusion

CBIA respects and acknowledges all aspects of diversity, equity, and inclusion, recognizing how different viewpoints foster teamwork and innovation—cornerstones of our values.

We are committed to being a workplace that reflects the unique experiences and perspectives of the business community we serve, and by welcoming all voices, we further our mission of making Connecticut a top state in which to live and work.



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# The World Is Transforming

**T**he pandemic fundamentally changed so much for so many—from workforce shifts to supply chain strategies to new innovations.

And Connecticut is no exception.

Nearly three years since the start of the COVID-19 crisis, businesses across the state have rewritten the playbook of how to be successful.

They weathered the crisis and provided the foundation to rebuild the economy.

Our businesses embraced the disruption by pulling out the good from it, such as deglobalization and reshoring, leveraging technology, and elevating corporate responsibility by making environmental, social, and governance issues a strategic priority, including diversity, equity, and inclusion.

And now our state can take a page from our businesses and realize the enormous opportunity that exists in our changed world.

It's time to transform our economy by taking it to the next level and unlocking Connecticut's tremendous economic potential.

To do that, we must take a hard look at the realities we face and embrace change on a deep and meaningful level.

Transformation cannot be just a buzzword, but an imperative for us to

work together to provide opportunities for everyone, and make our economy more vibrant, robust and equitable.

That's why we launched our Rebuilding Connecticut campaign in 2020.

It was our first-ever policy pledge focused on solutions to move the state forward—solutions that were created through input received from thousands of businesses like yours.

More important than developing those solutions, was implementing them. Through collaboration with businesses and lawmakers, we saw the adoption of a number of those policy recommendations during the 2021 and 2022 legislative sessions.

The success of Rebuilding Connecticut got us here. Now, it is critical that we solve the state's worker shortage crisis and make Connecticut a more affordable place to live and do business.

We need to do things differently. It's the only way we'll truly open new doors.

The Transform Connecticut policy solutions will help us achieve our goals.

We worked throughout the summer and fall on these new solutions that focus on those two key areas—once again collaborating with thousands of members, business leaders, and stakeholders from across the state to create meaningful solutions.

Solving the labor shortage requires growing the state's population—retaining our current residents, attracting new ones, and holding on to a larger percentage of those that are educated in our amazing schools.

The jobs are there. What employers need are the workers to fill those jobs.

That's why our policy priorities include solutions designed specifically to:

- ▶ **Create** new housing opportunities
- ▶ **Help** residents struggling with student loans
- ▶ **Make** it easier for small businesses to provide affordable health insurance options
- ▶ **Incentivize** more worker training
- ▶ **Increase** immigration into Connecticut

With the Transform Connecticut solutions in hand and almost half the legislature supporting them, we now need your support to implement these recommendations during the 2023 legislative session, by signing the pledge, engaging your legislators, and speaking before legislative committees.

CBIA is committed to its members, and to collaborating with businesses, organizations, lawmakers and individuals to create an economy and environment where we can meet



our challenges and thrive together.  
Collaboration sparks innovation.

This year, we held two brand new events to do just that.

In May, we held the Healthcare's Future: The Post-COVID World conference. Biopharma, healthcare providers, and health insurance industry leaders came together to discuss the issues facing the sector, how the pandemic changed healthcare, and how innovation is changing the nature of patient care.

Then in October, CBIA partnered with ReadyCT, CONNSTEP, and Social Venture Partners Connecticut for the Connecticut Workforce Summit. Leaders in manufacturing and business shared best practices and proven strategies to help tackle the labor shortage.

Throughout the year, we held more than a dozen programs and events focusing on helping our members navigate an ever-changing business landscape. CBIA's products, services, and advocacy are transforming, helping member companies better compete and grow.

Part of transformation is creating opportunities for all, establishing an atmosphere of diversity, equity and inclusion.

With a person of color as chair of our board of directors for the first time in CBIA's history and nearly 50% women directors, we are working to embrace that mission every day.

We are working to set an example for all businesses to do the same.

Recognizing different viewpoints is critical to fostering teamwork and innovation.

Workplaces need to reflect the unique experiences and perspectives of their communities and employees.

Only when we welcome all voices, can we make Connecticut a top state in which to live and work.

How do we Transform Connecticut?

- ▶ **We do** things differently.
- ▶ **We focus** on the employee as well as the employer.
- ▶ **Create opportunities** for everyone.
- ▶ **We advocate** for what's right and do what's right every day.

On behalf of our board of directors and staff, thank you for your ongoing support of CBIA as we strive to make Connecticut a better place to live and do business.

Sincerely,



Rina Patel, Chair



Chris DiPentima, President & CEO

#### 2022 CBIA Executive Committee:

Left to right: Rina Patel, *Chair*; Chris DiPentima, *President & CEO*; Matt McSpedon, *Vice Chair*; Kevin Grigg, *Vice Chair*; Jeff Hubbard, *Immediate Past Chair*; Drew Andrews; Rohan Freeman; Joseph Kask; Paul Kelley; Marietta Lee; David Lewis; Brian Montanari; Moy Ogilvie; John Strahley



# Advocating for a Better Connecticut

**C**BIA's goal for the 2022 legislative session was to build upon the achievements of the bipartisan Rebuilding Connecticut campaign launched in 2021.

The successes of that campaign were hard fought, especially given political imbalance in both chambers of the legislature.

However, by forging lasting partnerships with the Lamont administration and lawmakers from both parties, CBIA advanced proposals that are reshaping Connecticut's economy, with the legislature approving a number of positive measures, including:

- ▶ **Expanding** the manufacturing apprenticeship tax credit to pass-through entities
- ▶ **Securing** \$40 million in additional federal relief funding to help pay down unemployment debt
- ▶ **\$600 million** in individual tax relief
- ▶ **Improving** access to affordable childcare with an investment of more than \$100 million
- ▶ **Eliminating** statutory barriers to professional licenses and a CDL training program for returning citizens
- ▶ **Promoting** innovation with a study into expanding the R&D tax credit to pass-through entities

During the legislative session, CBIA fought hard against bills that drive up business costs, create new mandates, or weaken the state's economic competitiveness.

That advocacy, which covered hundreds of bills across more than 7,000 hours of lobbying, saved CBIA members an average of \$583 per employee annually.

CBIA's biggest challenge this year was the passage of a law that puts new restrictions on employer speech in the workplace.

The law allows employees to simply get up and walk out of any meeting they subjectively believe is discussing political or religious matters, but is so broadly defined that it includes many topics that could impact the workplace.

CBIA led a large coalition of business organizations in opposition to the captive audience legislation.

On November 1, CBIA filed a federal lawsuit with a coalition that includes state and national organizations.

The suit asserts that the law is unconstitutionally preempted by federal law, but also violates employers First Amendment rights.

CBIA is a key plaintiff in this litigation, proof that our advocacy on behalf of our members doesn't end when



**transform > CT**  
affordability + career skills + opportunity

the final gavel strikes on a legislative session.

Even before the 2022 legislative session ended, CBIA began to prepare for the 2023 session. Our advocacy and communication teams got to work on our new campaign, Transform Connecticut.

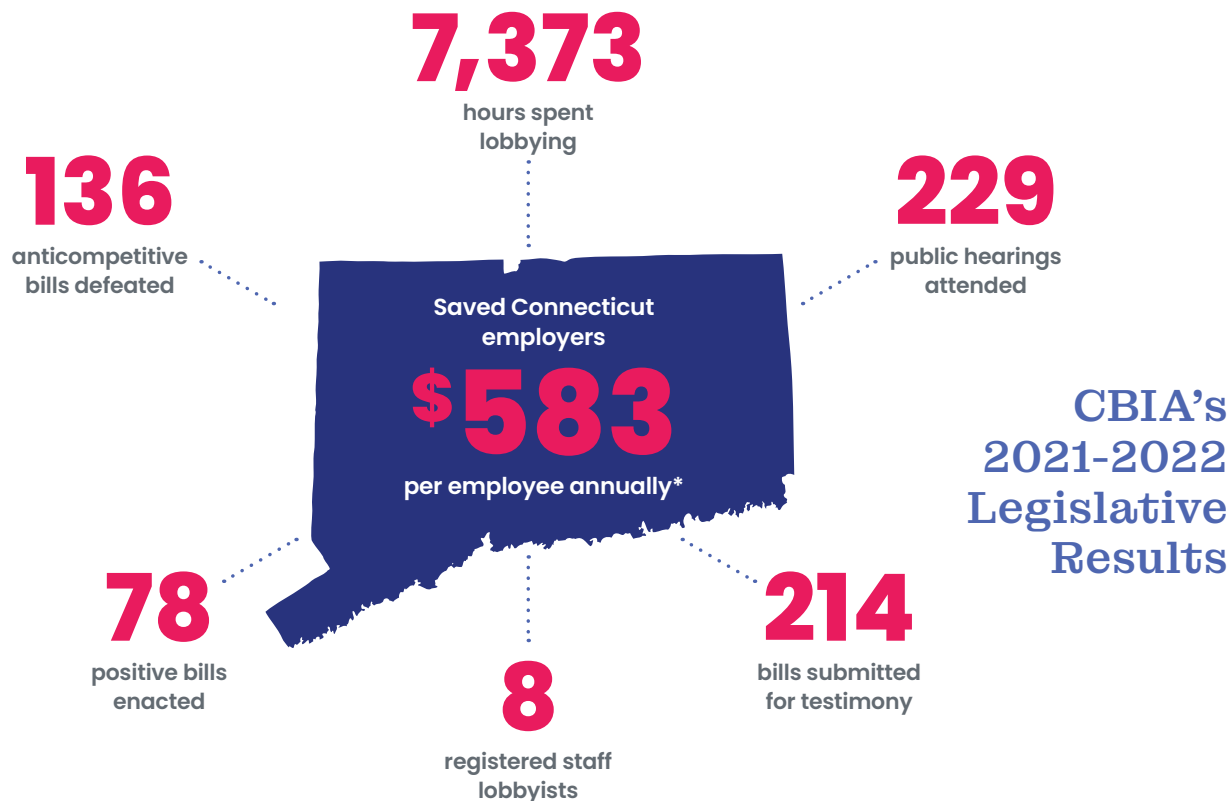
In the first year of this two-year effort, Transform Connecticut focuses on

12 policy proposals addressing the two biggest issues facing the business community—the workforce crisis and making Connecticut a more affordable place to live and work.

Through CBIA’s advocacy efforts, 154 candidates for office signed the pledge, with 82 elected. That’s 44% of the next legislature, with broad bipartisan support.

That gives CBIA a much broader, stronger advocacy platform than we had just two years ago.

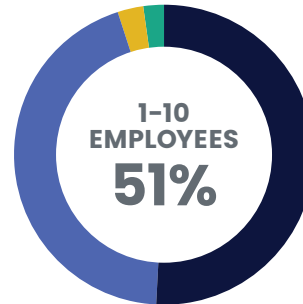
We will continue to advocate strongly for businesses of all sizes, pushing lawmakers to address the challenges facing Connecticut and help the state realize its full economic potential.



*\*Savings per employee calculated by annual cost savings realized or cost hikes avoided through lobbying for or against bills SB 3, SB 4, and HB 5506 during the 2022 Connecticut legislative session and SB 1202, SB 842, HB 6633, HB 6447, HB 6443, HB 6537, and HB 6688 during the 2021 Connecticut legislative session. There are 1,448,200 private sector employees according to the Connecticut Department of Labor ([www1.ctdol.state.ct.us/imi/ces/nfstatcm.asp](http://www1.ctdol.state.ct.us/imi/ces/nfstatcm.asp)).*

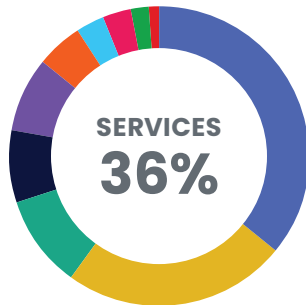
# Giving Our Members a Voice

## CBIA Member Demographics



### Employee Size

- 1-10 (51%)
- 11-100 (44%)
- 101-300 (3%)
- 301+ (2%)



### Industry Sectors

- Services (36%)
- Manufacturing (24%)
- Construction (10%)
- Finance, insurance, & real estate (8%)
- Retail trade (8%)
- Wholesale trade (5%)
- Not classified (3%)
- Transportation, communications, electric, gas, & sanitary services (3%)
- Agriculture, forestry, & fishing (2%)
- Public administration (1%)

### Advocacy

Giving voice to the issues that matter to our member businesses, no other organization in Connecticut has as broad a reach or as deep a bench of expert policy advocates.

Our members work together to champion the issues and policies that drive competitiveness and growth. CBIA advocacy is a great investment for member companies.

CBIA's advocacy efforts help our members stay informed, get active, and advocate for change.

- ▶ **Policy Councils:** Advisory groups focused on specific topics including bioscience, manufacturing, energy, business law, HR, taxes, and more
- ▶ **Voting Records:** How state lawmakers voted on key legislation impacting Connecticut's business community and economy

▶ **Legislator Locator:** Find and engage your state and federal lawmakers and make sure your voice is heard

▶ **Policy Priorities:** Solutions-based recommendations for driving job and economic growth and creating opportunities for all Connecticut residents

▶ **Economic Surveys:** Surveys and reports highlighting the challenges and opportunities for the state's economy, job growth, and our communities



## Workforce Experts Provide Free Support to Member Companies

**O**ur members' employees are their biggest asset—so it's crucial that they do what it takes to retain their workforce and boost production and morale, while staying up-to-date on the latest changes in state and federal employment laws and safety regulations. CBIA provides unlimited complimentary advice on HR and workplace issues as well as access to free information regarding state and national trends in compensation and benefits.

Our membership has access to HR information and tools they need to manage their workforce.



**HR Hotline:** Answers to questions about employment terminations, wage and hour laws, leave of absence management, handbook policies, discrimination and harassment, background investigations, unemployment compensation, workers' compensation, and more



**On-Site Training:** Customized HR training programs for a flat fee on a range of topics, including in-person training for supervisory and non-supervisory employees, with the convenience of on-site expertise that minimizes work disruption



**Compensation & Benefits:** Insights from industry experts including customized pay data, competitive salary range information, and wage and hour guidance



**On-Demand Safety & Compliance:** Savings of 90% on our safety compliance training program stocked with over 700 videos on a variety of topics



**Compliance Posters:** Discounted workplace compliance posters that comply with state and federal posting obligations

## Great Benefits, Great Savings

**A**ttract and retain quality employees with company benefits outside of the norm with the help of savings on travel services and cell phone plans.

At the same time, members can lower expenses to keep their business profitable and stay within budget. CBIA member savings help employers economize on the everyday products and services needed to keep things running smoothly.



**Cell Phone Services & Travel:** Discounted car rentals, hotels and ticketing, as well as savings on Verizon wireless voice and data services



**HR & Safety:** Savings on employee background checks, career transition services, safety and compliance training, and more



**Shipping & Supply:** Savings on shipping and printing, outsourcing consulting services, and a national supply chain database



**Specialized Services:** Discounts of 25% or more on services including air purification, waste water disposal, and welding supplies



**Office Supplies & Services:** Discounts on uniforms, facility services, payment processing, computers, video conferencing, and much more

## Answers to Your HR & Compliance Problems: CBIA's Free Members-Only Hotline

**W**hether you're interested in information, backup documentation, brainstorming a thorny problem, or sample templates, CBIA's experts get you what you need—in minutes—helping you manage your business efficiently and effectively.

Over the past year, we fielded more than 3,000 calls and email inquiries, most of which we resolved on the spot.

Member inquiries spanned a wide range of issues, including:

- ▶ Hiring and firing, discipline, documentation
- ▶ Preventing and addressing harassment and discrimination
- ▶ Wage and hour compliance, labor department complaints
- ▶ Non-compete and employment contracts
- ▶ Drafting and updating employee handbook policies
- ▶ Workplace safety, OSHA compliance, workers' compensation, COVID protocols
- ▶ Unemployment eligibility and appeals
- ▶ Drug and alcohol use and testing, background investigations
- ▶ Employee leave management, FMLA, paid sick leave, maternity leave, ADA accommodations
- ▶ Employee benefit administration, COBRA and ACA compliance strategies
- ▶ Total rewards strategies compared with national compensation and benefits data
- ▶ Workplace regulation, employment of minors, posting requirements, record retention, surveillance, weapons
- ▶ General employee relations, best practices

## Plus...

- ▶ **Free** services for CBIA Health Connections insurance customers
  - **Free** COBRA administration services
  - **Free** HRA administration service
  - **Free** Section 125 Premium-Only-Plan document
  - **Free** online enrollment through the CBIA Benefits Hub
- ▶ **Free** CBIA webinars
- ▶ **Free** business information through HR News, Safety & Health News, and other digital publications
- ▶ **Employee discounts** on computers, cell service, hotels, rental cars, and more



**You could realize a 768% return on a \$750 membership investment when you take advantage of all CBIA has to offer.**

### **A Great Return on Investment**

Running a business comes with a lot of expenses, and we know every bit of savings helps. CBIA membership comes with fantastic savings for your business needs.

<b>CBIA Membership Provides</b>	<b>You Save</b>
<b>Free HR, safety, &amp; compliance advice</b> (Versus three calls to other HR resources @ \$200/hour)	<b>\$600</b>
<b>Affordable solutions with Energy Connections</b> (Assuming 250,000 KWh per year and a one-year contract)	<b>\$2,776</b>
<b>Advocacy efforts at the state Capitol</b> (per employee, based on 2021-2022 legislative sessions)	<b>\$583</b>
<b>Discounts on Staples office supplies</b> (Assuming \$600 annual office supply expenses)	<b>\$240</b>
<b>Savings on events &amp; professional development</b> (Assumes two events versus regular admission)	<b>\$113</b>
<b>Employee training for under \$200</b> (Versus nonmember price; for companies with fewer than 100 employees)	<b>\$1,446</b>
<b>Total Annual Savings</b>	<b>\$5,758</b>

# Expand Your Network and Skillset

Our events keep attendees up-to-date on the latest economic, business, policy, tax, employment law, and HR trends while connecting them with their peers through networking opportunities.

Whether you're looking to get HR credits, stay current on the latest laws and trends in tax, employment law, and safety, our programs and events are designed to help you.

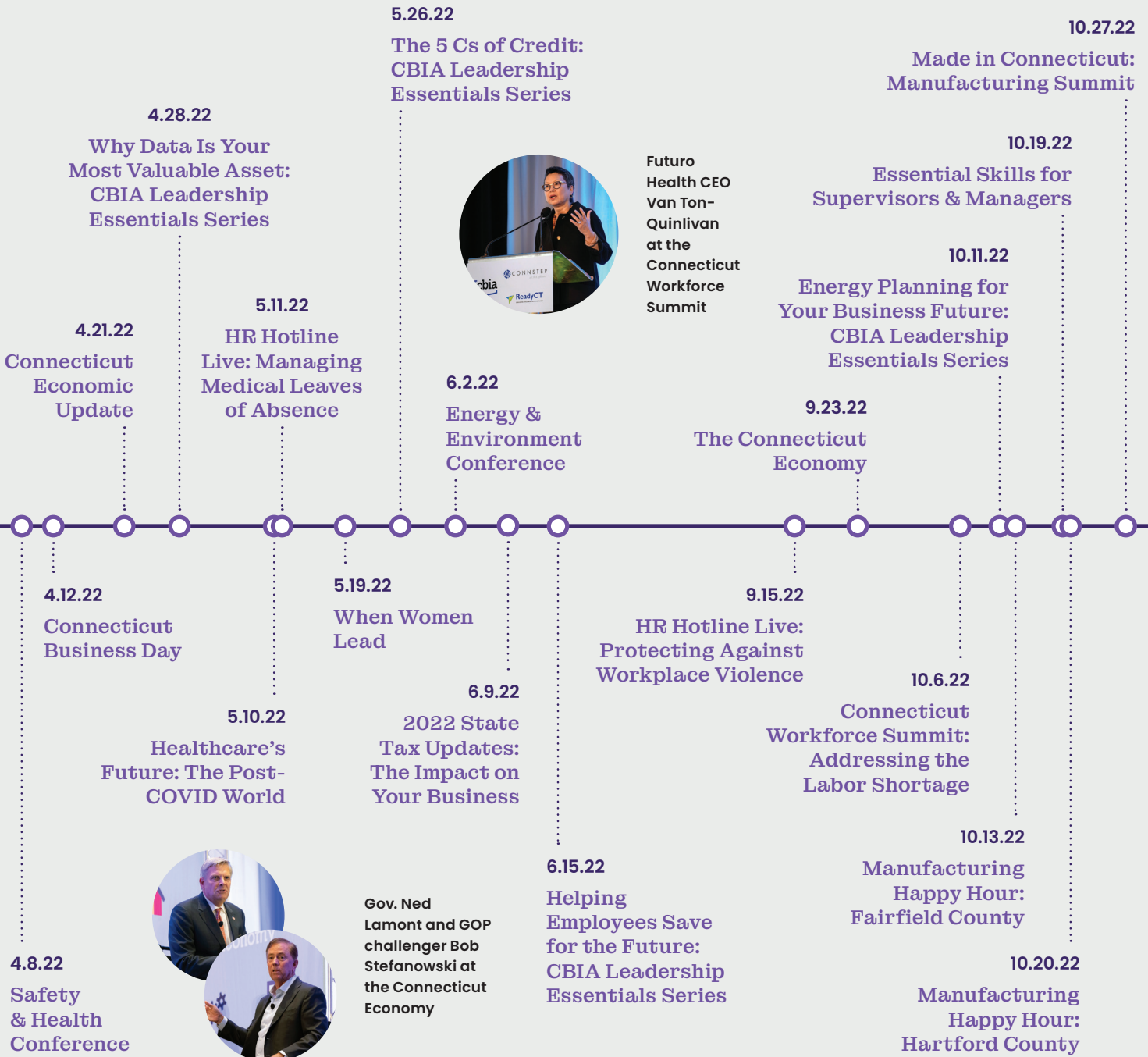






# CBIA Event Timeline







# Keeping You Informed

**C**BIA drove broad media coverage of critical business, policy, and economic competitiveness issues throughout the year, supplementing that coverage with the growing reach of our website and social media platforms.

Our outreach efforts, including media releases, briefings, editorial board meetings, op-eds, and interviews, generated more than 1,900 media mentions during the year while social media engagement increased an average three percent.

CBIA's website hosted 1.02 million visitors—marking the third consecutive year that web traffic exceeded the one million visitor mark.



Chris DiPentima discusses the workforce crisis with WFSB during Connecticut Business Day.



Ready CT's Shannon Marimón highlights alternative options for high school graduates with WTNH.



CBIA's Eric Gjede talks to FOX 61 about Connecticut's economic recovery.



CBIA's BizCast team speaks with TD Bank's Mike LaBella about helping small businesses thrive.

**509** television & radio reports

**1,402** newspaper, magazine, & online articles

**1,021,150**



## Hartford Courant

Hands-On Career Program Gives Hartford Students a Path to Health Care Jobs

## ctpost

New Connecticut Law Aims to Help Women Land Better-Paying Jobs

## the ct mirror

Manufacturing Jobs Are Available in CT, but Young People Need to Fill Them

## RepublicanAmerican

Survey Pulls Back the Curtain on Status of State's Businesses

## The Lakedville Journal

Jobs are Back, but Where Are the Workers?

## HARTFORD HBJ BUSINESS JOURNAL

Poll Conducted for CBIA Shows Inflation as Top Concern of Voters

## stamford advocate

Business Lobby, Labor Committee Leaders Spar Over How to Help Economy

## The Day

As Businesses Struggle to Fill Openings, Lamont and Stefanowski Share Economic Plans

## newhavenBIZ

Demand for Biotech Lab Space, VC Funding Prompts Call for State Incentives

## CT NEWS JUNKIE BECAUSE YOU NEED IT. BAD.

Business Lobby Files Lawsuit Against Connecticut

website  
visitors

531,300

Twitter  
impressions

1,344,996

LinkedIn  
impressions

# Big Company Benefits for Your Small Business

## Small Business Benefits

Comprehensive, customizable employee benefits packages with a variety of cost-effective coverage options through one, easy-to-manage program.

We offer benefits to small businesses that are usually reserved for larger companies. Show your employees the value of working for your company with custom employee benefit packages, only available through CBIA. One bill, one phone number to call for:

- ▶ **Medical insurance**
- ▶ **Dental insurance**
- ▶ **Life and disability insurance**
- ▶ **Vision**

- ▶ **Accident & Illness**
- ▶ **Connecticut Paid Family & Medical Leave**
- ▶ **Identity theft**
- ▶ **COBRA Administration**

Our offerings provide quality coverage, responsive services, and professional administration. Plans are sourced from industry leaders including ConnectiCare, UnitedHealthcare, The Hartford, Ameritas, and defend-id.

With service second to none, our insurance and benefit offerings help our members protect their most valuable asset—their employees.



## Workers' Compensation Insurance

The CBIA Comp Services workers' compensation program is available to member manufacturers of metal, plastics, and electronics. This valuable self-insured program includes integrated loss control, managed care, and claims administration services.

Any surplus is returned to members through experience refunds which makes this an incredible competitive plan. The program has over 100 participating companies.



# Get Expert Advice on Developing Electricity and Natural Gas Energy Strategies

**W**hether a member is an electricity or gas customer, has high or low usage, or is looking to go green—CBIA can help. For over 20 years, CBIA Energy Connections has served as the trusted energy advisor to thousands of companies. We constantly monitor the markets and are able to identify favorable pricing opportunities, so you don't have to.

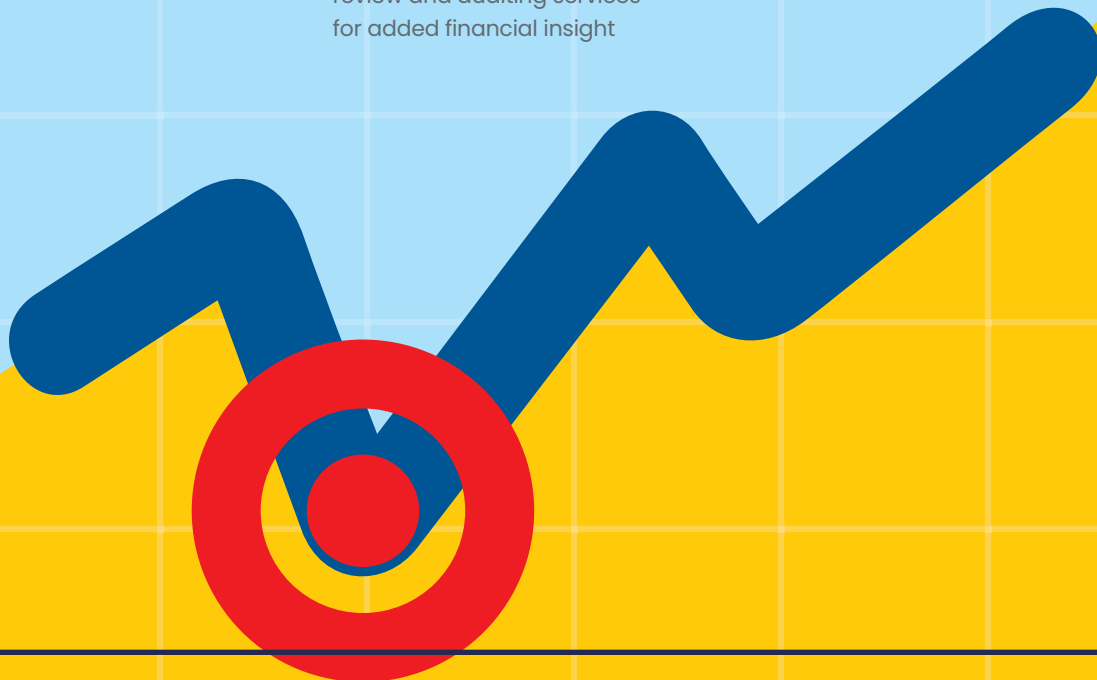
Services include:

▶ **Energy Procurement:** fixed price, block and index, electricity, and natural gas competitive bids; electricity aggregations for smaller companies

- ▶ **Clean Energy Sourcing:** sourcing for green renewable energy credits, zero emission energy, carbon offsets; comprehensive ESG planning, and more
- ▶ **Energy Analytics & Reporting:** data-driven insights for superior energy management
- ▶ **Onsite Solar & Storage:** feasibility assessment, design, vendor selection, and construction
- ▶ **Demand Management:** demand response and peak load management for better cost control
- ▶ **Energy Bill Auditing:** utility bill review and auditing services for added financial insight

## The Energy Connections Approach

We are an unbiased, independent consultancy operating in all the deregulated states. With a fact-based, analytical approach and expertise in energy markets, renewables, and technology, we work with you to develop a comprehensive energy strategy that integrates commodity procurement, efficiency, and sustainability.



# Developing Connecticut's Next Generation Workforce

**S**ome very good news from ReadyCT, the CBIA affiliate addressing our state's workforce challenges in partnership with the state's public schools: over the past year, ReadyCT's career-connected programming footprint has greatly expanded.

Over the 2021-2022 academic year, ReadyCT engaged with four school districts—Bristol, East Hartford, Hartford, and New Britain—offering career-themed learning across 16 pathways in eight high schools. As a point of reference, for the previous academic year, pathway programming was running only in Hartford across three pathways.

**Result:** nearly 1,500 students engaged with ReadyCT programming, and just under 50 employers partnered to inform programming and offer internships. Outside of direct programming, hundreds more students, educators, and employers

benefited from ReadyCT events and policy advocacy efforts.

Shannon Marimón, executive director of ReadyCT, attributes this growth to a move away from a one-size-fits-all “college or bust” mindset and toward a recognition that there are multiple pathways to success.



## ReadyCT

EDUCATION - THE ENGINE OF OPPORTUNITY

“Some of the best students in the nation attend a Connecticut public high school, and not every one of those students equates success with a four-year college degree,” said Marimón.

“Nor should they,” she adds. “Higher education is a wonderful option, but it isn't the only option. Rewarding and exciting career and life opportunities sit at the other side of credentialing

programs, sector-based certifications, and apprenticeships, too.”

Students participating in ReadyCT programming attend some of Connecticut's most underserved districts with a disproportionate number of low-income students of color. Although these students face significant challenges, they are not short on enthusiasm and a willingness to learn how to succeed in careers spanning Connecticut's high-growth, high-demand industries: advanced manufacturing, computer science, engineering/green technology, healthcare, information technology, insurance/financial services, journalism and media, and public service.

Melanie Tucker, VP of talent management and development at Hartford HealthCare, has hosted students engaged in ReadyCT programming.

“The interns who work with us as part of ReadyCT programming are remarkable,” said Tucker. “They've



offered solutions to real business problems; for example, student interns developed a more navigable and user-friendly map for Hartford Hospital's emergency department that we are using today.

"The ideas offered by the interns helped to drive decisions made by HHC leaders!"

CBIA president and CEO Chris DiPentima, who continues to champion ReadyCT's work, is on record saying

K-12 career pathways should be brought to scale with more public and private investment to support talent acquisition strategies, together with corporate social responsibility initiatives.

"These career-themed pathways should be in every school district in Connecticut," said DiPentima.

"There aren't enough program seats to accommodate the students who are interested in hands-on learning

and meeting with the employers who want to hire them.

"The students are tremendous, and they're really talented. Offering career-themed instruction to students who otherwise cannot access it is surely a moral imperative, but it's also a way to build a high-quality workforce."

**For more information on ReadyCT, including a look at policy initiatives, visit [readyct.org](https://readyct.org).**

**Taylor Wilson**, Weaver High School '23, thinks about ReadyCT's impact in a broad sense.

With three years of experience in ReadyCT programming, she is quick to mention how career readiness better connected her to her community.

"If I go right downtown, I see The Hartford, Travelers, and EY, and now when I see those buildings I know what they are and that I could have a place in one of them," she said.

As she finishes her high school career, she considers herself not just some high schooler with a resume, but someone who participated in job interview training, created a robust LinkedIn profile, and



developed professional skills and a network that can provide recommendations and open doors.

"Doing internships, I met a lot of people and made a lot of connections, and it was really inspiring making connections with people in the workforce who look like me," she said. "I had mentors and learned so much."

Looking ahead, Wilson expects to attend college and hopes to join the Travelers EDGE program—no surprise, since Travelers sponsors the insurance and financial services pathway that she has followed at Weaver.

# Driving Results for Manufacturers and Small Businesses



## Our Mission

CONNSTEP has always been a leader in helping manufacturers in Connecticut reach their goals by strengthening their strategic, technical, and operational expertise.

We approach every project with our mission in mind to drive results for our manufacturing clients, supporting the growth of Connecticut's economy.

More than just consultants, CONNSTEP serves as advisors and educators to manufacturers, teaching problem solving skills and working to implement proven tools and techniques.

Our position as the National Institute of Standards and Technology Manufacturing Extension Partnership network representative for Connecticut gives us a unique ability

to help businesses to grow, improve profitability, and create sustainable competitive advantages in the marketplace.

## Getting Results

Our subject matter experts continue to implement advanced business and technical solutions, as well as workforce strategies, to deliver innovative, results-driven, top-line growth for organizations across the state.

Over the past two years, we have delivered significant value-added impact to our clients, specifically:

- ▶ \$489 million in new and retained sales
- ▶ \$12 million in cost and investment savings
- ▶ \$49 million in increased investment
- ▶ 1,897 new and retained jobs

## Tackling Manufacturing Challenges

From Lean manufacturing, to quality management, and cybersecurity, CONNSTEP is at the forefront of providing educational and training opportunities covering areas of business most relevant to small and mid-sized companies.

CONNSTEP training programs saw high participation rates this year, with new skills and knowledge added to the qualifications of workforces across the state.

### Continuous Improvement Champion Certification



helps improve workflow productivity and efficiency while reducing waste.

### Quality Essentials Program



gives shop floor employees new understanding of quality skills, tools and techniques.

**Training Within Industry** courses teach reliable procedures for production workflow processes and strengthening supervisor-employee relationships.

**Cybersecurity Maturity Model Certification 2.0** enables the adoption of practices needed to thwart cyber threats in compliance with Department of Defense requirements.

### Industry 4.0 and Digital Transformation

Manufacturers are dealing with rapid changes in technology. Industry 4.0 initiatives are driving the transformation of the manufacturing industry due to the increasing use of digitization and technology to make products.

Companies who adopt new technology or upgrade existing equipment not

only streamline their production efforts but also improve the quality of products throughout all stages of the manufacturing process.

To help manufacturers in their Industry 4.0 journey, CONNSTEP partnered with the Connecticut Department of Economic and Community Development to develop A Guide to Digital Transformation, a publication based on lessons learned and best practices for small and medium-sized manufacturers in the defense industrial base as they adopt model-based definition processes.



### Diversity Collaboration

CONNSTEP, along with other regional MEP centers and the Connecticut Small Business Development Center, joined forces to support the Minority-owned Business Development Agency at the University of Connecticut and minority-owned business enterprises.

This cooperation involves providing referrals and advisory support to minority-owned companies. Access is available to eligible organizations for free services that include assessment of business practices, training focused on specific areas, and technical, financial, and business consulting. These offerings are designed to help train, improve, promote, and expand their manufacturing businesses.

CONNSTEP delivered value-added impact for our clients in the past two years:

**\$489M**

in new & retained sales

**\$12M**

in cost & investment savings

**\$49M**

in increased investment

**1,897**

new & retained jobs

## 2022 Executive Committee

### CHAIR

#### **Rina Patel**

*VP Operations Multi-Site  
Marmon Electrical—  
Industrial Platform  
East Granby*

### VICE CHAIR

#### **Matthew McSpedon**

*Executive Director,  
Connecticut & Mid  
Hudson Middle Market  
JP Morgan Chase Bank NA  
Shelton*

### VICE CHAIR

#### **Kevin Grigg**

*President & CEO  
Fuss & O'Neill Inc.  
Manchester*

### IMMEDIATE PAST CHAIR

#### **Jeff Hubbard**

*SVP, Regional Manager  
Liberty Bank  
New Haven*

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#### **Chris DiPentima**

*President & CEO  
CBIA  
Hartford*

#### **Drew Andrews**

*Managing Partner & CEO  
Whittlesey  
Hartford*

#### **Rohan Freeman**

*President & CEO  
Freeman Companies LLC  
Hartford*

#### **Joseph Kask**

*CEO  
CliftonLarsonAllen  
West Hartford*

#### **Paul Kelley**

*President  
Alinabal Holdings Corp.  
Milford*

#### **Marietta Lee**

*COO, General Counsel  
& Corporate Secretary  
The Lee Company  
Westbrook*

#### **David Lewis**

*President & CEO  
OperationsInc  
Norwalk*

#### **Brian Montanari**

*President & CEO  
HABCO Industries LLC  
Glastonbury*

#### **Moy Ogilvie**

*Managing Partner  
McCarter & English, LLP  
Hartford*

#### **John Strahley**

*CFO  
IsoPlexis  
Branford*

## 2022 Board of Directors

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*CEO  
iCleanse  
Avon*

#### **John Ciulla**

*Chairman, President  
& CEO  
Webster Financial Corp.  
& Webster Bank  
Waterbury*

#### **Shawn Coyne**

*VP Human Resources  
General Dynamics  
Electric Boat  
Groton*

#### **Jennifer DeMonico**

*Partner  
Murtha Cullina LLP  
New Haven*

#### **Sheila Denton**

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**Shannon Marimón**

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ReadyCT*



## CORE VALUES



## TEAMWORK

We are one team,  
working in a fun, positive  
environment where open  
communication and  
empathy drive successful  
collaboration.



## RESPECT

We value the diversity  
of all stakeholders across  
all roles, ensuring all voices  
are heard, all ideas are  
valued, resulting in  
success for all.



## CUSTOMER FOCUS

We work for our members and do what it takes to exceed their expectations.



## INNOVATION

We embrace challenges and opportunities with open minds, encouraging creative new ideas to develop solutions and accomplish goals.



## INTEGRITY

We are honest and accountable—taking ownership of our actions and results, trusting and supporting our colleagues to do the same.

