



## *Northeast Legislative Strategies, Inc.*

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**Dennis M. Dyer**  
President

### MEMORANDUM

**Date:** March 31, 1992  
**From:** Dennis M. Dyer  
**To:** Karen Fernicola-Suhr  
**Subject:** Revised BCIA Proposal

This memorandum will revise the original BCIA proposal submitted to your office on January 23, 1992. It attempts to limit the scope of the proposed activities to a single "target state" in New England. It also alters the original plan to more actively involve the current members of the Washington-based Business Council on Indoor Air. It does, however, continue to recognize the unique quality of state and local action, and the distinct difference between that type of legislative intervention and activity at the federal level. It also attempts to develop a program in the "target state" that is easily expanded into the other states in the New England area, or that can be used as a model for the development of activities in other states across the country.

#### PROBLEM RESTATED

The tobacco industry is faced with an education and image problem at all levels. However, at the state and local level of government, this problem translates into a dearth of active coalition support from businesses and organizations outside the industry's sphere of economic influence. In most cases businesses or trade associations can be convinced to avoid supportive participation in anti-tobacco legislation. However, it is more difficult to convince businesses or their associations to actively oppose anti-tobacco proposals. Further, most support is closely linked to the personality of the industry's representative in the particular state or region.

Similarly, the business community recognizes that it has an emerging problem with which it must deal. The problem is the two pronged issue of smoking in the workplace and indoor air quality. In both cases, business understands the need to address the concerns and the overwhelming desire to have both issues simply "go away". This situation is exacerbated by the desire of most members of the business community not to be publicly linked to the tobacco industry.

The problem, then, is the need to develop an opportunity for the business community to address the issues without direct contact with the tobacco industry. This need may become more acute as the public debate over the environmental tobacco issue become more polarized.

#### BUSINESS COUNCIL ON INDOOR AIR (BCIA) RESPONSE

The national Business Council on Indoor Air has brought together some of the nations largest employers and experts in the area of indoor air quality. To date BCIA has focused its activities at

the national level. The next phase in the development of the BCIA program is the expansion of the organization to the state level.

Like most innovative programs, there is a need to prove the ability of the program to be duplicated on a small scale before it is expanded dramatically into new areas. The New England area offers some unique opportunities when testing this type of operation. The geography of the region and the historical relationships among the businesses, trade associations and governments of the states make development and expansion of activities like those of BCIA a simpler matter than in other parts of the country.

#### **Plan Overview**

The long-range goal of the BCIA state expansion is the development of an essentially self-supporting state-based organization of locally situated businesses (and possibly their relevant trade associations) formed to address the general issue of indoor air quality, and, as necessary, the specific topic of smoking in the workplace. This BCIA could be in a position to act as a clearing house for information, an educator of the business, legislative and media communities, and a public policy advocate. However, in the short-term the goals of the state BCIA need to be much more modest. The initial program should target a single state. The plan should include the following elements:

1. Establishment of a working nucleus of businesses with locations in the state.
2. Establishment of the working, policy and financial relationship between the national BCIA and the state BCIA.
3. Development of an initial set of goals and objectives, including policy considerations for the working group.
4. Identification of potential legislative "Targets of Opportunity" for the state BCIA
5. Establishment of a first year budget and operating plan.
6. Identification of potential members.
7. Development of a three to five year operating plan, designed to provide the group with financial independence at the end of the plan.

To implement these and any additional elements, initially the state BCIA would work through the local operations of the current members of the national BCIA. This nucleus would be expanded to include other national and local businesses.

#### **Implementation**

If this effort is to have any impact on the current state and local legislative situation in the target state, it is important to begin the development of the program as quickly as possible. Ideally, the

project should be started by May 1, 1992. However, if the program is not started by July 1, 1992, then it is not reasonable to assume that the state BCIA could have any meaningful impact on legislative matters during this calendar year.

The development of the program during 1992 is likely to follow the following schedule:

Phase 1 (60 days) --

- \* Establishment of the Core Working Group:
  - \* Identification of national members with state operations
  - \* Contact core group members.
  - \* Initiate informational meeting with core group.
  - \* Educate core group about the purpose and intent of the proposed state BCIA, and their part in the process.
  - \* Establish structure and leadership of the state BCIA.

Phase 2 (90 days) --

- \* Establish policy and legislative program for the state BCIA
  - \* Review action of national BCIA with state members
  - \* Review historical interests in IAQ in the target state.
  - \* Discuss future of IAQ in the target state
    - \* Review legal interests
    - \* Review socio-economic trends
    - \* Review labor interests
    - \* Review potential areas of concern (smoking in the workplace)
- \* Identify any current "Targets of Opportunity" for state BCIA action.
  - \* Review pending state and local legislation.
  - \* Make policy determination regarding involvement in the identified legislation.
  - \* Implement policy.

Phase 3 (30 days) --

- \* Prepare for expansion of the state BCIA beyond the core group.
  - \* Develop list of major corporations resident in target state.
  - \* Develop list of corporations with IAQ expertise in target state.
  - \* Develop list of target state trade associations with whom information relationship (not membership) should be established.

## Evaluation

At the end of the implementation phase of the project, an evaluation of the first six months of the project should be undertaken. Based on the findings of the evaluation and the needs of the client national BCIA and the members of the target state BCIA, adjustments in the program should be identified and implemented. Finally, a determination should be made to implement the next (or expansion) phase of the program.

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### Expansion Phase

Based on the evaluation of the project completed at the end of the first six months, a work plan for the expansion of the project should be established. This work plan should take the program through the next twelve months of the project, but should be directly linked to the three to five year "independence plan." The expansion could be limited to the target state, or could include the development of BCIA's in the surrounding New England states. If it is determined that an expansion into the other New England states is a viable option, the outline utilized in the target state would be followed. However, it is likely that the time frames could be shortened considerably.

### COST

The cost of the project will vary depending on the availability of informational materials; the ability to "piggy-back on the materials developed by the national BCIA and the interests of the "core members". However, the following is a suggested budget for implementation in the "target state".

Areas	Budget
Consultant program management	\$3,000.00 (per month)
Expenses	\$2,000.00 (per month)
Detail:	
Travel --	(\$1,500.00)
Office --	( 500.00)
telephone	
mailing	
copier	
staff support	
<b>TOTAL</b>	<b>\$5,000.00 (per month)</b>

Estimated costs for the first six months of implementation would be \$30,000.00

All "expenses" for travel costs would be pre authorized in detail. Incurred office expenses would be billed at actual cost to the management consultant. Overnight mailings and other extraordinary expenses (conference calls) would be authorized in advance.

### OVERVIEW

I think this revised proposal will meet the needs of your organization and conform to the interests of the existing BCIA membership in Washington. If you think this is closer to your current interests, give me a call, and we can begin the development of a more detailed plan.

cc. Correspondence: BCIA