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Cobblestone Design Company

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Spread Joy, Shop Concord

Whether you are preparing for Hanukkah, Kwanzaa, the winter solstice, or Christmas, the upcoming holiday season is a special time for many of us, and shopping for gifts is often part of the celebration. The Chamber, Intown Concord, and NBT Bank, N.A. are thrilled to partner once again to present *Spread Joy, Shop Concord*, an initiative that highlights local businesses, shares their stories, and helps you prepare for this gift-giving season. Scan the QR code below to learn more.



Connecting businesses with New Hampshire immigrants

The Chamber is thrilled to partner with NH Songa to present an inaugural statewide conference that connects business leaders with New Hampshire's diverse immigrant community. Moving Together Conversations takes place on Wednesday, November 15 from 9 a.m. to 4 p.m. at the Grappone Conference Center in Concord. Professionals from all industries and levels are invited to attend this day-long conference, expand their knowledge of local immigrant communities, gain understanding of challenges facing New Americans who are entering the state's workforce, and develop solutions for diversity, equity, inclusion and justice (DEIJ) initiatives.

Jean Hakuzimana, Founder and Director of NH Songa, shared his vision for Moving Together Conversations in a recent panel discussion with the World Affairs Council of New Hampshire. "The vision that I have is to bring the conversation... to communities in the room, immigrants and non-immigrants. But in a way of grafting a common vision together." Hakuzimana is Deputy Editor of Amjambo Africa, a prominent newspaper covering a diverse range of news related to immigrants and host communities in Maine. Throughout his career, Jean has collaborated with esteemed organizations such as the United

Nations, European Union-funded programs, regional organizations, diplomatic missions, governmental agencies, and nonprofit entities in both Africa and the U.S. His work has consistently focused on critical issues including refugee resettlement, social determinants of health, environment, agriculture, biodiversity, governance, and inclusive finance. As a professional with extensive experience in community development, strategy, communication, and advocacy, and as a Concord area resident with lived experience emigrating to the U.S., Hakuzimana has a unique ability to open conversations that are "deep and engaging... frank and productive."

"The New Hampshire community, I feel, it's uninformed about immigrants. ... If you're not informed and if you're not willing to be informed, you will act in a way that will not be helpful," said Jean Hakuzimana. He views this conference as an opportunity for area employers to learn how to avoid common pitfalls when working with New Americans from our community, and therefore gain access to a previously untapped community of talented workers. The first session of Moving Together Conversations will focus on understanding immigrants in New Hampshire—who they are, what cultures do they represent, and what skills and talents they offer. The next session will provide essential data on New Hampshire's immigrant population, which represents 6% of the state's population and accounts for more than \$154 million in annual revenues. The conference will continue with a solutions-focused session focused on practical challenges facing immigrants and their employers. The following session will discuss the benefits of building an inclusive workplace and supporting DEIJ efforts. The day ends with a broad view of New Hampshire's workforce, and a discussion of strategies to further the state's public and private partnerships between employers and immigrants.

Moving Together Conversations features an all-star lineup of speakers, including James

Continued on page 3.



Jean Hakuzimana, Founder of NH Songa, and Patrick Tompkins, President of NHTI-Concord's Community College meet at a Business After Hours event. Photo by Harry Tetteh of Harte Photography.

Welcome new members

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paige.normandin@ampf.com

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gscarfo@grappone.com
grapponemazda.com

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illuminatedelectric@hotmail.com
illuminated-electric.com

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Scan the
QR code
to sign
up for
events.

Business After Hours at Hillsbrook Village at Allenstown

Tuesday, November 14 • 5:30-7 p.m.
2 Chester Turnpike, Allenstown
\$7 members in advance /
\$10 members at the door

Join the Chamber at Hillsbrook Village for an evening of networking. Explore this beautiful senior living community in Allenstown—newly opened in 2023—and learn about their unique offerings for independent living, assisted living and memory care options. This is a great opportunity to gather with Chamber friends before the busy holiday season, give thanks, and celebrate all we have accomplished in 2023. Enjoy drinks and delicious appetizers, and grow your professional network in a lively environment where fellow Chamber members are excited to meet you and learn about your business. Register at my.concordnhchamber.com/event-calendar.

Hillsbrook
Village
at Allenstown

Concord Young Professionals Network (CYPN) Neighborhood Nonprofit Night

Wednesday, November 8 from 5:30-7 p.m.
Bank of NH Stage, 16 South Main Street, Concord
Complimentary event

CYPN invites local young professionals and college students to its annual Neighborhood Nonprofit Night! Get inspired, network with friends, enjoy refreshments, and enter to win one of our many awesome door prizes. This networking event will connect you directly with local nonprofits who are doing amazing work in our community. Find a cause you are passionate about, and learn how you can get involved as a volunteer or board member. We've invited New Hampshire nonprofits who are specifically looking for young professionals who are passionate about making a difference in the community. Special thanks to our presenting sponsor, Merrimack County Savings Bank. Additional support is provided by Concord Hospital Trust and the Capitol Center for the Arts. Learn more, view our list of participating nonprofits, and register at my.concordnhchamber.com/event-calendar.



2022 Neighborhood Nonprofit Night



The 2023 event will be held at the Bank of NH Stage

104th Annual Meeting

Thank you to our generous sponsors

Thank you to all who joined us on Wednesday, November 1 for our biggest social event of the year! We were thrilled to celebrate the year's accomplishments with our members during a lively cocktail hour and plated dinner. Special thanks to Duprey Hospitality and the Grappone Conference Center for helping us craft our delicious menu, D. McLeod, Inc. for creating stunning floral centerpieces, Harte Photography and ConcordTV, Your Community Media Center for capturing the evening, and Speedy Printing and Copying for sponsoring our mailed invitations. The evening culminated in the presentation of the distinguished Citizen of the Year Award, which was given to Jim Bouley of Dennehy and Bouley, LLC and Concord's longest-serving Mayor. Learn more about the event at concordnhchamber.com/news.

Presenting Sponsor: Merrimack County Savings Bank

Corporate Sponsors: Bar Harbor Bank & Trust and Bar Harbor Wealth Management; Eversource Energy; Grappone Automotive Group; Mason + Rich, Professional Association; NBT Bank, N.A.; Unitil.

Event Sponsors: AmeriHealth Caritas New Hampshire; Nathan Wechsler & Company, PA; Northeast Delta Dental; Orr & Reno, PA.

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City of Concord Candidate Interviews

Prepare for the election on November 7

The Chamber has partnered with Tiffany Eddy Media and Board Member, Steve Duprey, to conduct one-on-one video interviews with 20 candidates for Concord City Council and Mayor. Each interview is 15 minutes long and covers the candidate's positions on topics such as housing and homelessness, growing the tax base, the expansion of I-93 through Concord, and attracting more tourism to the area. Choose which candidates you are interested in learning more about and become better informed before you cast your ballot on November 7. These videos provide a very efficient way of getting up-to-speed for election day. We hope you enjoy these interviews! All

the videos can be viewed at concordnhchamber.com/2023-city-of-concord-candidate-interviews.

Connecting businesses with New Hampshire immigrants

Continued from page 1. McKim, Managing Partner of Organizational Ignition; Michael Swack, Director of the Center for Impact Finance at the Carsey School of Public Policy at the University of New Hampshire; Aimee Mitchell, Chief Community Services Officer at Ascentria Care Alliance; Rich Lavers, Deputy Commissioner of the New Hampshire Department of Employment Security; Ali Sekou, President of the Islamic Society of Greater Concord; Rob Dapice, Executive Director and CEO of New Hampshire Housing; Amy Basset, Acting New England Regional Administrator for the U.S. Small Business Administration; Joseph Doiron, Director of Workforce Development at the New Hampshire Department of Business and Economic Affairs; and Jean Kampayana, Business Operations Specialist at the United States Post Office in Manchester, and highly experienced professional with extensive international management experience prior to immigrating to the U.S.

This impactful conference is geared towards professionals from across the state, including CEOs, human resource staff, employers, service providers, representatives of academic institutions, non-profit organization leaders, staffing agents, and state and municipality officers. Attendees will explore the benefits of hiring immigrants, best practices, and comparative cases of unwelcoming vs welcoming workplaces, and gain valuable guidance on how to introduce equitable policies and procedures that will leverage the unique skills and knowledge of immigrants to improve their organizations' performance.

Moving Together Conversations: Immigrants in NH's Workforce takes place on Wednesday, November 15 at the Grappone Conference Center in Concord from 9 a.m. to 4 p.m. Lead sponsors include the Greater Concord Chamber of Commerce, Capitol Center for the Arts, and Ascentria Care Alliance. Additional support is provided by Merrimack County Savings Bank, New Hampshire Housing, New Hampshire Business Review and 603 Diversity, Duprey Hospitality, LLC, Northeast Delta Dental, New Hampshire Charitable Foundation, Nobis Group, International Institute of New England, and ConcordTV, Your Community Media Center. Tickets are available online at concordnhchamber.com.

View interviews with Jean Hakuzimana on our TikTok — @concordnhchamber.

Moving Together Conversations: Immigrants in NH's Workforce

Wednesday, November 15 from 9 a.m. to 4 p.m.
Grappone Conference Center, 70 Constitution Ave
\$100 ticket includes breakfast, lunch, snacks

The Chamber is proud to partner with NH Songa for an impactful one-day conference that will discuss the importance of embracing, integrating, and celebrating the vital partnership between immigrant workers and the labor market. Learn more in the article on the front page of this newsletter, and register online at my.concordnhchamber.com/event-calendar.



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Richard D. Bartlett & Assoc., LLC

Sanborn Diversity Training Solutions, LLC

Scenic RailRiders

St. Mary's Bank

Stibler Associates

Stitches NH Inc.

The Centennial Hotel/Granite Restaurant & Bar

The Mountain Club on Loon

The NHHEAF Network

The Richards Group

The Stove Barn

Upton & Hatfield, LLP

Warrenstreet Architects, Inc.

Wharf Industries Printing, Inc.

Woodside School





Dawn Beers



Jim Bouley



Kaleigh Greene



David McGrath



Chris Nadeau



Josh Robinson

Please welcome our new Board Members

At the start of our fiscal year—October 1—we were honored to welcome six new Board Members and two Ex Officio Board Members to our leadership team: Dawn Beers, Concord Hospital; Jim Bouley, Dennehy and Bouley, LLC; Kaleigh Greene, Legacy Marketing & Design Co.; David McGrath, New Hampshire Motor Speedway; Chris Nadeau, Nobis Group; Josh Robinson, CheckmateHCM; Michele French represents our Ambassador Committee; Emily Ricard represents the Concord Young Professionals Network (CYPN).

"I am honored for the opportunity to serve on the Concord Chamber's board of Directors, so I can gain a better understanding of the issues facing the business community," wrote Dawn Beers. All of these business leaders showed a strong motivation to follow the Chamber's mission when we asked why they made the choice to volunteer on our Board. "As one of the younger board members, I'm here to bring a fresh and innovative perspective to the team. ... I'm genuinely looking forward to teaming up with my fellow Board Members and the dedicated Chamber staff to create positive changes, strengthen our community bonds, and carve out exciting opportunities for our local businesses to thrive," said Kaleigh Greene.

Along with ensuring that the Chamber follows its mission, our Board of Directors makes key decisions for our organization, develops the annual budget and plans for the Chamber's future. "Over the years, I have personally benefited from numerous Chamber programs, from CYPN, to Business After Hours, to Leadership Greater Concord and beyond. Whenever there has been a significant, fundamental improvement to our infrastructure, culture or business community, the Chamber is not far from the center of it," said Josh Robinson. We're excited to see what new impacts the Chamber is able to make this year year under this strong leadership team. For a complete list of Board Members, visit concordnhchamber.com/board.



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Encourage a high school sophomore to apply Capital Area Student Leadership



CASL is an immersive program that encourages students to learn more about their community, and their own unique skills and strengths as leaders. The program includes three day-long sessions in March 2024 that feature activities in public speaking, mindfulness, networking, teamwork and creative problem-solving.

CASL students interact with professionals from diverse industries, including civic leaders, members of the judiciary, and young entrepreneurs. We asked students about the guest speakers they met during the program. "Someone that I met during the History, Culture, Arts & Community session day who inspired me was Emmett Soldati. I was inspired by his efforts to create a safe space for the LGBTQIA+ community and his pride in his small town roots," said a member of the CASL class of 2023.

When we asked why students should apply to the 2024 program, one student replied, "To be exposed to unique perspectives, learn about what leadership truly is, and immerse themselves in their community and learn about other people's advice, experiences, and give perspective to their own lives and so they can know where they fit into their community." Students may learn more and apply online by Monday, December 11 at concordnhchamber.com/casl. This program is generously underwritten by Northeast Delta Dental.



The 2023 CASL History, Culture & Community session day included a performance from local hip hop artist, Martin Toe.



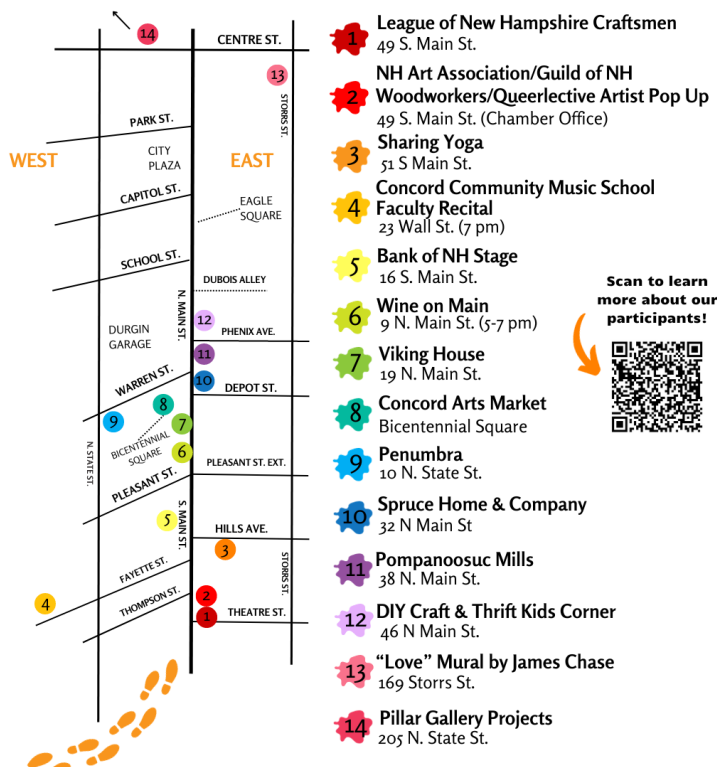
First Friday Art Walk

Friday, November 3 from 4-8 p.m.
Downtown Concord and beyond
Complimentary event



November 3, 4 - 8 pm

Self-Guided Tour



We're excited to participate in Intown Concord's next First Friday! These monthly events encourage locals and visitors alike to hit the streets of downtown Concord for an evening of fun, late night shopping, food, and family-friendly activities. In November, attendees will immerse themselves in a vibrant evening of art, culture, and community as our downtown streets come alive with creativity. Local businesses and nonprofits unite to showcase a diverse array of artworks, from paintings to sculptures.

We'll be keeping our Visitor Center open until 8 p.m. for the evening. Queerlective is presenting an art pop-up with local LGBTQIA+ artist vendors, and we'll have work on display from New Hampshire Art Association and the Guild of NH Woodworkers. Come shop, enjoy the exhibits, and make it a night on the town by visiting all the other shops and organizations that are opening their doors for the evening. Learn more at intownconcord.org.



"Love" by James Chase on Storrs Street



Visitor Center Art Gallery

Our art gallery at 49 South Main Street is currently displaying beautiful pastel pieces by Chris Reid, an internationally respected New Hampshire artist known for her plein-air landscapes and still life paintings. Her work is noted for "its intense color and masterful use of light". Reid's works frequently appear in juried and international shows, and she has been the recipient of numerous national and international awards. She can often be seen working en-plein air capturing the rich fields, meadows and farmland of New Hampshire.

Our gallery also contains works by the Guild of NH Woodworkers this month. Stop by Monday through Friday from 8:30 a.m. to 5 p.m. to view both exhibits, and be sure to stop at the League of NH Craftsmen's *Connecting Through Craft* exhibition, which is located across the hall.

Explore Concord at visitconcord-nh.com

Read recent blog articles about spooky sites, making Concord your retirement home, restaurants with flavors from around the world, and more. Follow our social media pages to discover recommendations for food, shopping, events and things to do in the Capital Region.

Do you have a business that travelers would love to learn about? Submit a blog to this premier tourism website. This is a complimentary opportunity with great exposure—5,000 site visits per month and over 15,000 followers on social media. Email Emily at emarsh@concordnhchamber.com to learn more.



Get out of your comfort zone and sign up for our Chamber Connections networking group

We're gearing up for our spring Chamber Connections program! This business development meet-up creates lasting connections between participants by giving individuals the chance to connect in a small group setting. If you are looking to build your networking skills or get to know your Chamber community better, this is the perfect place to get started. The program includes opportunities to present an overview of your business to the room of 14-18 participants and guest speakers. Sign up now by connecting with Gabe at (603) 224-2508 or membership@concordnhchamber.com or visit concordnhchamber.com/chamber-connections to learn more.

BUSINESS FOCUS: Aligning your HR and organizational strategies

By Sunil Ramlall, Ph.D., UNH College of Professional Studies

Business and nonprofit leaders are continuously imagining strategies that will enable their organizations to be more effective and successful. The challenges and opportunities are numerous. As new possibilities for advancement of our mission and goals present themselves, it is important to remember that one of the greatest and often overlooked places organizations can rely on for adding significant value and leading positive change is Human Resources.

Effective Practice

Established systems of HR practices can lead to higher firm performance and will provide sources of sustained competitive advantages. Professional organizations, including the Society for Human Resource Management (SHRM), establish core competencies identified through research that represent a set of necessary skills for HR professionals.

An effective HR team will always be able to:

1. Analyze the internal and external environment to understand how trends are changing.
2. Understand the preferences of customers (internal and external).
3. Determine how the internal talent is capable of competing, given the environmental context.
4. Create and implement strategies to build sustainable competitive advantages.
5. Measure the impact and overall effectiveness of HR strategies.

Leadership Responsibility

The Human Resource Competency Study (HRCS) identifies a few key competency domains that impact individual, stakeholder and business results. To be an effective HR professional, you need the skills to accelerate the business by advancing human capability, mobilizing information, fostering collaboration, and simplifying complexity (Ulrich,

Ulrich, Burns, & Wright, 2021). HR executives have the responsibility of always asking themselves how well they are accelerating the business, and helping the business win. To win does not only mean to survive, but to thrive, creating an organization that is satisfying the needs of its customers, both internal and external.

Positive Culture Builders

Customers and employees have choices. HR leaders help to build the culture of the organization. Culture includes the values, norms, and beliefs in a business environment. A positive organizational culture is one in which employees find satisfaction in their jobs, are rewarded fairly, and continually learn and advance. There is a fluid exchange of feedback, and leaders serve as mentors. Employees find hope in a positive culture. There is resiliency. There is a higher level of efficacy. Employees are optimistic. Ultimately, employees are more satisfied and engaged. Performance often increases.

Professional Growth and Development

HR professionals have the opportunity to be a part of the world's largest HR organization in the Society for Human Resource Management (SHRM). As a membership organization, SHRM provides tools, templates, guides, and expert advice to support HR professionals and their professional development. SHRM also establishes a rigorous set of standards that universities can utilize to align their curriculum to, and then be recognized as a SHRM-aligned institution. The University of New Hampshire College of Professional Studies was recently recognized as SHRM-aligned.

To truly accelerate a business, HR professionals' priorities include optimizing talent, building leadership capabilities, fostering collaboration, mobilizing information, and



Sunil Ramlall

understanding competitors' capabilities. These competencies and priorities give organizations a better chance of impacting performance and establishing HR's real value in organizations. With this in mind, a robust education is pivotal in fostering the skills to develop and implement HR strategies that will help organizations win.

References

Ulrich, D., Ulrich, M., Burns, E. W., & Wright, P. (2021). New HRCS 8 Competency Model Focuses on Simplifying Complexity.

Sunil Ramlall, Ph.D. is a Program Director for the undergraduate business programs at UNH College of Professional Studies. Dr. Ramlall is widely published in HR and management and frequently speaks at academic conferences. To learn more about UNH College of Professional Studies, visit cps.unh.edu/online.



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Learn how to login to your Chamber Member account

We've created a how-to video so you can learn how to login to our Info Hub, update your business information, access invoices, and register for events. The video is under five minutes long, and you find it on our website at concordnhchamber.com/member-area.

BUSINESS FOCUS:

Avoiding common pitfalls with website terms of service agreements

By Morgan G. Tanafon, Esq., Cleveland, Waters and Bass, P.A.

In today's day and age, businesses usually have some form of online presence and maintain their own webpages. A business webpage is a useful means of interacting with customers and the public at large, providing information, and enabling access to services and transactions. Unfortunately, a business' webpage may also expose it to liability or even exploitation through the misuse of the website and its contents. To safeguard against these risks, the commonly accepted practice is to create Terms of Service ("ToS") or Terms and Conditions which users must agree to before using the website. These ToS agreements may provide a false sense of security if a business does not consult legal counsel in crafting and reviewing these important safeguards before employing them.

A ToS agreement is a contract for use of the company's website. The contract is between the business, which owns the website, and the user, who wishes to access and use the website. Without delving too deeply into the law of contracts, in order for a valid contract to be formed, and thus be enforceable, an offer must be made to the user that the user understands and accepts. One common misconception regarding ToS agreements is that use of the website itself constitutes acceptance of the terms by the user; generally it does not indicate acceptance unless the users have been specifically informed by the business that their use will be considered an agreement. The form of offer and acceptance for ToS agreements is important when it comes time to enforce them.

Two common pitfalls of ToS agreements include using legal shortcuts in drafting the terms and making the agreement subject to unilateral changes. Businesses sometimes use templates or online generators to craft ToS agreements. It is easy to see the appeal of saving money with a template

agreement of some sort, especially in the current economic climate. However, these ToS agreements may be so flawed as to be unenforceable, whether because they are not tailored to the business's needs, or because they are out of date with changes in the law. "Off-the-shelf" terms of use may have issues or faults that are not discovered until the company attempts to enforce the terms. Finding the space in the budget for legal review up front can save a business from more expensive litigation that could result from an unusable ToS.

Another common ToS flaw is making the agreement subject to unilateral change. Sometimes a business will update or change the terms of use for the website. Perhaps wary that a customer may not want to scroll through new terms, or reluctant that the site would seem difficult to navigate, businesses do not always require acceptance of new terms of use by the user. In fact, some ToS agreements include some language claiming that the business can modify the ToS unilaterally, and without any notice, and that the user will still be bound by the amended terms. However, these terms may be unenforceable against a user who only agreed to be bound by a prior version of the agreement, because they gave no informed assent to the new ToS.

As with other contracts, a business website's Terms of Service should be created and maintained with the assistance of legal counsel to avoid these sorts of issues before they become much more expensive problems.

Morgan G. Tanafon, Esq. is an associate attorney at Cleveland, Waters and Bass, P.A. Morgan's practice focuses on commercial litigation, employment law issues, and other legal issues affecting business clients.



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Save the date!

**Tuesday,
December 12
5:30-7 p.m.**

It's almost time
for our holiday
Business After
Hours! We are
celebrating the
Capital Region
Food Program's
50th annual
Holiday Project

with donations from our guests. As always, we'll be
networking with Chamber friends and the Concord
Young Professionals Network (CYPN) at the
sparkling Grappone Conference Center.



Meeting Calendar

November

Leadership Greater Concord (LGC) Steering Committee
Nov 1 (Wed) 8 am Zoom

Annual Meeting and Citizen of the Year
Nov 1 (Wed) 5 pm
Grappone Conference Center

Chamber Connections
Nov 2 (Thu) 7:30 am

CASL Steering Committee
Nov 3 (Fri) 8 am

Creative Concord Committee
Nov 7 (Tues) 8:30 am

Executive Committee
Nov 8 (Wed) 8 am Zoom

Leadership Greater Concord (LGC) Session Day
Nov 8 (Wed)
Environment & Sustainability

Concord Young Professionals Network (CYPN) Neighborhood Nonprofit Night
Nov 8 (Wed) 5:30 p.m.
Bank of NH Stage

Business After Hours
Nov 14 (Tue) 5:30 pm
Hillsbrook Village at Allenstown

Moving Together Conversations: Immigrants in NH's Workforce
Nov 15 (Wed) 9 am
Grappone Conference Center

Chamber Connections
Nov 16 (Thu) 7:30 am

CYPN Steering Committee
Nov 22 (Wed) 9 am

Chamber Connections
Nov 30 (Thu) 7:30 am

December

Leadership Greater Concord Alumni Networking Party
Dec 5 (Tue) 5:30 pm
The Hotel Concord

Leadership Greater Concord (LGC) Steering Committee
Dec 6 (Wed) 8 am Zoom

Ambassadors Meeting
Dec 6 (Wed) 4 pm
Offsite

Snow Policy: If Concord Schools are delayed or closed as a result of inclement weather, all morning committee meetings (unless virtual) are cancelled.

Holiday Business After Hours with the Chamber & CYPN
Dec 12 (Tue) 5:30 pm
Courtyard by Marriott
Grappone Conference Center

Executive Committee
Dec 13 (Wed) 8 am Zoom

Leadership Greater Concord (LGC) Session Day
Dec 13 (Wed)
Criminal Justice

Chamber Connections
Dec 14 (Thu) 7:30 am

CYPN Steering Committee
Dec 20 (Wed) 9 am

Contact Us

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