

**Hamden, CT
Three-Year
Comprehensive Economic Development
Plan**



**Department of Economic and
Neighborhood Development**

January 1, 2019-December 31, 2021

TABLE OF CONTENTS

	Page
I. Introduction:	1
1. Overview of Town and Regional Economic Data	2
2. Impact of Major Taxpayer's in Hamden	10
3. Report Card- Evaluation of Previous Plan Results	12
4. Cluster Meetings	
II. General Plan Areas: Problems and Solutions	17
1. Business Development and Business Incentives	18
2. Infrastructure and Redevelopment Brownfields, Neighborhood Revitalization, Technology (High Speed Broadband), Sewer Expansion, Energy Conservation	20
3. Small Business and Entrepreneur Assistance Resource Development, Workforce Development, Technical Assistance,	22
4. Planning, Marketing and Technology Plan Administration	24
III. Executive Summary of Activities 2019-2021	26
IV. Exhibits- Reports of Programs	28
1. South Central Regional Council of Government-Town Incentives	29
2. Data Sources	
a. CERC Town Profile 2017	30
b. Sample Gap Analysis: Grocery Stores in Highwood	32
c. Vacancy Rate Chart	33
3. Hamden Business Assistance Center Update	34
4. Energy Exhibits	56

Chapter I: Introduction

For 20 years the Town of Hamden has offered programs and services that attract new commercial development and to encourages the expansion of existing local businesses. The Town is also committed to maintaining the quality of life in its many neighborhoods as a way of encouraging investments into the commercial tax base.

In 1998, the Town Legislative Council first approved a two-year economic development plan which established several programs to assist all types of businesses located anywhere in Town. The plan included neighborhood revitalization and redevelopment initiatives that would support and enhance the desirability of the various areas of Hamden available for business development. The Town's economic development program is now 20 years old.

To ensure that the Town's economic and neighborhood development agenda continues the Economic Development Commission and its Director have developed a new comprehensive three-year economic development plan. This plan incorporates initiatives that will continue to stimulate Hamden's economic growth to ensure that the Town maintains its competitive edge in the region. This plan is one of several other plans generated in The Town of Hamden. The Community Development Block Grant (CDBG) program is required to produce an annual and a five year plans. The Planning and Zoning Commission (by statute) is required to produce the Plan of Conservation and Development. These plans are coordinated by Hamden Town government to create a better community.

Over the next three years, the Town will continue to focus on business retention and expansion as its primary objective. It will do so by offering products and services to its local business clusters and to developers who make quality investments. Creating jobs, increasing the tax base, offering an effective workforce strategy, developing plans for high speed broadband, energy programs and establishing quality destinations for tourism and unique anchors are major elements of the Town's plan. The Plan goals will be coordinated with the Town's Plan of Conservation and Development and help guide the Town's zoning regulations in a positive direction for growth.

Neighborhoods must have a strong infrastructure that is adequate to support existing and new businesses in the retail, service, manufacturing, and technology industries. The focus on addressing blight, infrastructure, and brownfields provides the tools needed to increase the Town's commercial tax base.

The Town must also upgrade its marketing plan in digital and social media format. Many great programs and services are offered to both businesses and residents. We look forward to the continued promotion of them.

Most importantly the Town will focus on more transformational economic and neighborhood development goals that will establish equity and opportunities for all of its citizens. This plan should not only focus on the economic growth of businesses but also for each household in Hamden. What will the Town be like in five?, ten?, or twenty years? How do we help the students currently in the school system become the leaders of Hamden ten or twenty years from now? As part of this transformational approach, the Town will focus on Workforce Attraction and Workforce Readiness. Workforce (Development) Readiness is often identified as the most pressing issues for businesses and residents. Through collaborations with the Board of Education, local institutions, the business community and with important trade organizations such as the New Haven Manufacturers Association, local residents and their children will gain higher levels of employment and careers opportunities. Workforce Attraction is the Towns approach to attracting young professional people to Hamden to patronize its businesses, buy homes and raise families.

1. Overview of Town and Regional Economic Factors

To better prepare an economic development strategy for the Town, we must have a basic understanding of current market conditions, including changes in demographic factors, which affect the economy. The following data came from state and federal sources as well as trade organizations and specific industry reports.

Population Growth and Income

There was limited population growth (1%) from 2010-2016 that followed 5.9% increases between 2000-1010 and a 8.6% between 1990 and 2000. The total population in Hamden is 61,523 and is expected to grow to 62,545 or an increase of 2% by 2020. The projected 2020 total does not take into account two major residential developments (on Mather Street) that will likely result in 1,000 new residents. (Sources: U.S. Census, American Community Surveys, CERC, “Approved Project” files)

	Age Distribution (2011-2015)												Total	100%
	0-4		5-14		15-24		25-44		45-64		65+			
Town	3,199	5%	5,573	9%	12,695	21%	14,402	23%	16,666	27%	8,988	15%	61,523	100%
Region	46,057	5%	103,421	12%	121,658	14%	218,390	25%	241,236	28%	131,462	15%	862,224	100%
State	191,445	5%	446,058	12%	492,864	14%	885,518	25%	1,035,059	29%	542,278	15%	3,593,222	100%

Income in Hamden is at parity with the region and state. Hamden’s median household income was \$71,665 in 2016, which is higher than the region (\$61,640) and is on par with the State (\$70,331). Higher earners in the Town, at 32.6% above \$100,000 account for 17.7% of all households, which again is higher than the region’s 16.7% but somewhat below the State’s share of 20.8%. At the other end of the spectrum, an estimated 15.3% of all Hamden households earn below \$20,000 as compared to 20.9% in the region and 18% in the State. Finally, Hamden’s overall poverty rate (8.2%) is below that of the region overall (12.4%), but higher than many other communities in the region.

This growth of population and level of income indicates that there are more people that can financially support a growing economy through the consumption of good and services. The Town of Hamden can also provide an available and well-trained workforce to business owners.

The age of Hamden’s population breaks down very similar to potentially the state region with the important exception of ages 5-14 continuing the decline of school aged population.

Data Source: 2010 U.S. Census, Town of Hamden, Connecticut Department of Transportation, Plan of Conservation and Development, HUD, Connecticut Economic Resource Center (CERC) 2017

Grand List Growth

We compared the growth of the grand list over the last five years from 2013-2017. Assessments of residential properties declined by 10% while the overall value of commercial property increased by 24%. Although the value of apartments declined by 25%, this did not include nearly 600 apartments currently under construction on Mather Street, which will add over \$50 Million in new assessed value. Overall, real property declined by 5% because in the value of residential value. All personal property including cars, equipment increased by 32%.

*Note: these numbers also reflect a revaluation year in 2015.

Poverty in Hamden

Poverty has grown significantly over the last several years in several Hamden neighborhoods. Additionally income disparity has gotten considerably higher during the same period.

Poverty (2016) is highest (15.5%) in Census Tract 1655 or Highwood while the income disparity (difference between the highest and lowest median family income by area of Town) between poorest and wealthiest part of Hamden nearly doubled from \$41,945 to \$77,704 in 2016. In fact, poverty, in Highwood has gone up by 74% since 1999. The Town-wide poverty level is 8.2% (Estimated by the US Census at \$23,000 annually for a family of 5).

Labor Force and Unemployment Trend

Unemployment rates in the Town of Hamden have consistently trended at or below that of the State of Connecticut and the New Haven region, suggesting relative job stability of its labor force. As of September 2018, Hamden posted a 3.7% unemployment rate as compared to the State of Connecticut's jobless rate of 3.8%. In the New Haven region, the overall rate was 3.9% for the same period. The closest large city (New Haven) had an unemployment rate of 4.9%.

Looking at trending over the last five years, Hamden has consistently been roughly .5% lower than the region.

Unemployment Rate in %	2012	2013	2014	2015	2016	2017
Hamden	7.8	7.2	6.1	5.3	4.7	4.3
New Haven County	9.1	8.5	7.2	6.2	5.5	5.0
Connecticut	8.3	7.8	6.6	5.7	5.1	4.7

Between 2000 and 2015 the number of available jobs did not increase much. Over the same period, there was an estimated 4.5% reduction in jobs State wide. There was overall loss of jobs in Hamden between the years of 2008-2012 when the Northeast was still in a major recession. However, with the eventual return of a positive economic climate, Hamden (like the State overall) has experienced an increase in the size of its labor force. This suggests a need to focus attention on Workforce Development Issues such as job readiness, training, recruitment, transportation, and daycare to fill the coming job opportunities: .Data Sources: Connecticut Department of Labor, U.S. Census

Employment Trends (Long-Term)

Hamden's employment base is more oriented to service-producing jobs relative to the region and the State. Over 85% of the Hamden's job base is service-related (including retail, health care, etc.) as compared to 80.6% for the region and 79.4% for the State. The major difference is noted in the percentage of retail jobs in Hamden calculated at 22% of total service jobs, while the region and the State indicate a 16% share. The types of jobs available are directly related to the large number of small businesses, more than 73% of which have less than 10 employees, and 85% of which have less than 20 employees.

Health Care is clearly the fastest growing job sector in Hamden.

- Between 2012-2020, anticipated health care employment growth is projected to increase by 20%.
- Five out of every ten jobs where post high school education is required, will be health care related.
- Health care and related industries account for the 2nd highest total payroll numbers in the region.
- Six out of the 17 largest employers in Hamden are health care providers.

Data Source: Connecticut Labor Department

Hamden Jobs by Sector

According to the Connecticut Department of Labor, Hamden's highest levels of employment were achieved in 1990 when it registered 20,730 jobs. In 2016 it has decreased slightly to 19,994, even considering the economic recession that crippled the Northeast.

The following table demonstrates the employment breakdown by job sector:

BREAKDOWN BY JOB SECTOR-HAMDEN 2016

Industry	Total # Businesses	Total Jobs	Total Annual Wages	Annual Average Wage
Total-All Industries	1,614	19,994	\$962,098,387	\$48,119.36
Agric., Forestry, Fishing & Hunting	5	19	\$562,734	\$29,232.94
Construction	109	630	\$38,631,317	\$61,360.13
Manufacturing	71	1,186	\$66,217,141	\$55,832.33
Wholesale Trade	105	428	\$28,973,332	\$67,628.86
Retail Trade	184	2,540	\$67,913,547	\$26,737.62
Transportation and Warehousing	17	413	\$18,619,087	\$45,037.10
Information	20	103	\$7,266,158	\$70,545.22
Finance & Insurance	87	573	\$54,311,850	\$94,729.97
Real Estate and Rental & Leasing	51	339	\$14,855,566	\$43,767.93
Professional, Scientific & Technical	169	309	\$67,066,382	\$73,773.63
Management of Companies and Enterprises	7	94	\$7,420,172	\$79,148.50
Admin & Support of Waste Mgt. & Remediation	94	971	\$35,121,690	\$36,155.12
Educational Services	37	2,733	\$171,299,722	\$62,684.01
Health Care & Social Assistance	206	3,931	\$188,357,015	\$47,916.82
Arts, Entertainment & Recreation	29	429	\$8,409,927	\$19,592.14
Accommodation & Food Service	121	1,762	\$32,823,397	\$18,625.85
Other Services	260	886	\$26,910,1990	\$30,386.97
Unclassified establishment	9	4	\$210,047	\$56,012.53
Total Government	33	2,043	\$127,129,113	\$62,231.76
Federal Government	5	110	\$7,590,514	\$68,744.28
State Government	10	265	\$16,193,258	\$61,125.86
Local Government	18	1,668	\$103,345,341	\$61,976.22

Data Source: Connecticut Labor Department

Hamden Retail Market

Retail sales in 2013 were \$708 million, up from \$629 million in 2002 according to the Connecticut Department of Revenue Services. The largest concentration of this retail is located along Hamden's "Magic Mile" in five major retail strips from the Merritt Parkway to Skiff Street. Hamden's neighborhoods will continue to support the usual mix of pedestrian/convenience-scale retail and services.

Hamden's retail market is strong despite national and regional trends. The trend across the USA is a changing roster of shopping center tenants. On-line shopping and especially because of Amazon continue to take market share from store retail. It is estimated that by 2022, over 20% of all malls in the US will close. This change has caused a change in thinking in terms of tenant mix. Increasingly asset managers are leasing to what were considered in the past as non-traditional tenants such as health care, entertainments and educational uses.

Increasingly shopping center owners are using a "Gap Analysis" to analyze the market share of goods and services as compared with spending power. This analysis measure the amount of a particular good (i.e. grocery) in terms of a ratio of dollars vs. availability within a distance or drive time. See Exhibit 4 for Sample Gap Analysis.

Hamden has 5 major shopping centers. Space in each has continued to backfill with tenants. Aldi moved into the majority of the former Toys R Us space, which was vacant for many years. Burlington Store took the majority of the former Bon Ton space but left around 25% of that space. Sketchers has opened an outlet shoe store in the former space partially occupied by Marshalls. Even at the former Acme Mall or Stop and Shop plaza as it is known, a (tax paying) technical school, Porter and Chester will occupy the majority of the former stop and shop space. A new private health care business and pharmacy will build a new s health clinic and pharmacy at this center.

Hamden Occupancy/Vacancy in its Major Centers: (As of April 2018)

The overall occupancy/vacancy rate (as of 11/1/18) in its 5 major centers is low as compared with the overall market place in the region.

Overall Occupancy Rate:	94%**
Hamden Plaza:	86%
Hamden Mart	94%
Marketplace (Staples etc.)	99%
Brixmoor (Home Depot)	100%
Putnam Place	100% (includes projects under construction and CVS)

** Note this data does not count smaller centers and spaces such as the formers Bally's gym.

Data Sources: Connecticut Department of Revenue Services
Real Estate Market Information

General Office and Industrial Markets 2018

Generally Hamden currently has an overall low commercial vacancy rate. This can be tracked in real time via subscription services such as CoStar. What follows this section are more detailed breakdowns for office and industrial.

As of the writing of this plan, there were pockets of higher vacancy, in particular on the east side of State Street. On 10/15/18 there was a 17.25% vacancy rate but one month later that vacancy rate will evaporate because one of the larger buildings on the market (creating high vacancy) is under contract.

Overall, Hamden's commercial vacancy rate (as of 9/18) by census tract neighborhood ranges between 2%-8%, still very low compared to the region. See chart in exhibits for complete breakdown by census tract.

Office Market

Due to gains in the service, communication, and technological sectors of the region, the office market vacancy rate in New Haven County has not dropped in the past several years from over 21% in the mid-1990s to 20.7% in 2017. In contrast, the New Haven Central Business District reported an office vacancy rate of 20.6% while in the Hamden Marketplace reported a 13.3% vacancy.

Based on year ending numbers for the New Haven area, Hamden's combined vacancy rate for office space and commercial properties is approximately (average of two sources 12.4%), well below the entire region, which is 20.6%. This compares to communities (at higher vacancy rates) where we compete for business such as East Haven 32.5%) Branford (9.2%), Wallingford 26.6% and Meriden (22%).

Sources of Data: Cushman and Wakefield, Fusco Company and CB Richard Ellis Real Estate companies

Hamden Industrial and Manufacturing Market

Although, lacking the industrial and manufacturing base of New Haven and Meriden, Hamden's industrial and manufacturing market is relatively stable. This is despite not having direct access to the major transportation corridors enjoyed by other Towns in the region (due to restricted truck use along Route 15). Historically the Town has benefited from the industrial spillover from New Haven-based firms looking to expand and grow their operations.

The industrial and manufacturing market in Hamden is concentrated within three areas of the Town: southern Dixwell Avenue or "Highwood" (principally Hamden Business Park), Sherman Avenue, and the State Street corridor. The Hamden Business Park, located off Dixwell Avenue, is a Town-developed park encompassing over 30 companies on roughly 21 acres.

Hamden Business Park: located on the site of a former airport used in the 1930's, the last remaining parcel in the Hamden Business Park sold in 1999, with an expansion of three (3) lots in 2008 which has resulted in the relocation of Specialty Wire & Cord Sets and the \$4.5 million development of a Self-Storage Facility. This area is designated as an "Enterprise Zone". Sherman Avenue industrial area stretches two miles from Shepard Avenue to Whitney Avenue. Largely developed, the Sherman Avenue industrial area has a small vacant land inventory because of the many recent overall industrial property sales, including new construction projects.

The ***State Street Corridor*** and the adjoining Welton Street area represents the oldest industrial area in Hamden. Many of the manufacturing and distribution businesses have operated their locations for over 25 years. A large mix of older and recently arrived manufacturing firms primarily associated with assemblage operations are also found along the State Street corridor. Reportedly, these firms tout proximity to markets and access to I-91 as a major advantage of the region. Virtually all properties on State and Welton Streets have been or are being developed.

Sherman Avenue Industrial Park: Up until the 1970's Sherman Avenue was a primarily residential road with a few businesses. Based on its desirable size, location and proximity to I91 (via route 40 connector) development of a road and utility system began in the 1980s and continues to this day. There are hundreds of businesses located in the Sherman Avenue areas, including some of Hamden's most successful manufacturing and technology companies.

Industrial Lease Trends

Lease rates associated with industrial products in the Hamden area are slightly below rates achieved in suburban areas to the north because vacancies are more apt to be in older style buildings that are often located in economically impacted and congested areas. Recent lease transactions range in rents from \$15.00 gross in older buildings to \$7.50 triple net per square foot in newer projects.

Hamden has among the lowest industrial vacancy rates in the New Haven catchment area, particularly as compared to similar suburban communities and those with a similar number of buildings for lease. Based on year ending numbers for the New Haven area, Hamden's vacancy rate for industrial type commercial properties is 4.4%, well below the entire region, which is 10.7%. This compares to communities (at higher vacancy rates) where we compete for business such as Branford (14.4%), North Haven (13.3%), Wallingford 10.1% and Meriden (20.3%).

Sources of Data: Town Transaction Information
Real Estate Analysis: CB Richard Ellis (4th Quarter 2017)

Healthcare Marketplace

NUMBER OF JOBS IN REGION

Healthcare (and Social Assistance) continues to be the fastest growing employment sector in New Haven County. According to South Central CT Workforce Alliance, Health and Social Assistance is the top 5 growing industry sectors between 2012-2022. In 2012, 67,480 jobs were reported and 2022 expects to see a 20% increase to 81,034 jobs.

In 2015, data shows that the Healthcare sector in New Haven County had 72,253 jobs broken down approximately as follows:

SPECIALIZATION	NUMBER OF JOBS
Ambulatory Health Care	22,357
Hospitals	17,453
Nursing/Residential Care	16,606
Social Assistance	12,763

The South Central CT Workforce Alliance categorizes Health and Personal Care as a priority sector and states, “Health care reform, an aging population and other demographic and workforce shifts will continue to fuel growth in health and personal care jobs, many of which offer career pathways to higher-wage jobs.”

HEALTH CARE WAGES

In 2017, Hamden had 4,140 healthcare jobs (an increase of 22% from 3,391 in 2016). Total wages from this industry sector was over \$188 Million.

In 2015, the total annual wages in the Health and Social Assistance industry totaled over three billion dollars in New Haven County at \$3,448,678,503. The average annual wage in Healthcare and Social Assistance is \$49,209 which equates to \$16.37 hourly. (QCEW Data)

SPECIALIZATION	ANNUAL SALARY
Ambulatory Health Care	\$61,213
Hospitals	\$66,317
Nursing/Residential Care	\$35,996
Social Assistance	\$25,460

The most common positions in Healthcare and Social Services are RN (13.9%) followed by Home Health Aides (9.6%). Average hourly wage for a Home Health Aide is \$12.48. (Bureau of Labor Statistics)

Healthcare Jobs in New Haven County Within Government Sector

	FEDERAL (e.g. VA Hospital)	STATE (e.g. UCONN Medical)
Number of Jobs	2,752	3,220
Average Annual Wage	\$88,267	\$71,192

Manufacturing Marketplace

- Total Manufacturing Jobs in Hamden in 2016= 1,186
- Total Manufacturing Jobs in New Haven County 47,458 (This represents a 11.3% increase from previous 5 year estimate)

2016 QCEW * Program Data

Total Annual Regional Wages: 1,938,755,181

Average Annual Regional Wage: \$64,959

Average Weekly Regional Wage: \$1,249

Average hourly wages for machinist = \$21.62 as compared to \$20.78 nationwide

According to the South Central Connecticut Workforce Alliance, "The manufacturing industry has begun a resurgence, as manufacturing job postings in the region rose by 12% from 2014 to 2015. Manufacturing jobs offer good wages and career pathways, and create a higher number of jobs in other industries."

Manufacturing is listed fourth in the Top 5 Growing Industry Sectors, 2012-2022

Average starting wage: \$16.37 (Workforce Alliance)

Sources of Data: U.S. Census/American Fact Finder
(CERC Town Profile)

*QCEW: Quarterly Census of Employment & Wages

2. Impact of Major Employers/Taxpayers

Hamden has a very diverse employment base in several business clusters. However there are a few employers and institutions that have made a particular impact over the last several years.

1. Quinnipiac University (Through 2015-2018):

- Quinnipiac is the largest private employer in the Town of Hamden with more than 1,200 full time employees. There are 350 full time employees working in North Haven.
- Quinnipiac is responsible for creating 15,926 jobs in the Greater New Haven region
- Quinnipiac has a \$2 billion annual impact on the economy with \$1,218,875,614 in total direct spending (by university, its employees, students and visitors) that stimulate more economic growth and development
- The total economic impact of Quinnipiac on the Town of Hamden for fiscal year 2014-2015 was \$172,040,892 (includes direct spending by employees, students, visitors, University purchases, total direct spending and induced spending) Source – Economic Impact Study conducted by Quinnipiac University, May 2015
- In FY 2018, Hamden is receiving \$3,247,373 million from PILOT and Pequot funds. In FY 2018, North Haven is receiving \$488,815 in PILOT and Pequot funds.
- In 2016-2017, Quinnipiac contributed \$1.4 million (includes newly required PILOT property taxes) to the Town of Hamden as a voluntary payment for community assistance.
- Town services such as police, fire and EMTs used by the University are paid by the University. In the 2015-2016 academic year \$300,000 was paid to the Town of Hamden for such emergency services. Quinnipiac financed a fully-equipped police car and donated a first response vehicle to the Town of Hamden.
- 500,000 visitors travel to Quinnipiac's 3 campuses each year, investing millions of dollars into the State economy. Direct spending by visitors is estimate at \$5,552,200.
- Quinnipiac utilizes renewable electricity and single-stream recycling. Campus buildings feature energy-efficient heating and cooling units, energy-efficient lighting fixtures, Green Guard carpeting and windows with energy-efficient thermal glazing.

2. Whitney Center is the largest (non-institutional) employer in Hamden at 350 employees. They are the largest commercial tax payer at over \$6 million per year. Whitney Center makes a major contribution to the community not only in terms of tax revenue but also in terms of human capital and numerous community partnerships. There is also a supply chain multiplier effect, impacting the greater economy. The operation of Whitney Center positively impacts the supply chain in the region i.e. via food services, cleaning, landscaping, etc. Finally, Whitney Center provides quality services for its (elderly) clients.

3. Shopping Centers: In total the 5 largest shopping centers pay \$3.4 Million in taxes and employ hundreds of people. They are also a destination for people to come to Hamden to shop and go to restaurants, etc. As the retail market place changes shopping centers will adapt by bringing in non retail such as health care, entertainment, etc. All of these uses bring people to Hamden.

4. **Residential Marketplace:** Hamden is home to numerous residential complexes, including nearly 5,000 units on Mix Avenue, housing roughly 9,000 or 15% of Hamden's entire population. Most recently Phase I (165 units) of Canal Crossing has been completed with Phase II to be completed later in 2019, bringing the total number of units to 393. Canal Crossing will generate over \$1Million in new tax revenue. To date, most units are occupied by millennials aged 25-35. It is critical to bring new young people into Hamden as future taxpayers and to raise families, becoming part of the civic infrastructure.

The other project under construction is Regan Development which is 77 units of (taxable) housing. These units will come on-line for lease in the fall of 2018. The total investment by the developers in of this project exceeds \$10 Million.

The overall financial impact of all of these new residents will be felt in Hamden retail markets, restaurants and professional services. Additionally, many local and regional developers have already purchased adjacent commercial properties (Mather Street-rear, Mauro Motors, D.P. Plastics) for development that could draw these new businesses and residents.

5. **Regional Employers:** Known as an inner-ring suburb, many Hamden residents commute to major employers in the region. For example it is estimated that 8,000 people per day commute to New Haven to work at the hospitals, Yale University, South Connecticut State University, Biotech to name a few. Hamden's affordable housing market is dependent on these regional employers staying strong and by the Town remaining partner in regional initiatives.

3. Report Card: *Evaluation of Previous Plan Results*

The Town's current Economic Development Plan included goals for business incentives, physical improvements to neighborhoods, and growth in commercial districts. These incentives and improvements have resulted in increases in the commercial tax base, and the creation of jobs. The results have also generated important infrastructure improvements adding to the general appearance of commercial and residential areas.

Note: See Exhibits for full individual reports for many of the programs summarized below. It should be noted that the Town of Hamden has the most extensive economic development strategy in the region, making Hamden a very competitive marketplace. See Exhibit 1 for a comparative summary of other Town programs in the region.

1. **Economic Development Incentives to Attract New Businesses and Encourage Expansion**

To maintain its competitive edge in the region, the Town of Hamden offered incentives to businesses considering locating to Town or expanding at their current Hamden location. The following analysis reflects results from 1999-April 2018:

- **STRATEGIC INITIATIVE 1:**

1a. Business Incentives:

Tax Deferrals, Grants, and Permit Waivers. Since 1998, the Town has approved 144 (15 since July 2015) applications including 95 projects that have been completed, 6 are currently under construction or are awaiting approval at zoning, etc., and approximately 43 projects never went forward or were not completed.

From a sample of 50 projects completed, the type of projects completed under the incentive program included manufacturing (19), investment properties (8), retail/restaurant (5), construction (7), service (8) and misc. (5).

Total Impact on Grand List From Businesses Taking Advantage of Incentives

As a (cumulative) result of the Town Economic Development Plan, since 1998 the commercial grand list (assessed value) will have increased by an estimated value of \$20,000,000 from projects/businesses that were directly or indirectly assisted through the program. This increase does not include personal property or other new tax revenue generated by other business locations and expansions leveraged by the success of these projects such as Home Depot, Highwood Square, State Street redevelopment, etc.

Jobs Created

Because of the general state of the economy and because of automation through the years, it is hard to pinpoint how many jobs were created by companies assisted by our program. Based on data accumulated, we estimated that over 500 jobs were created and another 300-400 were retained in Hamden by companies who participated in our incentive program from 2008-2018. That number fluctuates somewhat, based on seasonal and contractual work.

The Intangibles

The success of the incentive program isn't only being measured by new taxes collected and jobs created but also by other impact-type development in which staff plays a direct role. For example, as the Town has completed infrastructure improvements and promoted its Business Incentive program, many new stores have opened, such as Burlington Store, Aldi, Price Rite, Walgreens and several restaurants.

The purchase and rehabilitation of blighted or run-down buildings improves the quality of neighborhoods, improves the confidence (and bottom line) of local businesses, and encourages additional investment. Examples of this kind of investment include:

- The Highwood Square development at the site of the former Johnson Perfume Company and the adjacent Nabisco Bakery (\$12 million total investment). This investment resulted in a tax-generating development of 27 housing units and 14,000 S.F. of commercial space.
- Canal Crossing and Mather Street Apartments – Canal Crossing will ultimately include 393 apartments while the Mather Street Apartments will include 77 rental units. This nearly 500 of new units has generated significant development interest in the surrounding area of Dixwell Avenue

The following pages describe successfully completed projects over the last three years.

Infrastructure and Redevelopment

The Town of Hamden has little developable land (5.7% commercial) of any substantial size for commercial and manufacturing development. In fact, the Town has the lowest vacancy rate in the region. The total commercial vacancy rate in Hamden is 7.5% and in the region it is 13.6% (source C.B. Richard Ellis 12/31/17). More recently, as of March 31, 2018, Hamden's industrial vacancy rate was 6.7% as compared to its region (12.7%)

- **Strategic Initiative 2.1: Utilize the Hamden Economic Development Corporation (HEDC) for the development of difficult or brownfield properties**

The HEDC has established a strong track record through its role as a developer (Implementing Agency) and project manager for the Town of Hamden.

Projects Completed

- 400 Goodrich Street: Remediation and Sale of a 16,000 S.F. industrial building
- New Haven Structured Repair Program: Renovation of 102 units of housing
- Newhall Deconstruction Program
- Rochford Field/Villano Park Redevelopment
- Zero Energy House
- Abatement & Demolition of a portion of (Former Middle School)

Projects Underway/Planning Stages

- Hamden Business Incubator: 40,000+ S.F.
- Soil Management Fund
- Remediation and Rehabilitation of 2259 State Street

- **Strategic Initiative 2.2: Continue a Predevelopment Cost Fund**

This “seed” fund was available for legal costs, appraisals, environmental assessments, etc., to secure parcels for site assemblage and redevelopment. Costs can be reimbursed to the fund where possible. Projects that benefited from this Initiative have included:

- a) Route 15/Operating Engineers land purchase
- b) Westwoods Road Land Swap for the redevelopment of a major traffic intersection
- c) Daddio Farm subdivision plan
- d) Canal Line Disposition
- e) Appraisals of several properties being negotiated
- f) Legal Fees related to development projects and issues

3. Small Business and Entrepreneur Assistance

The Town will offer technical assistance to people opening or running small, town-based, and start-up businesses. The assistance will be one on one and in a classroom format.

- **Strategic Initiative 3.1: Continue the Business Assistance Center (BAC) to Help Small Businesses with Business Planning, Raising Capital, and other Technical Needs.**

The BAC was opened in 2005 for small businesses (in particular start-ups) needing technical help and guidance in developing business plans and handling accounting, marketing, and development issues. Since that time, the BAC has worked with over 300 distinct clients, offering a variety of services. There have been many success stories from the BAC including a variety of pedestrian-type businesses (i.e. copy center, bakery, coffee shop). See report in Exhibit 3 for additional information.

Out of over 300 businesses assisted, 35 opened, 210 continue to work at it, and 39 decided not to proceed.

- **Strategic Initiative 3.2: Continue the Business Education Series and individual seminars using technology and hands on sessions.**

Topics to include business formation, cost flow analysis, and preparing a business plan.

4. Planning, Marketing and Communication

Hamden must market its unique strengths and positive climate for business development and investment. To do so, the Town has identified key target industries and companies, trade associations, realtors, and other organizations.

- **Strategic Initiative 4.1: Continue to make the Economic and Community Development Web Site useful as a business recruitment tool for the Town-wide business community.**

The Town continued to make numerous upgrades to the Economic Development web site. This page provides more frequently updated announcements, information on available development sites for major employers and outside users such as our realtor community, and other State and Federal links.

- **Strategic Initiative 4.2: Continue Recruitment of New Developers, Investors, and Businesses**

As part of the Town’s marketing efforts, the Town continued to network in regional, Statewide and national organizations (both public and private) to bring investments throughout the Town. This effort includes attending trade shows, conferences and continuing education opportunities. The Director is now part of several collaborations and serves in the following capacity:

- a. Connecticut Economic Development Association
- b. Hamden Chamber of Commerce
- c. Greater New Haven Chamber of Commerce
- d. International Business Innovation Association
- e. International Council of Shopping Centers
- f. National Brownfield Association
- g. CT Community Development Association
- h. Northeast Economic Development Association
- i. International Business Innovation Association

- **Strategic Initiative 4.3: Continue a Town Database of Available Properties and Financial Resources**

Such an updated and accurate database continues to include:

- a. Available locations of technology infrastructure resources.
- b. List of available Hamden properties by category (e.g. size, locations), etc.
- c. List of Brownfield properties, including opportunities for finance.

- **Strategic Initiative 4.4: Continue Planning Collaboration to Study The Viability of Commercial Districts**

Such collaborations include:

- a. Downtown “Hamden Place
- b. Northern Hamden Economic District
- c. “Magic Mile” and/or Retail Committee
- d. Study of Entertainment and Cultural Enhancement Districts
- e. Quality Development along the Farmington Canal Line
- f. Continued Study & Planning for the State Street and Highwood Commercial Corridor
- g. Business/Industry Clusters

The Department has been an integral part of committees that study these important areas. Additionally, the Department has formed several Industry Clusters that are the largest collecting group of taxpayers and employers. They are:

- Healthcare
- Manufacturing
- Retail
- Real Estate
- Workforce Development
- Financial Services/Insurance
- Creative Industries
- Green /Energy Industries
- Solopreneur (Home-Based Businesses)

4 Cluster Meetings and Other Input From Business and Community Groups

Creating a long-range plan requires outreach to as many businesses as possible. As part of the business outreach process, we continue to use our successful *Business Cluster Program*. This program seeks to maximize business retention through web presence and an organized set of meetings and information sharing opportunities for the larger business sectors that are high tax payers and employers.

Through the years we have established nine (9) clusters each with its unique needs for support. Key industries such as health care, manufacturing, retail and others are represented. For more information on our Business Cluster Program, go to http://www.hamden-ct.com/Content/Business_Cluster_Program.asp

As part of the outreach to develop the long range plan, we held a series of Cluster meetings in 2017-2018.

- Fall 2017 Creative Industries Cluster
- 3/15 Health Care: Joint meeting with the Hamden Chamber Tuesday
- 3/27: Workforce Cluster:
- 4/3 Commercial Real Estate
- 4/6: Solopreneurs
- 4/11: Residential Real Estate
- 4/24: Green/Energy Cluster
- 5/7: Finance and Insurance
- 5/22: Manufacturing

The needs of each cluster ranged from marketing to needing a strong supportive business climate. Workforce needs was a common thread through all of the clusters.

Minutes of these meeting are included in the Exhibit. Also there are audio recordings of most the meeting on the HEDC Facebook page if you would like to listen to the meeting. Go to <https://www.facebook.com/HEDC2011/> to listen through Drop Box

Civic and Community Group Meetings

Our department met the key civic organizations as part of our outreach process which spanned over one year.

Whitneyville Civic Association:	Fall of 2017
Spring Glen Civic Association:	Spring of 2018
Westwoods Civic Association:	Spring of 2018
Ridge Hill Civic Association:	Summer of 2018
Highwood Community Meeting:	Fall of 2018
Hamden Plains Civic Association:	Fall of 2018

The Content of each meeting was to:

- Key Demographic and Market Trends
- Provide an overview of the current plan performance
- Outline proposed elements of new plan
- Explain the coordination among other Town plan documents (i.e. POCD, CDBG)

Chapter II: General Plan Areas (2018-2021): Problems & Solutions

The goals of the following *Plan Areas* were derived through a series of meetings with relevant economic development partners, business cluster participants, as well as through site visits and events. The goals are also based on current market conditions as well as from the experience in developing larger projects that generate significant tax revenue. The meetings held provided an opportunity for these partners to provide input on how Hamden's programs have been working. The result will be in Hamden's Business Incentive Programs.

The accomplishments over the last few years are outlined in Chapter I, entitled "Report Card". As the following plan areas are discussed, a summary of some of the results, and the identification of the current conditions, will be presented.

It is through this comprehensive and Economic and Community Development plan that the maximum potential can be achieved for the business community throughout Hamden.

Long-Range Plan: Administration

The Department of Economic and Neighborhood Development is responsible for the implementation of the long-range Economic Development Plan. To the greatest extent possible, the department will seek programs and projects that generate income to recycle back into the department for the purposes of programs, marketing, and administrative costs. This will include the writing and administration of grants to supplement the activities in the plan. The emergence of the Hamden Economic Development Corporation (HEDC) as a production agency was an important factor in establishing the goals of this plan.

The previous plans implemented by the department from 1998-2018 were originally capitalized by over \$1,400,000 in funds. Now there is approximately \$150,000 remaining in those accounts. Most of the goals were accomplished according to the plan(s) objectives. Although a substantial amount of funds were expended, limited funds are still available to carry out the current goals of the plan. The objectives set forth in the latest plan are equally spread between capital projects and programs that help to promote and train small businesses for success. Many of the proposed plan activities (i.e., workforce and neighborhood) are low cost, high staff intensive.

The Department of Economic and Neighborhood Development will be responsible for the programs listed in this plan (Incentive Plan, Redevelopment Initiatives, Business Assistance Center, Marketing, Web-site, etc.), and other projects such as redevelopment and brownfield project management, streetscape projects funded by the State of CT and other sources such as the federal Economic Development Administration. The Department of Economic and Neighborhood Development will also continue to be active in marketing the Town through commercial real estate brokers and various publications.

Plan Area #1: Business Development & Business Incentives

The Town and the State's Enterprise Zone, Urban Jobs, and Railroad Depot Zone and Neighborhood Revitalization Zone (NRZ) Tax Incentive programs as well as the new Opportunity Zones are key strategies for expanding and maintaining Hamden's commercial tax base. These incentive programs are marketed to the business, developer, and realtor communities.

The Economic and Neighborhood Development Department has created information packets about these programs, has distributed this information to qualifying businesses, and has offered assistance in navigating the State's application process. The Town's Enterprise Zone (EZ), Railroad Depot Zone, Urban Jobs and NRZ program also offers tax assessment deferrals on the increased value of real property improvements to any commercial properties in the EZ.

Since the Town program began (1998), 144 applications have been approved for a variety of business incentives. Many of the approved businesses are either complete, under construction, or soon to be under construction. Over 70% of these projects were for local existing businesses needing to expand. Business retention is a primary goal for this program and for the Town.

1. *Problem Identified:* There is a lack of funds currently available for grant and other financial assistance from the State and Federal Sources

To maintain its competitive edge in the region, the Town of Hamden must continue providing incentives to businesses considering locating to Town or expanding at their current Hamden location. Mindful that other communities have a lower tax rate, offer lower rates on utilities, and offer similar incentives to businesses, Hamden Economic Development Commission strongly supports opportunities for business incentives to keep the Town highly competitive in the region.

- **Strategic Initiative 1.1: Continue a Comprehensive Business Incentive Program to Attract New Businesses to Hamden and Encourage the Expansion of Existing Businesses**

The Town's Business Incentive program will continue to offer the following benefits to businesses and will encourage Town Economic and Community Development projects that produce revenue.

- Tax deferrals (abatements)
- Grants for site and building infrastructure improvements (priority for manufacturing projects)
- Building permit fee waivers
- Tax abatements and financial assistance to owners who remediate hazardous sites

Hamden currently offers tax abatements to manufacturing, warehousing and distribution, and some service businesses through its State of Connecticut designation as a Targeted Investment Community (TIC) under the Urban Jobs program, under our certified Enterprise Zone (EZ) and our Railroad Depot Zone (RRDZ).

2. Opportunity Zones

The federal government passed legislation for Qualified Opportunity Zones (QOZ). Hamden was approved in 2018 for a QOZ in the Highwood Neighborhood (Census Tract 1655). In a QOZ committee and a fund is established for investors to contribute capital gains for future quality redevelopment projects. These projects would be the private sector investment for increasing the tax base to create jobs. Federal guidance is not yet available in how to set up a fund under the QOZ program. Within the scope of this proposed three-year plan the Town Economic and Community Development Department will actively seek projects that qualify under the QOZ.

- **Strategic Initiative 1.2: Create (Eligible) Entity, Fund Criteria and Inventory the Qualified Opportunity Zone (QOZ)**

The Town must be prepared for the investment funds that will be available via the Opportunity Zone Program.

- **Strategic Initiative 1.3: *Support and Market:*** Support and implement elements of the long-range plan developed the Energy Use & Climate Change Commission (EUCC) to help reduce costs for tax payers and reduce the carbon footprint town-wide. Incentives must be marketed through web and social media presence.
- **Strategic Initiative 1.4: Continue Facade and Signage Programs: \$10,000 Maximum (funded by CDBG Program)**

Note: Activities are limited to two eligible target areas

- a. HUD Targeted Areas: Highwood and State Street Corridors: Source of Funding CDBG
- b. All other Commercial Areas of Hamden: Town Capital Funds (as they are available)

Eligible Expenses

- Signs
- All Facade Improvements (i.e. Brick Re-pointing, Window Treatments, etc.)
- Landscaping & Lighting

Plan Area #2: Infrastructure & Redevelopment

Problem Identified

The Town of Hamden has little vacant and developable land (for business expansion) of any major size. Only 5.7% of all land is zoned commercial. Most of the development opportunities lie in the redevelopment of existing properties with buildings ranging from 5,000 to 25,000 S.F. There are only a few existing buildings that exceed these sized properties. Among these sites are a few brownfield projects that require specialized professional services and financing to make them viable, tax-producing properties. Additionally, the large number of home-based businesses throughout the entire Town has created a need for town-wide high speed broadband.

Additionally, in order to support the demand for developable space for any use, the Town must have an adequate infrastructure or plan for developing one. Infrastructure is defined as roads, utilities (water and sewer capacity), technology, (i.e. high speed broadband) etc. Included in the infrastructure needs is a plan for addressing the Town's brownfield sites. Those are sites that actually have, or are perceived to have, environmental problems.

Technology Infrastructure: Hamden's economic future depends on the integration of technology with the needs of a younger generation of business owners. The Town has formed a working group to explore municipal broadband for all citizens and business owners. This department will staff and facilitate the process of achieving broadband for all.

- **Strategic Initiative 2.1: Continue the role of the Hamden Economic Development Corporation (HEDC) for the re-development of difficult or brownfield properties and as Project Manager for municipal projects.**

The Hamden Economic Development Corporation was formed in 2004 as a tool to support the redevelopment initiative by the Town. There are similar corporations in mostly larger, growing communities, which include many older properties that present challenges and liabilities for the Town. Shelton, Orange, Naugatuck etc. are examples of Towns where Economic Development Corporations are utilized. Their independence from Town government gives them the flexibility to complete difficult projects more efficiently while insulating the Town from liability or contaminated properties.

HEDC can raise funds, apply for grants, and take titles to property. The Director of the Economic And Neighborhood Development Department serves as staff for the Hamden Economic Development Corporation. The HEDC has now developed administrative capacity to conduct business. It is an approved 501-C4 tax exempt organization.

Completed HEDC Projects:

- State Street Redevelopment
- 400 Goodrich Street
- Newhall Structural Repair Program: 101 Units
- Redevelopment of Rochford Field and Villano Park
- Abatement and Demolition of two building at former Hamden Middle School
- Zero Energy House

- **Strategic Initiative 2.2: Continue the Pre-Development Fund.**

This seed fund will be helpful to provide funds for legal costs, appraisals, environmental assessments, etc. to secure parcels for site assemblage and redevelopment. This fund could also be used as a cash match for land acquisitions under State & Federal economic development programs. Examples of such projects where this fund was used:

- ▶ Dadio Farm Subdivision Plan
- ▶ Route 15/Operating Engineers
- ▶ Westwoods Road Land Swap for redevelopment
- ▶ Canal Line Disposition
- ▶ Numerous Appraisals for redevelopment projects

- **Strategic Initiative 2.3: Support a plan for establishing high-speed broadband (fiber) for internet access for all of Hamden residents and small businesses.**

With Town and State legislative support, develop a plan and funding mechanism for placing fiber in sensible locations, in all areas of Hamden considering cost and maintenance. The goal is to provide high speed broadband to all areas of Town, and all household regardless of income. The installation of high speed broadband throughout Hamden will attract younger, high earning residents and will support the large number of home-based business and technology sector.

Staff will coordinate the working group to develop an action plan for high speed broadband.

- **Strategic Initiative 2.4: Explore the expansion of the sewer line (through GNHWPCA) from Whitney Avenue from Westwoods Road to the Cheshire line.**

Because of the small percentage of developable land, it is critical to consider sewer expansion to allow for growth in the retail, healthcare and entertainment (i.e. restaurant) sectors. Staff will coordinate efforts between the GNHWPCA and rate payers.

- **Strategic Initiative 2.5: *Support and Market:* Support and implement the long-range plan developed the Energy Use & Climate Change Commission (EUCC) to help reduce costs for tax payers and reduce the carbon footprint town-wide. Additional public initiatives regarding energy must be coordinated with other technology (i.e. broadband)**

- **Strategic Initiative 2.6: Consider a Plan For Clean Energy Grid in Key Public and Commercial Areas.**

The plan would connect public spaces and key commercial areas to assist in energy savings and the promotion of alternative energy sources. The grid design would be considered in coordination of the Broadband initiative.

- **Strategic Initiative 2.7: Adopt and Assist in the Completion of Key Elements of Sustainable CT**

This would include the redevelopment of brownfields, workforce development, as well as all "Actions" listed in the Statewide Outline (see Exhibit 8)

Plan Area #3 Business Retention & Expansion: Small Business and Entrepreneur Assistance

Incentives provide support to many out-of-town and expanding local businesses. However, Hamden must also offer financial or technical assistance to people running a local business, including those involved with start-up ventures. This also includes workforce assistance

- **Strategic Initiative 3.1: Continue the Business Assistance Center (BAC) to help Small Businesses with Business Planning and other Technical Needs.**

The Economic And Neighborhood Development Department is the primary location for requests of a wide variety of service needs for small businesses.

Since the formation of the Business Assistance Center in 2005, Hamden's small businesses have requested help in developing business plans and associated components which are required by most financing sources. Small businesses, in particular start-ups, need technical assistance in developing these plans as well as guidance with accounting, marketing and development issues.

Although some regional programs provide assistance to businesses in these areas, there are waiting lists and, in most cases, businesses do not receive on-site, one-on-one help, nor comprehensive services. Ultimately, these services are needed on a one-to-one level, where the interested business can receive proper attention. This initiative offers the type of "hands on" assistance necessary to make a project successful.

There are many partners that provide assistance to the Business Assistance Center:

- a. Hamden Public Library
- b. Hamden Chamber of Commerce
- c. Hamden Business Resource Center
- d. Quinnipiac University Business School
- e. National Minority Supplier Development Council (NMSDC)
- f. Town ombudsman services to walk businesses through planning and zoning, engineering, and building department(s) processes. This service will be available through the Economic and Neighborhood Development Department.

The Department of Economic And Neighborhood Development will also refer businesses to the financing programs available through the Connecticut Development Authority (CDA), the Connecticut Department of Economic and Community Development (DECD), the Community Economic Development Fund (CEDF), CT Minority Supplier Development Council, the Small Business Administration (SBA), and Community Investment Corporation (CIC). The Department will also utilize the resources of the Connecticut Economic Resource Council, Inc. (CERC) and Connecticut Innovations Inc. (CII). (See Exhibit for details about the Business Assistance Center)

- **Strategic Initiative 3.2: Support Specialized Training Initiatives through the Hamden Workforce Cluster and other related Workforce Readiness programming.**

The Town has continued a local Workforce Development Cluster. Board members include the Regional Workforce Development Board, Easter Seals, ACES, the State Department of Labor, etc. The Town originally formed this board as an advisory group to examine general workforce needs (address hiring criteria, job fairs, etc.) This Strategic Initiative would expand the planning to include important issues such as linkages to transportation, quality childcare, and incorporation of people with disabilities into the workforce. A newly activated group would also actively work with industries by assisting them in accessing funding for incumbent worker training.

- **Strategic Initiative 3.3: Continue Individual goals established under the Hamden Business Cluster Program: Hamden supports the following Business Clusters, as they are the largest tax payers and employers and who can most widely impact the local economy:**
 - Healthcare
 - Manufacturing
 - Retail
 - Real Estate
 - Workforce Development
 - Financial Services/Insurance
 - Creative Industries
 - Green /Energy Industries
 - Solopreneur (Home-Based Businesses)
- **Strategic Initiative 3.4: Develop a partnership for training education to link business to parents and children in the public school system. Work as a resource for helping businesses find qualified and well trained employees and to expand job opportunities and all students.**

Hamden should help the Hamden student population in planning their economic future. This includes the new initiative entitled “Everyone Gets a Job, Exploring Career and Technical Opportunities”. The idea of the program is to bring professionals in industry directly to parents in the form of job/career education panels that are sector based. (i.e. healthcare, manufacturing). Each panel will be held at public locations where parents and children typically (PTA meeting, library, religious institutions, etc). These panels will be held in 2019.

- **Strategic Initiative 3.4: Develop Program Related to Business Transition for Retiring Owners and Legacy Businesses**

Hamden, like many communities are facing a “Silver Tsunami”, the retirements of an aging business community. As owners consider retirement, the Town must develop a strategy for matching buyers with owners of businesses wishing to retire. The Town can work with other organizations (i.e. Hamden Regional Chamber of Commerce or UNH Family Resource Center, Solopreneur Cluster.

A strategy could include:

- Informational Workshops on Business Valuation and Sales
- Technical Assistance to Family Members of Business Owners
- Develop “Marketplace for Buyers and Sellers of Businesses”

Plan Area #4 Planning, Marketing & Technology

Hamden must market its unique strengths and take advantage of the positive climate for business development. To do so, the Town must target industries and companies, trade associations, realtors and other organizations. One strategic approach is the continued evolution of the Hamden Economic Development web site. Other areas include maintaining an inventory of available development sites and vacant properties, strategic social media campaigns, public relations, and communication strategies.

To meet this challenge, the Town must engage the public and local professionals for the long range planning of the many businesses and shopping districts in Town.

- **Strategic Initiative 4.1: General Marketing, Continue Recruitment of New Developers, Investors and Businesses**

As part of Hamden's marketing efforts, the Town will continue to network in regional, Statewide and national organizations (both public and private) to bring investment throughout the Town. This effort will include attending trade shows, conferences, and continuing education opportunities.

- **Strategic Initiative 4.2: Continue to Upgrade the Hamden Economic And Neighborhood Development Web Site to become more interactive and proactive**

Hamden must continue to become more and more accessible to small businesses, developers and investors via revamping the web presence by providing digital content. This includes our integrated digital social media campaign to promote the Town.

The Town will continue to upgrade the our web site, provide more frequently updated information about available development sites for major employers and outside users such as our realtor community, and will provide links to i.e. CT Economic Research Center (CERC) web sites, etc. The Town will develop a stronger social media presence to become more interactive and market other neighborhoods.

The Town will attempt to generate income from its webpage for the financial sustainability of the website. It will be used as a tool for marketing the Town to potential recruitment opportunities, to become more interactive, and to improve resources for Hamden businesses.

Strategies for developing revenue include:

- ✓ Yellow Pages
- ✓ Advertising for Businesses on the Economic And Neighborhood Development Website

- **Strategic Initiative 4.3: Continue a Town Database of Available Properties and Physical Resources**

In a rapidly changing, dynamic process, the Town must be capable of providing valuable information that is essential for a business to consider when developing a given site in Hamden. Information efficiently collected would be located on the Town web site and on a GIS system. Such an updated and accurate database would include:

- a. Available locations of high technology infrastructure resources such as high speed fiber optic cable, sewer and water capacity, etc.
- b. List of available Hamden properties by category (e.g. size, locations) etc.
- c. List of Brownfield properties, including opportunities for finance.

- **Strategic Initiative 4.4: Continue Planning Linkages to study the Viability of Commercial Districts and under specialized Marketing Initiatives.**

There are many areas of Town that have a rich history in terms of business services to residents. There are also several areas that require a fresh “look” to see if we can use effective planning to change the image of an area to become more positive.

This initiative is aimed at using assessment and collaboration with professionals and community-based groups to determine recommendations for the future. Such collaboration is born out of the Comprehensive Planning process that is currently underway.

This initiative will formally link the effort of the Economic And Neighborhood Development Department to those efforts and encourage the department to convene additional advisory groups in order to assess other specific needs of business throughout town.

Such efforts include:

- a. Town Center Development Plan
- b. Northern Hamden Commercial District
- c. “Magic Mile” retail committee
- d. Study of Entertainment and Cultural Enhancement Districts
- e. Quality Development of the Farmington Canal Line
- f. Continued Study and Planning for the State Street and Highwood commercial corridor
- g. Business Cluster groups

- **Strategic Initiative 4.5: Develop Strategy for the Implementation of the Towns Opportunity Zone in Highwood (Census Tract 1655).**

Using guidelines from the investment and local community, develop strategy fund and project criteria for Opportunity Fund. Director shall also work with neighborhood residents and local organizations to identify potential development projects.

- **Strategic Initiative 4.6: Develop Strategy for Tax Incentive Finance (TIFF) District(s)**

Develop TIFF district based on economic analysis that is part of the Plan of Conservation and Development.

III. Executive Summary of Activities 2019-2021

The Economic Development Commission is asking the Legislative Council to earmark remaining funds from the Hamden Economic Development Fund to support the implementation of this comprehensive plan including the following Strategic Initiatives.

Strategic Initiative 1.1: Economic Incentive Program

The Town will offer property improvement grants, tax deferrals, and permit waivers for commercial projects that would increase the town's tax base or be of significant benefit to the Town.

Strategic Initiative 1.1a: Continue Façade Improvement Program*

Note: Program funds will come from annual CDBG budget and from Town capital funds as available

Strategic Initiative 2.1: Continue and expand the role of the Hamden Economic Development Corporation:

Strategic Initiative 2.2: Predevelopment Fund

Costs related to the predevelopment costs (appraisals, surveys, legal, etc.) for commercial development.

Strategic Initiative 2.3: Establish Strategy for high speed broadband for all Hamden residents

Strategic Initiative 2.4: Sewer Expansion: Cost/benefit analysis conducted by the GNHWCA

Strategic Initiative 2.5-2.7: Support and Market Energy Goals

Strategic Initiative 3.1: Business Assistance Center

Continue to support the Business Assistance Center

Strategic Initiative 3.3: Specialized Marketing and Industry Clusters

Strategic Initiative 3.2 and 3.4: Workforce Development

The Workforce Cluster will continue to promote programs that help businesses train people to find jobs through grants from State and Federal sources.

Strategic Initiative 3.5: Business Legacy Program

Create Education Program and market places for Sellers and Buyers of businesses.

Strategic Initiative 4.1: Marketing Investment

For recruitment, education and other marketing initiatives below.

Strategic Initiative 4.2: Web-Site and Social Media Upgrades and Integration

Funds would be used to continue the development of the website. Revenue generated from the site would pay for the future upkeep.

Strategic Initiative 4.3: Data Base Development and Expansion

To develop valuable information that is essential for a business which is considering a specific site.

Strategic Initiative 4.4: Planning

This initiative is aimed at using collaboration and needs assessment to determine recommendations for the future of commercial areas.

Strategic Initiative 4.5: Develop Plan for the Implement of a Town Hamden Opportunity Zone
Includes potential project inventory, fund criteria and management procedure.

Strategic Initiative 4.6: Based on POCD, consider a Tax Increment Financing (TIF) District.

Note: Funding Priorities can be adjusted, following Town procedures for line item transfers as of January 1, 2019. All repaid funding (i.e. Strategic Initiative 2.2 (Predevelopment Fund) to be reimbursed back to account from which it came..

3 Year Plan Proposed Allocation of Funds (based on 12/31/18 balances)

Tax Incentive Program	\$50,000.00
Business Assistance Center	\$15,729.59
Marketing	\$84,273.41
Professional Predevelopment Services	\$20,000.00
	<hr/>
Total	\$170,003.00

EXHIBIT 1

**REPORTS
ON
INCENTIVE PROGRAMS
IN
OTHER COMMUNITIES**

Note: The following chart shows the range of incentive programs in different communities in the region

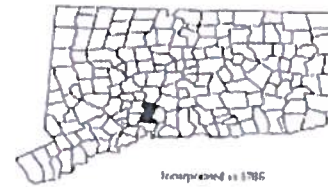
South Central Regional Council of Governments - Town Incentive Programs											
Town	Tax Abatement	Grants	Waiver of Fees	Low Interest Loans	Services	Web Presence	Electric Rates	Enterprise Zone Incentives	Manufacturing Assistance Program	Facade Program	Ultra High Speed Internet
Bethany											
Branford	(low taxes)										
East Haven				X							
Guilford					X (SCORE) X (Business Assistance Center)						
Hamden	X	X	X			X		X	X		
Madison							Car charging station				X
Meriden	X	CEDF		X		X		X	X		
Milford		CEDF			X (SCORE)	X			X		
New Haven	X	X		X	X			X	X		
North Branford	X										
North Haven	X										
Orange	X										
Wallingford	X						up to 50% discount		X		
West Haven									X		
Woodbridge							2 Car charging stations				X

Hamden, Connecticut

CERC Town Profile 2018 *Produced by The CT Data Collaborative*

Hamden Gov't Center
2750 Dixwell Avenue
Hamden, CT 06518
(203) 287-7100

Belongs To
New Haven County
LMA New Haven
South Central Planning Area



Incorporated in 1786

Demographics

Population

	Town	County	State
2000	56,913	824,008	3,405,565
2010	60,960	862,477	3,574,097
2012-2016	61,476	860,874	3,580,570
2020	62,545	898,514	3,604,591
'16 - '20 Growth / Yr	0.4%	1.0%	0.1%

	Town	County	State
Land Area (sq. miles)	33	605	4,842
Pop./Sq. Mile (2012-2016)	1,883	1,424	741
Median Age (2012-2016)	38	40	41
Households (2012-2016)	23,356	326,487	1,354,713
Med. HH Inc. (2012-2016)	\$71,665	\$62,715	\$71,755

	Town	State
Veterans (2012-2016)	2,609	188,759

Age Distribution (2012-2016)

	0-4	5-14	15-24	25-44	45-64	65+	Total
Town	3,068 5%	5,856 10%	12,442 20%	14,574 24%	16,466 27%	9,070 15%	61,476 100%
County	45,608 5%	101,958 12%	121,393 14%	217,078 25%	240,502 28%	134,335 16%	860,874 100%
State	188,812 5%	439,100 12%	494,529 14%	878,077 24%	1,033,029 29%	555,023 15%	3,588,570 100%

Race/Ethnicity (2012-2016)

	Town	County	State
White Alone, Non-Hispanic	37,043	557,098	2,464,450
Black Alone	13,356	110,829	372,696
Asian	3,322	33,744	152,782
Native American	107	1,688	9,399
Other/Multi-Race	4,635	70,065	284,582
Hispanic or Latino	6,450	144,549	537,728

Poverty Rate (2012-2016)

	Town	County	State
Poverty Rate (2012-2016)	8.4%	12.8%	10.4%

Educational Attainment (2012-2016)

	Town	County	State
High School Graduate	9,176 23%	673,220 27%	27%
Associates Degree	2,689 7%	184,426 7%	7%
Bachelors or Higher	18,274 46%	938,319 38%	38%

Economics

Business Profile (2016)

Sector	Units	Employment
Total - All Industries	1,614	19,994
23 - Construction	109	629
31-33 - Manufacturing	71	1,186
44-45 - Retail Trade	184	2,540
61 - Educational Services	37	2,732
62 - Health Care and Social Assistance	206	3,930
72 - Accommodation and Food Services	121	1,762
Total Government	33	2,042

Top Five Grand List (2014)

	Amount
Baker Hamden LLC	\$59,929,030
Whitney Center Inc	\$26,400,000
Hamden Developers LLC	\$34,615,210
Broadmoor 1 LLC	\$32,386,900
Seramonte Associates	\$22,519,140
Net Grand List (SFY 2015-2016)	\$4,075,516,582

Major Employers (2014)

Quinnipiac University	Area Cooperative Education Svc
Arden House Care & Rehab Ctr	AAA Southern New England
CT Transit	

Education

2017-2018 School Year

	Grades	Enrollment
Hamden School District	PK-12	5,420

Smarter Balanced Test Percent Above Goal (2016-2017)

	Grade 3		Grade 4		Grade 8	
	Town	State	Town	State	Town	State
Math	54.8%	53.1%	47.4%	50.0%	33.6%	41.8%
ELA	52.1%	51.8%	49.6%	54.1%	41.1%	53.7%

Pre-K Enrollment (PSIS)

	2016-2017
Hamden School District	203

4-Year Cohort Graduation Rate (2016-2017)

	All	Female	Male
Connecticut	87.9%	90.9%	85.1%
Hamden School District	87.6%	89.5%	85.8%

Rate of Chronic Absenteeism (2016-2017)

	All
Connecticut	9.9%
Hamden School District	12.7%

Public vs Private Enrollment (2012-2016)

	Town	County	State
Public	86.0%	88.0%	86.8%
Private	14.0%	12.0%	13.2%

Hamden, Connecticut

CERC Town Profile 2018



Connecticut
Economic
Resource Center

Government

Government Form: Mayor - Council

Total Revenue (2016)	\$217,509,730	Total Expenditures (2016)	\$222,551,036	Annual Debt Service (2016)	\$22,139,790
Tax Revenue	\$166,677,729	Education	\$94,446,338	As % of Expenditures	9.9%
Non-tax Revenue	\$50,832,001	Other	\$128,104,698	Eq. Net Grand List (2016)	\$5,578,004,424
Intergovernmental	\$44,146,760	Total Indebtedness (2016)	\$292,220,000	Per Capita	\$91,256
Per Capita Tax (2016)	\$2,721	As % of Expenditures	131.3%	As % of State Average	60.3%
As % of State Average	94.8%	Per Capita	\$4,781	Moody's Bond Rating (2016)	Baa1
		As % of State Average	192.8%	Actual Mill Rate (2016)	40.87
				Equalized Mill Rate (2016)	29.82
				% of Net Grand List Com/Ind (2016)	14.8%

Housing/Real Estate

Housing Stock (2012-2016)

	Town	County	State
Total Units	25,507	362,497	1,493,798
% Single Unit (2012-2016)	56.7%	53.6%	59.1%
New Permits Auth (2017)	30	750	4,547
As % Existing Units	0.1%	0.2%	0.3%
Demolitions (2017)	3	202	1,403
Home Sales (2013)	531	5,858	26,310
Median Price	\$228,200	\$244,000	\$269,300
Built Pre-1950 share	29.2%	33.4%	29.7%
Owner Occupied Dwellings	15,335	203,568	900,223
As % Total Dwellings	65.7%	62.4%	66.5%
Subsidized Housing (2017)	2,056	46,104	168,576

Distribution of House Sales (2013)

	Town	County	State
Less than \$100,000	56	1,128	3,417
\$100,000-\$199,999	215	2,047	7,522
\$200,000-\$299,999	176	1,418	6,031
\$300,000-\$399,999	57	730	3,380
\$400,000 or More	27	535	5,960

Rental (2012-2016)

	Town	County	State
Median Rent	\$1,273	\$1,075	\$1,094
Cost-burdened Renters	50.9%	55.9%	52.5%

Labor Force

	Town	County	State
Residents Employed	33,428	430,024	1,795,519
Residents Unemployed	1,606	24,872	96,273
Unemployment Rate	4.6%	5.5%	5.1%
Self-Employed Rate	6.9%	8.5%	9.9%
Total Employers	1,614	23,754	117,337
Total Employed	19,994	362,096	1,666,580

Connecticut Commuters (2015)

Commuters Into Town From:	Town Residents Commuting To:
Hamden, CT	New Haven, CT
New Haven, CT	Hamden, CT
North Haven, CT	North Haven, CT
West Haven, CT	Bridgeport, CT
Wallingford, CT	Wallingford, CT
East Haven, CT	Milford, CT
Cheshire, CT	West Haven, CT

Quality of Life

Crime Rates (per 100,000 residents) (2016)

	Town	State
Property	2,526	1,780
Violent	324	224

Disengaged Youth (2012-2016)

	Town	State
Female	4.0%	4.5%
Male	6.0%	5.5%

Library circulation per capita

	Town
Library circulation per capita	6.11

Distance to Major Cities

	Miles
Hartford	28
New York City	74
Providence	83
Boston	117
Montreal	288

Residential Utilities

Electric Provider
The United Illuminating Co (800) 257-0141
Gas Provider
Southern Connecticut Gas Company (800) 659-8299
Water Provider
South Central CT Regional Water Auth. (203) 562-4020
Cable Provider
Comcast New Haven (800) 266-2278

Gap Analysis by Store Type

2015: Demand & Supply in annual dollars
Calculated using TAS Retrieval Retrieval



Nov 14, 2018

Trade Area Comparison		1245 Dixwell Ave - 1.00 Minute Drivetime	80 Boston Post Rd - 1.00 Minute Drivetime
Food and Beverage Stores	Grocery stores (NAICS 4451)		
	Total Demand	\$4,301,437	\$1,781,981
	Total Supply	\$38,144,470	\$2,842,420
	Unmet Demand (Demand - Supply)	-\$33,843,033	-\$860,459
	Specialty food stores (NAICS 4452)		
	Total Demand	\$135,351	\$56,156
	Total Supply	\$238,339	\$118,199
	Unmet Demand (Demand - Supply)	-\$102,988	-\$62,043
	Beer, wine, & liquor stores (NAICS 4453)		
Total Demand	\$551,468	\$226,625	
Total Supply	\$1,613,042	\$1,360,818	
Unmet Demand (Demand - Supply)	-\$1,061,573	-\$1,132,193	
Health	Health & personal care stores (NAICS 4461)		
	Total Demand	\$2,676,318	\$1,097,215
	Total Supply	\$8,278,700	\$7,277,948
Unmet Demand (Demand - Supply)	-\$5,602,384	-\$6,180,734	
Gasoline	Gasoline stations (NAICS 447/4471)		
	Total Demand	\$3,811,947	\$1,510,851
	Total Supply	\$7,347,527	\$11,479,485
Unmet Demand (Demand - Supply)	-\$3,735,580	-\$9,968,633	
Clothing and Accessories Stores	Department stores (NAICS 4521)		
	Total Demand	\$1,210,170	\$508,421
	Total Supply	\$0	\$5,380,953
	Unmet Demand (Demand - Supply)	\$1,210,170	-\$4,872,532
	Other general merchandise stores (NAICS 4529)		
	Total Demand	\$2,868,333	\$1,197,990
	Total Supply	\$5,679,284	\$8,171,607
	Unmet Demand (Demand - Supply)	-\$2,810,951	-\$6,973,617
	Clothing stores (NAICS 4481)		
	Total Demand	\$1,510,704	\$627,910
	Total Supply	\$22,274,719	\$3,001,097
	Unmet Demand (Demand - Supply)	-\$20,764,015	-\$2,373,187
	Shoe stores (NAICS 4482)		
	Total Demand	\$198,458	\$83,837
	Total Supply	\$0	\$694,182
Unmet Demand (Demand - Supply)	\$198,458	-\$610,344	
Jewelry, luggage, & leather goods stores (NAICS 4483)			
Total Demand	\$227,029	\$94,498	
Total Supply	\$122,373	\$168,806	
Unmet Demand (Demand - Supply)	\$104,655	-\$72,308	
Specialty Retail	Electronics & appliance stores (NAICS 443/4431)		
	Total Demand	\$803,893	\$409,860
	Total Supply	\$1,992,249	\$4,059,974
	Unmet Demand (Demand - Supply)	-\$1,188,356	-\$3,650,114
	Sporting goods/hobby, & music instrument (NAICS 4511)		
Total Demand	\$461,335	\$191,458	
Total Supply	\$229,099	\$1,232,478	
Unmet Demand (Demand - Supply)	\$232,236	-\$1,041,020	

Town of Hamden Office and Industrial Markets, 2018

Census Tract	Office Market				Industrial Market			
	Buildings	Spaces	Absorption (SF)	Vacancy Rate	Buildings	Spaces	Absorption (SF)	Vacancy Rate
90091659.00	10	0	2,180	0.5%	49	2	(447)	4.2%
90091660.02	32	14	(727)	4.8%	1	0	0	0.0%
90091660.01	61	18	8,986	4.9%	7	0	1,174	4.3%
90091658.01	0	0	NA	NA	2	0	0	0.0%
90091658.02	0	0	NA	NA	0	0	NA	NA
90091657.00	1	0	NA	88.6%	0	0	NA	NA
90091656.00	19	1	1,296	4.1%	2	0	0	1.5%
90091655.00	8	1	0	5.7%	22	1	(3,396)	2.1%
90091654.00	7	0	240	2.5%	25	1	15,819	4.9%
90091653.00	7	7	55	8.1%	4	0	1,000	1.3%
90091651.00	11	3	320	17.2%	22	6	(8,314)	2.8%
90091652.00	3	0	0	2.8%	0	0	NA	NA

Note: Absorption and vacancy rates are displayed in 5-year averages for each census tract

Source: CoStar, Camoin Associates

EVOLUTION ENTERPRISES LLC

P.O. Box 185636, Hamden, CT 06518

Telephone: (203) 248-3677 Facsimile: (203) 248-3674

E-Mail: rpearce@evolutionllc.com

Memorandum

To: Hamden Economic Development Commission
From: Richard A. Pearce
Date: October 29, 2018
Subject: Hamden Business Assistance Center Update

Since my last update to the Commission dated 2/18/18 the Business Assistance Center (BAC) has continued to provide a valuable service to Town residents, those seeking to start a business within Hamden's borders, and existing Town businesses. As of this writing we have served over 300 distinct requests for assistance. Dale has asked me to focus attention on what the performance has been, the trends observed, and the characteristics of the clients of the BAC have been over the past three years.

Performance:

From January 2, 2016 until this writing we have served 46 new and unique clients. Some of these clients were met with once and thanks to that meeting were able to self-determine that they were not ready to move forward with their business idea. I consider this to be a valuable serve in and of itself as it eliminates a lot of frustration and wasted time on behalf of the client and service providers (technical services providers, lenders, landlords and others). Although it may be determined that the time is not currently right to move forward with their business dreams, by having the initial meeting at the BAC, they leave better informed and equipped to go forward with their entrepreneurial pursuits when the time is more appropriate.

Although we met with 46 new and unique clients during the time period being discussed we held 110 total client meetings

Of these 46 new clients:

- no more follow up is anticipated with 13;
- 23 clients still have some form of contact with the BAC (telephone consults, meets, document review etc.);
- 3 are still very active (writing and revising business plans, filing formation documents, seeking financing etc)

- 4 new businesses were started with our assistance; Funar Consulting (Intercultural Coaching) – Dr. Ghada Angawi; Core Site Services (Construction site work) – Allen N. Page; Holistic Angels (Healthcare Advocacy for senior citizens) – Dorothy Burgos; Dairwood Luxury Coaches (Luxury Coach Company) Dairwood Vereen & Deidra Scruggs.
- 3 established Hamden businesses were assisted; Moon Rocks – Marnic Esposito; Mountainview Wellness (Health & Wellness facility) – Julie Bailis; Route 25 Junk Haulers (Trucking) – Latesha Harris & Marvin Duntly

Trends and Characteristics:

When the BAC first began, all client meetings were held in our offices at the Government Center. We did some outreach in the first couple of years by visiting area businesses to introduce ourselves and the services that we provided. We initially had student interns from Quinnipiac University that helped with this outreach effort and administration of the BAC (following up with clients, scheduling meetings and participating in some, filing, etc.) For the past 6-8 years Mr. Pearce has assumed all of the former functions of the interns in addition to providing counselling and technical assistance.

Since the beginning of 2016 there has been a shift in the number of to face to face client meetings with more client communication done via e mail and texting. These communications may cover simple questions such as recommendations for accountants, attorneys, and other business services providers, to critiquing progress on business plans, cash flow projections and pro-forma profit and loss statements. Over this period of time there has also been a shift to clients having more formal and/or technical education than had been evidenced in the early years of the BAC. Most of our clients are college educated and female. I really don't know why this is the trend but have speculated in the past that not necessarily being the primary bread winner of the family, having a greater acceptance for risk taking, a strong desire for financial independence, and a greater ability to multi task make females more inclined to entrepreneurship.

In the early years of the BAC we experienced many individuals seeking to open day care centers (of which we helped a few to get established), hair and nail salons, and food establishments. The day care center interest seemed to have been driven by the market demand at that time which seems to have slowed somewhat. The other market segments aforementioned seemed to be driven by relatively modest start up cost and the strong desire to be one's own boss.

Over the past almost three years the trend for those seeking assistance from the BAC is much broader and generally requires higher levels of formal education or special skills. Areas such

as property management, substance abuse programs, consulting (of various types), communications, educational training, material brokerage, women's services, trucking, and engineering are but a few examples of the diverse nature of our current clientele.

We have also branched out to assist existing Hamden businesses that find themselves in financial difficulty. We help these business owners identify the true underlying cause of their difficulties and then help them devise, and implement, strategies to correct their situation.

Outreach:

- Although we no longer go out into the community knocking on doors we have developed and continue to refine our outreach efforts. These activities include business seminars which are organized and conducted by Mr. Pearce (during the period under discussion held in May 2016) based on topics which an interest has been expressed by the business community and aspiring entrepreneurs. Mr. Pearce recruits' experts in the topics covered by these seminar sessions which are typically held over a period of several days. The May 2016 seminar topics covered included; **Starting and Growing your business (the business plan and other basics); Marketing your business; Financing your business and How to do business with the Federal Government and the State of Connecticut;**
- We also attend the Town's Business Cluster meetings and help man the Town's booth at various Expos and Trade shows.
- A series of pod cast have also been produced which streams on the Town's web site. Spcaking of web sites, this has become an ever-increasing way that clients initially find out about the BAC. Lastly, our relationship with the Hamden Chamber and the word of mouth referral from former BAC clients have resulted in fledgling and established business people seeking our assistance.

My 40 plus years of working closely with business owners throughout all industry lines, as a banking executive and business consultant, to help them grow their businesses and overcome their impediments continue to well serve the needs of our BAC clients. I look forward to continuing this service and welcome expanding our profile to the occupants of the Town's planned Business Incubator.

Client Name	Business	Initial Date of Contact	Source of Referral	Service Requested	Referral To	Email Address	Phone
Katherine S. Tolman	Contract's Craft Shoppe	8/25/2005	Economic Development	Organizational help/Bus Plan. Help purchasing a Hudson bus.	WBDC/Town Clerk	no listing	
Levi Mazur-Hedman	All Four Fun Entertainment	21-Sep	K. Tolman	Organizational help/Bus Plan. Help purchasing a Hudson bus.	WBDC/Town Clerk		
Stephy e Caddham	Code Phenetics Est.	31-Aug	Mayor Amadio	Bus Plan / Entrepreneur training	CSBDC		
Thomas Yoon	Superstar Caddy	9/8/2005	Economic Development	Financing/Bus Plan/Bus Plan/ Organizational help	New Alliance Bank/CSBDC	no listing	no listing
Eric & Andrea Pasarella	Unique Beert	9/29/2005	Economic Development	Financing/Bus Plan	CSBDC/urbank		
Mary White	Clarisa Design for your Home	10/14/2005	Economic Development	Employment/Bus Plan/Organizational help	Sue Bachmann/WBDC/Town Clerk		
Patricia Pulichino 487 Fiber Rock Ave	Troy Car Wash	10/26/2005 1/5/2007	Met at Chamber invitation	Intern/employee hiring help	Chamber/ Workforce Alliance, QI	ppulichino@earthlink.net	203-339-0943
David Hubbard	N/A	11/7/2005	Sue Bachmann	Employment help	Peer College Placement Office		
Janice E. Roudha	Home Solutions Referral	1/27/2006	Newspaper coverage	Marketing plan/Bank business creation	WBDC/CSBDC		
John E. Wickett & Moore	Summit Landscaping	1/31/2006	Newspaper coverage	Type of business formation, CA to FL, legal guidance etc.	Avery Gerrish		
Andrew D. Hodge	Arclines Call	3/3/2006 1/5/2007	Word of mouth	Business Plan/Bus Plan/ business Training	CTEC business plan template/CSBDC	no listing	203-752-1859
Michael D'Arcan	Bus Consulting	2/24/2006	Newspaper coverage	Business Plan	Av Accounting Attorney		

Hamden Business Assistance Center Client Activity

Aime DeBartolo	New Haven Register (Family Unit)	3/1/2006		Assistant with capital and financial resources	CSBDC and Quordleto, Sierra, P. Eng.		
Chamberlyn "Sammy" Patel	Kash Patel LLC (Liquor Store)	2/22/2006	Wash In	Assistant with sign			
Sonia Cabera	Leading Touch Massage	3/20/2006	Referral from Nancy				
Linda Taylor	HomePro / Direct Sale w/ MLM	3/21/2006	w Business Connection	Marketing Business Plan	Maybe CSBDC/WBDC		
Victor Frigo-Ebert	Swearing	4/7/2006	Start a new business	Marketing/employees	CSBDC		
Charmagne Verena	Day Spa	4/17/2006	Start a day spa with her husband Edward	Employing, Business Plan	CSBDC		
Sophia Bertram	Real Estate	5/1/2006	Real Estate Purchase	Legal work			
Madeline Sawyer	Home Painting	5/5/2006	Personally known by Richard Proctor	Start up incl. business planing and formation	Town clerk, business plan template given		
Dana McEl	Car Bankets	5/8/2006	Economic Development	Start up incl. business planing and formation	Town clerk, business plan template given		
Kara Esherman	N/A	6/5/2006	Known by R. Proctor	Start up incl. business planing and formation	Attorney, former CSBDC/WBDC/loan/ bus. plan template given		
Janet Rigler	Essential oils	6/5/2006	Known by R. Proctor contacted at Bus.	Start up incl. business planing and formation	Town clerk, business plan template given/CEDF		
Jason Crowell	Images of Foundation	6/9/2006	Economic Development	Start up incl. business planing and formation	CSBDC		
Laurie Neudorfer	N/A	6/26/2006	Economic Development	Organizational/financial tool help business plan, advised how to establish and LLC	N/A		
Henry Candice 43 Beverly Road	C + M Decorating	12/14/2006 1/5/2007	Economic Development	Business plan/marketing	provided to house by temp referred to Nancy Chamber of Commerce		203 348-9811

023 Oliver-Agler 22 Overhance Road	Walt La Medical	1/1/15/2006 1/1/2/007	Franklin in Library	Location/Business formation/ BP	In house Business Plan template, CASSID Number Charter.		203-288-3326
Michelle Hodson 80 Downey Avenue	Insurance	12/28/2006	Pauphler gives to her by a Business Plan/Financing	Organizational formation/ Bus. Plan	In house BP template	No Listing	203-248-2822
Janetina Green 41 Mills Street	L.D.C. Services	1/9/2007	Headen Director of Community/ Bus. Plan	BP/Marketing Plan, financing, Organizational assistance	Provided in house BP template, arranged meeting w/ ELI library, assigned QU letters	No Listing	203-287-2274
Caro Campbell 103 Beacon Street	Taste of Bunics	1/25/2007	Economic Development	BP/Marketing Plan, financing, Organizational assistance	Provided in house BP template, arranged meeting w/ ELI library, assigned QU letters	No Listing	203-248-9667
Richard Knight 1015 Dismal Ave	Knight's K-Towne Olds	1/31/2007	Acquaintance of Rich Post Office Loan Program	BP/ Business formation, BP/ Business formation, register trade name, got copy of loan needs 2 more quotes for sign gravel break down received into categories got a letter from landlord for reduced payments	BP provided into no on Business formation	mlknight3@optnet.com	203-410-6753
		2/14/2007			Provided in house BP temp, instructions on Business formation		
Daryl Spitzer 2411 Wilshire Ave	Sanders Debt-Care	1/31/2007	Economic Development	Financing, Business Organization	Provided in house BP temp, instructions on Business formation	No Listing	203-457-0315
Michelle Dickson 42 Oakham Street	Over the Top Out	2/7/2007	State of Connecticut	Business Organization/ Business Plan/ Financing	Provided in house BP temp, instructions on Business formation		
Dawn Dwyer 58 Wilham Road	Over the Top Out	2/7/2007	State of Connecticut	Business Organization/ Business Plan/ Financing	Provided in house BP temp, instructions on Business formation		203-587-5083

Uma Reed 118 Easton St. New Haven	Female Youth Services	3/9/2006	Regulators of Risk Peerre	Business Plan/ Business Organization	HBAC	No Listing	203-782-5952
Patricia Barth 348 North Street New Haven 06511	Caring Services	3/29/2007	Received advertisement 10/19/2007	Business Plan/ Business Organization	HBAC	No Listing	203-772-0393
Serehana Frost 104 Brynwood Dr	Convenient Store Learning Center	3/15/2007	Economic Development	Business Plan/ Business Organization	HBAC	No Listing	203-287-9445
Scotland Durum 101 Stryker Circle	Convenient Store Learning Center	3/15/2007	Economic Development	Business Plan/ Business Organization	HBAC	No Listing	203-288-3012
Handong Shi 740 Mt Ave	ChemBite	4/13/2007	Wristle	Business Plan/ Business Organization	HBAC	No Listing	203-229-6505
Seena Chambers 244 Edgfield Road	Water Bar	4/25/2007	Hudson Library	Business Plan/ Business Organization/ Franchise	HBAC	No Listing	203-495-9130
Sara Lane 849 Pine Rock Ave	Chit Friday Services LLC	4/23/2007	Piper	Business Plan Temporal	HBAC	griffithsgrace@net1.203-280-7117	
Darren Johnson 442 Mt Avenue	Whiterspoon	4/19/2007	Anna	Business Plan/ Business Organization	HBAC		
Donald Walker 20 Deer Park Road	Diversified Multimedia	4/11/2007	Richard Perote	Business Plan/ Business Organization	HBAC	No Listing	203-240-5715
Michael Germano 41-3074 Military Avenue	Carni Web Design LLC	5/2/2007	Economic Development	Business Plan/Firm a Holding Company	HBAC/ Altu Rentac	altu@carriwebdesign.203-640-6413	
Teresa Fields 1225 Whilery Avenue	Coffee Shop	5/9/2007	Economic Development	Business Plan/ Franchise	HBAC/ Micro loan	kgd@rewardscenter@net.203-280-1252	
Mary Dubb 22 Caron Street	Personal Care	5/9/2007	Chamber	Business Plan/ Business Organization	HBAC	No Listing	203-407-0110
Seren Gault	Hot Spot	5/22/2007	See	Business Plan/ Business Organization	HBAC	gth@kandy@comcast.net.203-281-0000	
Arthur Cooper 289 Knoll Hill Road	LTD	5/25/2007	Scott Mandelbaum	Business Plan/ Franchise	HBAC	bl4@comcast.net	203-287-1445
Troy Hill 1650 Bristol Ave	Danacross Spine	6/5/2007	Robert Luzzi New Haven BAC	Franchise	Micro Loan	hrod@pr13@comcast.net.203-401-9159	

Robert Rubin 900 Mtz Ave	NA	7/3/2007	Further Area Redevel	Business Plan/ Franchising	Too early	No Listing	203-220-3260
Murda Brown 30 Meads Avenue	NA Bakery Shop	7/13/2007	Economic Development	Business Plan/ Business Organization	HBAC	en@brown@delisted.net	203-397-6398
Scott Trivitt 2820 Whitney Ave	Part-time Bay's Transition Support	7/13/2007		Planning / Deal Structure	HBAC		203-487-9154
Erlyn Brecht 1217 Whitney Avenue	Family Charitable & Wedding	7/13/2007	Dea Knop	Debt restructure / New Accounting	HBAC / K105	erlyn@charitablewv.com	203-298-8607
Raja Baddy	Indian Restaurant	8/9/2007	Economic Development	Business Plan/ Business Organization/ Location	HBAC		
Erving Joe DiCenzo 749 Mtz Avenue	Convenience Store	8/8/2008	Economic Development	Business Plan/ Business Organization	HBAC	erj_d1991@yaho.com	203-434-0078
David Caspell 21 Kervead Terrace Trombald	Protein/nutritional	8/18/2007	Economic Development	BP / Business Purchase	HBAC	No Listing	203-432-7440
Todd Gosson 424 Stewart Street	Barney Lounge	8/27/2007	Economic Development	Business Plan/ Financing	HBAC		203-389-2026
Henry Anthony 700 Hartford Turnpike	Quick Time Dry Care	9/3/2007	Economic Development	Business Plan/ Business Organization/ Franchising	CTOC/HBAC	richard74@gmail.com	203-248-9544
John Carter 319 Mercer Street	start up deli	9/5/2007	Economic Development	Business Plan/ Business Organization	HBAC / SCORE Sponsor	No Listing	203-497-8218
Clarence Collins Jr. 293 Cambridge Street	Convert auto repair into lube and car wash	9/11/2007	Economic Development	Business Plan/ Franchising	HBAC/CTOC	bdobbs23@yahoo.com	203-634-5695
Scott Endale 192 Divert Ave	New Brown Firm Fidays LLC	9/11/2007	Managers to BAP	Business Plan/ Business Organization/ Franchising	HBAC/CTOC/ Investors	scottendale1@yahoo.com	203-387-1855
Benji Gunkel/PhD	Dana's Unleashed LLC	9/13/2007	Economic Development	Company / Location/ Franchising	HBAC/TSD	dangunkel@yaho.com	
Diana Wilson 23 Palmer Drive	Investment	10/9/2007	Economic Development	Forms of Business/ Business Plan/ Patent Process	HBAC	No Listing	203-288-9124
Joseph DeRisi 30 Meads Avenue	Urban Meters LLC	10/23/2007	Town web site	Business Plan/ Location/ Franchising	HBAC/TSD	jd@urbanmeters.com	203-287-0852

Keary Powell 1315 Fitzwill Ave	Uia City Temu Banc Club	12/7/2007	Economic Development	Business Plan/ Financing	Micro/Lease	No Listing	203-535-0064
Eric Spearman 584 Gilbert Ave	Operation Klugman Movement Inc.	12/16/2007	referral by an acquaintance of R. Perro	Business Plan/ Financing	HBAC	No Listing	203-915-1428
Joan Savel/Daryl DeCarro 33 Plaza Terrace	Priority Appraisals	1/24/2008	Economic Development	Business Plan/ Financing/Financing	HBAC	No Listing	203-571-0447
Edward Peterson 309 Sparrow Ave	e Drake Real Estate	1/30/2008	Known by R. Perro	Business Plan/ Financing	HBAC	ced@drakerealestate.com 203-389-6496	
Victor Gony 453 Newhall Street	Li Li Bar Drycure	2/5/2008	Economic Development	Business Plan/ Financing/Financing	HBAC	lilyviral@qq.com 203-785-5400	
Nasinda Liding 2 Kopy View Plaza E3	T-bar and restaurant	1/11/2008	Economic Development	Business Plan	HBAC	No Listing	203-287-9710
Janice Webster 448 Mill Avenue	Teady Specimen	1/22/2008	Unknown	Business Plan/ Marketing/Financing	HBAC	No Listing	203-238-9413
Lydia Buys 28 Anger Street	Seashore Presidential	2/29/2008	George Peretz, Economic D/Financing	Business Plan/ Marketing	HBAC/CTDC/QUI	peretzlydia@red.com	203-238-0299
Maria Peretz 155 Knoll Rd	Abundant Best Laminator	3/19/2008	Marta Cardillo Quindlan (M/Lo Loan)	Business Plan/ Financing	HBAC	abundantbestlaminator@red.com 203-509-1839	
Joselyn Nizian 161 Worcester Street	The Soap Girl	3/11/2008	Economic Development	Business Plan/ Financing	HBAC	info@the-soapgirl.com	203-727-3430
Paul Vitiello 42 Whiting Street	Keegan's Cleaning	3/18/2008	Economic Development	Business Plan/ Financing	HBAC	No Listing	203-543-0950
Karen Abernethy 49 Dimes Road	A Model Metals Arts Co.	4/7/2008	Economic Development	Business Plan/ Financing	HBAC	No Listing	203-238-8591
Gary Pichan 132 Midway Circle	Architectural Drafting & Design LLC	4/9/2008	Economic Development	Business Plan/ Financing	HBAC	cd@atl1111@comcast.net 203-868-5211	
Victoria Duchaine & Oliver Duchaine	Doggie Boycare	4/9/2008	Economic Development	Business Plan/ Financing/Financing	HBAC	No Listing	203-248-0410
Karen Dora 2308 Dixwell Ave	China Lanterns	4/18/2008	Economic Development	Marketing	HBAC	No Listing	203-288-2839
Yvonne Jones Laverne Jackson 108 Morse Street	Educational Services Call D.E.K.T.M.F.D. in Service	4/19/2008	Call Invoice	Business Plan/ Financing	HBAC	ed@ed-services.com 203-389-2142	
Deborah Scherman 3584 Whitney Ave	Class View Golf-CLOSED	5/12/2008	Economic Development	Business Plan	HBAC	No Listing	203-464-2874

	Michael Bennett 60 Overfield Drive Clyde, CT 06433	The Immigration Station	5/13/2008	WCS HFC	Business Plan/ Financial/Financing	HBAC	No Listing	203-407-1116
	Jason Carlson B Clyde, CT 06433 2373 Whitney Avenue	French Terri	5/14/2008	News article	Business Plan/ Organizational	HBAC	No Listing	203-772-3383
	Margaret Keating 11 2619 Whitney Ave	Keating Fuel	5/26/2008	Economic Development	Business Plan/ Strategic Planning	HBAC	No Listing	203-281-5981
	Gracie Fryer 151 Four Road Road	GHS By Mutualite 4133 Whitney Ave	5/29/2008 9:33	News about Hummer as	Business Plan/ Financing	HBAC	ghf@ghymutual.com	203-238-8972
	Mark Yordgeson 813 Aspen Glen Dr	WDT Cobalt	6/2/2008	Hummer Chamber	Startup/Import Financing Business Plan	HBAC	marktw@spectral.com	203-988-4313
	Reger, Jonathan	Advanced Technology Education Center	6/2/2008	Economic Development	IT development team Request	HBAC	regert@msone2.com	203-787-6623
	Annalicia Scirocco A Josephine Scirocco 68 Duff Street	Dim City Jewelry-Closed	6/18/2008	Economic Development	Business Plan/Loan Request	HBAC	No Listing	203-281-7829
	Zyrene Usiak 1926 State Street	Limon Fire Food-Closed	7/1/2008		Loan request	HBAC	No Listing	203-562-1130
	Patrick Dehan 471 West Main Street Branford, CT	Fire Class Trainers and Associates SAs	7/15/2008	Keene to Branford	Business Plan/ Financing	HBAC		203-915-3489
	Robert Mitchell 748 Main Ave. 102	Low Wild Printing LLC	7/29/2008	Hummer Chamber	Business Plan/ Financing	HBAC	No Listing	203-444-5131
	Scott Casler 48 Frome Hill Road Old New Haven 06513	Hair Salon	7/31/2008		Financing	HBAC	glatt@rcac@dephelan.com	203-447-9673
	Christal Moore 68 Second St	Women's Serenity Home	8/12/2008		Business Plan/ Financing	HBAC		203-663-0918
	Orin Johnson 142 North Street	Metric's Swartzart Studio	8/19/2008		Business Plan	HBAC	moore@metric.com	203-996-3458
	Kristen Krizan 2680 State Street	Stage Street Music	9/9/2008		Business Plan/ Financing	HBAC	ksample@stage.com	203-238-2186
	Chad Borden 991 Dixwell Avenue	Top Yard Melting	6/1/2007			HBAC	chad@t31@verizon.net	203-785-8310
	Tatiana Oakes		9/29/2007					
	Nicole Espirit 135 Church Street		11/29/2007				No Listing	203-407-0033

Mark Zarrillo 21 Manor Street		3/19/2009	See Notebooks	Business Plan/ Financing	HBAC	mark.zarrillo@aol.com	203-240-2614
Caetano Kennedy Whitney Ave	The Clean View Cafe	4/2/2009		Business Plan/ Financing	HBAC	knennedf@gmail.com	203-230-1118
Marcia Carroway 277 Chapel Street New Haven 06513	Overing 87 LLC	4/2/2009	Camille Brown	Business Plan/ Financing	HBAC	mjcarroway@gmail.com	203-816-1911
Tara Kerrigan 248 Ives St	Terrace of Beauty	4/3/2009		Business Plan/ Financing	HBAC		203-287-1007
David Martin 170 Redwing Lane, Stratford	David Martin & Co. Theatre	4/7/2009	Originally working from money from the town (considered business redevelopment)	Business Plan/ Financing	HBAC	arcangelperf@comcast.net	310-447-4760
Andre Ragnham	snacks & soft drink business	6/19/2009	website	Business Plan/guidance on whitepapers	HBAC		
Brian Tye 1690 Oxford Ave	Event planning business	7/9/2009	Homebiz Chamber	Business Plan/ Financing	HBAC	bltyn2002@yahoo.com	203-680-2444
Arl Boman 57 Collins Street	Palace Builders	7/24/2009	Chris McCardell, Economic and Community Development	minority certification with the State Working and Events Opportunities from the Town	HBAC No Service	hmcgillbender@aol.com	203-410-1825
Elmore Little 460 Newhall St		8/21/2009		Financing	HBAC	dlm0532002@aol.com	203-776-1912
Prady Jean 163 High Top Circle	One Stop Event Center	9/4/2009		Business Plan	HBAC	prady112@aol.com	203-389-4174
Mich Karyte							
Edward Biderick 555 Sherman Ave	Clean Care of Connecticut					ewbiderick@aol.com	203-280-2520
Edward DeJouard 2901 Diamond Avenue	Aging at home					No Listing	203-248-0127
Tony Smith 314 Highland St. W. Newna	Medical Supply Supplier	7/1/2005	Economic and Community Development	Grant Writing Assistance		reterni.net says why she was never able to get in touch	203-491-7216
Josephine Hayes Clarke 81 Cornwallis Drive	The Clifton House		Call 978 to register to program			boylejcp@gmail.com	203-990-5179

1114 Avenida 126 West Side Drive	Maria's Spanish Cuisine	10/13/2009	Economic Development	Help with Business Plan/ Financing	HBAC	No Listing	203-676-7970
Robert Lee & Tony Karakas 93 West Meadow Road	Pet Boarding/Dogcare	10/15/2009	HBAC Seminar	Help with Business Plan/ Financing	HBAC	rhrld@prhba.com	203-248-1069
Janis Hill 964 Winchester Ave	Rescuing Hearts Companionary Dev. & Overlook	10/21/2009	Call re regards to status of billng such as progress	Help with Business Plan/ Financing	HBAC	nowtbl2087@nowtbl.com	203-589-0379
Freder Blumenthal 59 Collins Street	Diamond in the Rough (Used Furniture)	10/28/2009	Schedule an appt, almost finished with business plan, already completed cash flow and she has been reviewing it	Help with Business Plan/ Financing	HBAC	happyrduy1448@prhba.com	203-288-1282
Lorraine Adams 1418 Divard Avenue	Quick Terts	10/29/2009		Help with Business Plan/ Financing	HBAC	lorraine.adams@quick-terts.com	
Sean Aliphant 49 Bedford Avenue		11/3/2009		Help with Business Plan/ Financing	HBAC	sean.aliphant@3ho.com	203-606-1808
Doris Mirabile 100 Deepwood Dr	Mirabile's Gallery	11/3/2009	Henry (adman [Hudson Art Commission])	Help with Business Plan/ Financing	HBAC	derrh@mirabilegallery.com	203-430-9234
Ortulia Pinedira 200 Katherine Dr		11/6/2009	Call to follow up on progress	Help with Business Plan/ Financing	HBAC	No Listing	203-677-5528
Dorcas Smith 60 Cassidy Parkway	Neurodiverse Housing and Development	12/10/2009	Over pool Renovation	Help with Business Plan/ Financing	HBAC	homer.wurgess@prhba.com	203-495-3019
Ernest Roghiti 181 Teagwood Drive	Washington Green Clean Specialist	11/19/2009	Help with Business Plan/ Financing	HBAC	h-erdest@prhba.com	203-289-0942	
Tony Krans 1539 Divard Avenue	The Grill	3/21/2010	Help with Business Plan/ Financing	HBAC	Doveras44@prhba.com	103-388-7268	
Mazha Clark 4133 Wilbury Ave	The Smart Start (Preschool and Learning Center)	3/21/2010	Help with Business Plan/ Financing	HBAC	am18.82@prhba.com		
Janice Wiggins 189 Thornton St	One 42 Street Generation 8th	1/21/2010	Help with Business Plan/ Financing	HBAC	one42street@prhba.com	203-752-7125	

Shelicia & Sorrena D-Zuel 368 Naylor Street	Albarka	5/27/2010	Doc Kropp, Economic and Community Development	Business Plan/ Formation/Financing	HBAC	last received to submit app to CDF, referred to OU State business loan; willing to provide collateral	shel1177@hotmail.com 203-691-1166
Lisa Stone 4 White Dr	Self Frag along road withway	6/3/2010		Business Plan	HBAC		lisa.stone@comcast.net 203-505-2085
Janella Boyce	Pam's Treats	6/16/2010		Financing, VA	HBAC		joyce1147@bellsouth.net 203-773-3925
Amy Skelton 131 Gilbert Ave		6/21/2010		BP	HBAC		skelton@bellsouth.net 203-248-2444
Carlton Rogers 5 Hesse Rd	Carlton Industries	7/6/2010	Town website	Business Plan/ Formation	HBAC		carlton_industrie@yahoo.com 203-887-0303
Cheryl Fockhan 19 Sicut Milled Dr	Indygar Cleaning	7/12/2010		Convert to LLC/Business Plan	HBAC		indygar1982@yahoo.com 203-589-9950
Melinda Vergara 21 Bennett St	Pres. School	7/6/2010	friend	Business Plan/financing Wanted to open dry carr; had general inquiries. Want to do something about high overhead	HBAC/Revised packet to teach how to write Business Plan		melvargara@yahoo.com 203-907-8820
Tanessa Boyd 1012 Driwell Avenue	T's Small Food	10/27/2010	land lord	Okcala LLC status/ Business Plan/Financing	HBAC		tdyde@earthlink.net 203-387-2619
Stephan Weston 99 Carleton Street	SBW Consulting	11/2/2010		Business Plan/ Formation	HBAC		stephen.weston@gmail.com 203-789-8171
Kevin Edwards/Georgan 1100 SMI Hill Road	Georgan's Center Care	11/20/2010		Business Plan/ Formation	HBAC		keven1100@comcast.net 203-623-1100
Charles & Rosemary Rader 88 Centerbrook Rd	Seniors Helping Seniors	12/17/2010	Economic Development	Review /Franchise opportunity	HBAC		chrader@yahoo.com 203-281-4778
Lennard Pagan 55 Canton St	L & D Home Maintenance	1/1/2011	Economic Development	Business Plan/ Formation	HBAC		No listing 203-624-2624
Tony Orshina 11 3279 Driwell Avenue	Orshina Biscuit Food Service	1/14/2011	Economic Development	Food licensing, marketing, packaging	HBAC		tony@holic.com 203-915-2904

David Pichon 940 W. Main Road Madisonville, IL	Convenience Store	3/18/2011	Richard Pearce	General inquiries looking for inspection. Also looking for Business plan reviews	Send to request approval from the Department of Consumer Protection		
Edith Pomeroy 20 Ethel Dr	Booklet's Wharf	3/23/2011	Richard Pearce	Financing looking to open business in Kansas, need info for license for 200 persons	CEOP / HBAC	No Listing	908-489-0995 303-307-6710
Usher Madsen 136 Maple St	A Cafe	4/13/2011	Economic Development	Business Plan/ Franchising	HBAC	None	303-407-0609
Stephen Sellers 3 Tyler Rd, Millersburg	Elders of Love	5/12/2011		Business Plan/ Franchising	HBAC	stephen.sellers@mac.com	293-870-9941
Andrew Marland 280 Washington Ave	River Bridge Productions	6/3/2011		Organization		andrew.marland@comcast.net	701-814-4985
Michelle Socol 434 Overton Hill Rd	Studio Mch-Closed	6/17/2011		Start-up		michsocol@earthlink.net	
Yvonne Horowitz 130 Mc. Sanders Road	Acuity Hearing Solutions	6/29/2011		Help with Business Plan financing for equipment		yvonnehorowitz@aol.com	283-248-0391
Elizabeth Bar 311 Dixon Road	Ute Style Change Company	9/6/2011	Economic Development	Business Plan/ Franchising	HBAC	elizabeth@utestyle.com	203-528-5254
John Scar 208 Graham Ave	C & S Entertainment	10/19/2011	Economic Development	Business formation	HBAC	johnscar@comcast.net	203-591-9513
Donald Baxter 130 Riverside Dr	True Athletics	9/2/2011	Economic Development	Franchising	HBAC	donaldbaxter@comcast.net	203-448-7745
Robyn Visser 341 Pleasant Valley Rd S. Windsor, 06474	Academy Plus	9/22/2011	Economic Development	Franchising	CEOP	robynvisser@comcast.net	860-372-4822
Thomas McNeil 280 James St. New Haven	High end Boutique	9/27/2011	Economic Development	Business Plan/ Franchising	HBAC	No Listing	203-668-8073
Thomas Blundin 725 80th Ave, Apt B	Miss Family Restaurant	9/29/2011	Economic Development	Business plan/ Franchising	HBAC	thomasblundin@aol.com	203-287-9068
Erica O'Brien 1344 Whitney Ave	Erica O'Brien Cafe Design	9/29/2011	Justice Nazam	Business Plan/ Franchising	HBAC	ericob@ericabusiness.com	917-544-9019
Jeff Thomas 120 Fernwood Road	Open Air Photo Booth	10/27/2011	Economic Development	Business Plan/ Franchising	HBAC	jeffthomas@comcast.net	203-435-3047

141	Yusef Valentin 1822 Dixwell Avenue	Valentin Tailors	12/5/2011	Economic Development	Business expansion	HBAC	craso@valentinval.com	203-248-2037
	Murto Carrozzy	Michigan Therapy & Bodywork	1/11/2012	Economic Development	Business Plan/Formation/Financing	HBAC		
	Ben & Ernest Carrasco 2449 Dixwell Avenue	Car's Barber Shop Carrasco's Barber Shop	1/24/2012	Economic Development	Business plan / Financing	HBAC	ferriano@gmail.com	203-288-7121
	Suzan D Asedio 48 Palmer Avenue	CT Vexedrone & Cycling	1/20/2012	Economic Development	Business Plan/Financing/Structure	HBAC	cedelana135@yahoo.com	203-248-9082
	Karyn Eddy Donaldson	Sober Home	1/20/2012	Economic Development	Business Plan/Financing/Structure	HBAC	aseedykrt@yahoo.com	203-535-0937
	Alison Franchetti 155 Shepard Avenue	Orisk Michigan's	2/11/2012	Keene to BAP	Business formation / final HBAC	HBAC	20ventech@ymail.com	203-288-7061
	Emilia Williams 1304 Wilbury Ave	Teaching - Woman's Behavioral Health	2/21/2012	Economic Development	Business plan	HBAC	redlana1133@hotmail.com	203-238-2128
	Angelita Perez	Harvard Human	3/5/2012	Economic Development	Equation, business plan	HBAC		
	Christopher Akiba 10 Howard Dr	Real for Profit Youth Services	3/5/2012	Economic Development	Formation/ Business plan/ HBAC	HBAC	christakiba@gmail.com	203-287-8058
	Scottaro Gonzalez 21 North Woods Road	Home based goods	3/15/2012	Economic Development	Formation/ Business plan/ HBAC	HBAC	emmanueldefernand@203-287-9489	
141	Tashina Dubois	Play Back Riders (Children Transportation)	3/19/2012	Economic Development	Business plan/ growth	HBAC	tdubois@yahoo.com	203-288-9568
	David Scruggs 64 Warren St	Head 2 Head Barbering	4/5/2012	Economic Development	Business plan/ Financing	HBAC	dsruggs44@comcast.net	203-419-3153
	John Podolator 175 MEO Pined Road	JP's Fun & Games 175 MEO Pined Road	4/13/2012	Economic Development	Financing	HBAC	No Listing	203-320-2804
	Ernest Anderson 77 White Drive	Festtopics LLC	5/2/2012	Chamber	Business plan/Financing	HBAC		203-824-8333
	Cecilia Lecondoroff 15 Cranmer Ave	C's Fun Room	5/18/2012	Economic Development	Business plan/ Financing/Financing	HBAC	clecondoroff@comcast.net	203-248-7888
	Frank You Hui 240 Memorial Road	Alpha/Omega Energy	5/21/2012	Economic Development	Financing	HBAC	office@alpha-omega.com	203-824-2629
	Andriy Bogdan 17 Concord St	WMT Brodoski LLC	6/26/2012	request client-view venture	Financing	HBAC	pbogdan@broadband.com	203-238-5039

Kristin Anderson 1244 Cranfordville St. Unit 5 Wallingford, CT	Zanba Swaid	7/12/2012	October	Business plan, space	HBAC	kristin1171@yahoo.com	203-687-8270
Sergiacic Tomaskus 57 Arcadia Ave	Discovering Solutions, Inc	8/12/2012	Economic Development	Organizing, Business plan, financing	HBAC	stomaskus@discoverinc.com	203-503-8034
William Pasyniak 7 Saddle St. Woodbridge	New England Erroring	11/5/2012	Economic Development	Larger location Equipment financing	HBAC (Comm) + B. Ex. D	bill@newenglanderroring.com	203-387-2222
Chad Gilman	bedjwants LLC	10/19/2012	Chamber	Business plan, location financing	HBAC	bedjwants@rediffmail.com	203-657-9086
Quentin Eblon 37 Perry Road	Yearbook Fashion Design Team	1/28/2012	Karen to R. Pearce	Business plan, financing	HBAC	edeb102@gmail.com	203-430-8509
Luigi Romano 1335 Wilbury Ave	Books & Company	1/31/2012	Chamber	Business plan, (structure) plan, financing	HBAC	bookcomco@yahoo.com	203-248-9449
Ema Horric 285 Blake St. New Haven	Diner	2/7/2012	Economic Development	Formation, Business plan, financing	HBAC	siddh@yahoocom	203-525-7428
Patricia M Inobles-Simmons 65 Dwight St. New Haven	Consulting Services	2/6/2012	Rev. Brian Bellamy	Formation, Business Plan	HBAC	patmimosa@gmail.com	203-999-1028
Brian Bellamy 26 Edwards Street	Cultural Center	3/22/2012	Karen to R. Pearce	Formation of a 501(c)(3) Business Plan	HBAC	patricia@brianbellamy.com	203-776-9147
Henry Papp 1842 Wilbury Ave	Best Video	4/1/2012	Economic Development	Re-writing, re-financing plan, financing	HBAC	happ@happ.com	203-287-9286
Sherita M. Lee 31 Linder Road	Youth Program	4/1/2012	Economic Development	Formation, Business plan, financing	HBAC	sherita917@hawaii.com	203-745-5559
Charles & Cheryl Jackson 48 Decatur Ave	Real estate flip	4/2/2012	Economic Development	Formation, Business plan, financing	HBAC	No Listing	203-506-7676
Imanethi OTCare 48 Berridale Ave	Podiatry Care Home Health Services	7/21/2012	Finance Chamber	Formation, Business plan, financing	HBAC	loggett@gmail.com	203-745-5555
Henry-Dan Toulton	IQ/MLA Veterinary Firm	8/28/2012	Economic Development	Business plan, financing	HBAC		
Larry Keenan 775 Tenth Avenue	Kennedy Kettle Care			Business plan, organization, financing	HBAC	lkeenan@kenticq.com	203-215-6960
Jamela Morrison	Freedom International Ministries	9/2/2012	Economic Development	Financing	HBAC	jamela29@yahoo.com	203-999-8095
Bonny Poyer 285 Wilbur St. New Haven	Quartzite Hand Sports	4/12/2011	Economic Development	Financing	HBAC	bonny@bnetmail.com	203-437-1897
Stephen Tard 1301 Bristol Ave	Deal on the Block LLC	9/5/2012	Finance Chamber	Business plan, financing	HBAC	sttard@bnetmail.com	203-441-1789

Mary-Elie Tomlin	Vermont Title Alliance LLC	8/28/2013	Economic Development	Organization, Business plan, financing	HBAC	adhd@vt@com	203-691-5165
Samuel Myers	Cleaning Service	8/29/2013	Economic Development	Business plan, financing	HBAC	SamuelMyers@yahooc.com	203-415-5774
Cynthia Wallace	Local Book Sales / Costume Party	10/29/2013	Economic Development	Business Plan, Organization, financing	HBAC	CynthiaWall@comcast.net	203-289-8123
Robert Booy	Booy The DJ's LLC	11/21/2013	Economic Development	Business Plan, financing, & marketing	HBAC	robof@comcast.net	917-412-8282
Madison Fyfe	Chipsa	12/9/2013	Economic Development	Formation, business plan	HBAC	prtkh@comcast.net	203-305-5331
Samuel Fortis	Food truck	12/20/2013	web site	Formation, business plan, financing	HBAC	samuel.fortis@yahooc.com	203-850-2069
Chris Tibery	Use Coach	1/15/2014	Business Brokers	Formation, business plan	HBAC	christallert@vernet.net	203-248-2032
Arnel Tolow	Silver Barn LLC	1/16/2014	Economic Development	Business plan, financing	HBAC	arnet@comcast.net	203-915-1803
Madison Oh	Aber School Program	2/14/2014	Economic Development	Formation, business plan	HBAC	madison@yahooc.com	203-445-5471
Stephanie Clark	Utah Fish Stand	3/4/2014	known by BP	Business plan, growth	HBAC	stephanie@utahfishstand.com	203-812-9654
Stephanie Bass	Cash from Soul	3/18/2014	known by BP	Business plan, financing	HBAC	stephiebass@yahooc.com	203-492-0400
Breana Corbin	Whispering Starb Learning Center	3/22/2014	Economic Development	Formation, business plan	HBAC	ecorbin@comcast.net	203-230-8207
Alicia Ellis	On Line Store	4/6/2014	Economic Development	Formation, Business Plan	HBAC	hnt@hnt7824@yahooc.com	203-669-0051
Tasha Gideman	Get Fit - On Life LLC	5/14/2014	Marketing	Business Plan, financing	HBAC	tasha.g@yahooc.com	203-977-6691
Frederick Langlois	One Choice Language Center	5/20/2014	Economic Development	Establish a school, Business plan	HBAC	patrick1@yahooc.com	203-812-9028
Thomas EDD	Under Staffing Risk	6/24/2014	Web Site	Formation, Business Plan, financing	HBAC	198040@yahooc.com	203-691-5593
Lynette Henry-Petlip	Chiropractic Services	8/6/2014	Economic Development	Advice to establish a model practice	HBAC	lynpetlip@comcast.net	203-599-2796
Thomas Stewart	Bandage Mail	7/29/2014	known by BP	Formation, Business Plan	HBAC	stewart11@yahooc.com	203-828-7219

Ashwinder Nihalsho	Import/Export	9/15/2014	Economic Development	Formation, Business Plan	HBAC	203-332-0532
Kartha Smith	Market's House	10/7/2014	and RP	Business Plan, Financing	HBAC	markehouse@verizon 203-823-2353
Kathleen Regan	CDL Sleep Lin by Eve	10/7/2014	Web site	Business Plan, Financing	HBAC	kathregan@gmail.com 203-398-0925
Robbina Mathakulane	Home Care	11/12/2014	Economic Development	Formation, Business Plan, Financing	HBAC	mathakulane@hotmail.com 203-281-5014
Oliver Perre	Deli Purchase	11/14/2014	known as RP	Business Plan	HBAC	perreolact1@gmail.com 203-748-5905
Allison More	Small Restaurant	11/25/2014	Economic Development	Business plan, Financing	HBAC	afmore@comcast.net 203-907-9137
Jedih Serrano	Day Care-Tiny Claps	10/20/2014	Economic Development	Business Plan, Financing	HBAC	serranojedih@comcast.net 203-287-1410
Alexis Thorne	Thorne & Stricks	1/21/2014	Web Site	Formation, Business Plan, Financing	HBAC	alexisthorne@gmail.com 203-787-0739
Adam Kruger	CT Blue Lane	3/4/2015	Economic Development	Business Plan assistance, financing, location	HBAC/CEOF	cdhikland@gmail.com
Charnee Baytus	Busch Services	4/14/2015	Economic Development	Business Formation, business plan	HBAC	charnee.baytus@gmail.com 203-675-9754
Michael Bechtler-Ortega	Royal Estate Investment	5/1/2015	Web Site	Formation, Financing	HBAC/CEOF	mbechtler@gmail.com 203-415-3820
Linda Rosario-Brown	Lula Career Connection	5/23/2015	Economic Development	Business plan, financing	HBAC/CEOF	lucrosario@lyric.com 203-745-2871
Kathia Speers	Womens' Clothing Boutique	5/29/2015	Economic Development	Formation, Business Plan, Financing	HBAC	kathiaspeers13707@gmail.com 203-230-2858
Kristina Zollinger	Art Gallery	6/1/2015	Economic Development	Formation, Business Plan	HBAC	krizina.zollinger@gmail.com 203-214-6908
Clara Reed	Endless Café	6/2/2015	web site	Formation, Business Plan, Financing	HBAC	reeder158@gmail.com 203-345-1204
Scott Jordan	Web application	6/17/2015	web site	Formation, Business Plan	HBAC	scottjordan@gmail.com 203-804-7781
Kimberly D'Elia	Hair Salon	7/4/2015	Economic Development	Business plan, Store	HBAC/EDC	deliakimberly@icloud.com 203-238-2487
Cristina Ayres	Yoga Organics	7/17/2015	Economic Development	Accounting help	HBAC	ayrescristina@gmail.com 203-288-5445
Ray Garsough Kitty Kelly	Dance Plus II	7/31/2015	Economic Development	Business start up	HBAC	rayg11@comcast.net 203-687-1625
Tabitha Roberts	Empowerment / Mentoring	8/2/2015	Economic Development	Formation, Business Plan	HBAC	tabitharoberts@gmail.com 203-497-7314

Adina Brown, Betsy Gaddert	Shipping Class Heavy	8/3/2015	web site	Formation, Business Plan	HBAC	adina111@gmail.com 203-782-6008
Rebby Lertke		8/5/2015	Economic Development	Formation, Business Plan	HBAC	rebbyl8704@gmail.com 203-233-2778
Clay Ashford		9/10/2015	Economic Development	Formation, Business Plan	HBAC	866-748-9441
Martha Bergeon	Mar/1 Close	9/13/2015	Mayor's Office	Formation, Business Plan	HBAC	mbp.bergeon@gmail.com 203-691-5590
Suzanne Nelson	Adoro Paper Exchange	9/27/2015	Economic Development	Formation, Business Plan	HBAC	adepaper@gmail.com 203-287-0544
Diana Weston	House For Vet	12/4/2015	Web site	Formation, Business Plan	HBAC	diana.l.weston@gmail.com 203-928-8209
Cheryl Fricker	Property Management	12/21/2015	Richard Perle	Formation, Business Plan	HBAC	chfricker317@gmail.com 475-227-0017
David Camargo	Carlen Library	1/27/2016	Solo Entrepreneur Charter	Business Plan, Formation	HBAC	cdfricker@gmail.com 203-232-6826
Debra Gaddert	Final Touch Tattoos	6/28/2016	Charter meeting	Formation, Business Plan	HBAC	dbragaddert@gmail.com 203-868-9360
Tiffany Robinson	Consulting	7/26/2016	Business Seminar Series	Formation, Networking	HBAC	trobbins727@gmail.com 475-201-7809
Yolanda Borell	Women's Shelter	7/25/2016	Economic Development	Formation, Business Plan, Financing	HBAC	yolanda.borell@gmail.com 203-824-7242
Frank Sullivan	Subacute Abuse Treatment Program	8/10/2016	Economic Development	Business Plan, Formation	HBAC	wsullivan78500@yahoo.com 203-850-0227
Alexandra Samaan	Digital Audio Services	9/27/2016	Charter Meeting	Networking, Business Plan, Financing	HBAC	alexandrasamaan.com 203-915-2712
Janet Jones	Little Feet Ops	8/29/2016	Seminar attendee	Business plan, growth guide	HBAC	janetjones@delphind.com 203-415-2344
Mrs. A Mrs. Pearson		9/16/2016			HBAC	203-318-3591
Marcie Greer		9/23/2016			HBAC	475-202-6691
Marion Jones	Stashin Shirts	10/12/2016	Economic Development	Business Plan, Financing	HBAC	stushinshirts@gmail.com 203-494-9740
Glenn Martin	Vision Ready	12/14/2016	web site	Business Plan, Financing	HBAC	visionreadybusiness@gmail.com 203-901-8050
Daniala Orshina	OO Delivery	11/21/2016	web site	Business Plan, Formation	HBAC	

5/1	Obituary Article							
5/2	Derivatives Burgeons	Hedging Analysts	5/19/2018	Former BAC client	Business plan	HBAC		
5/3	Rub DiPier	Leadwriting	5/17/2018	Web site	Business formation, plan	HBAC		
5/4	Lazaria Harris	Traveling	5/29/2018	Economic Dev. Office	Business plan, formation	HBAC		
5/5	Shafiqi Carter		4/11/2018	Economic Dev. Office	Business plan, financing	HBAC		
5/6	Chhava (phonetic)		4/15/2018	Economic Dev. Office	Business plan	HBAC		
5/7	Vai Hopkins	Used car dealership	7/20/2018	Economic Dev. Office	Business formation, plan	HBAC		
5/8	Orpaul Greenwood	SMD Raw Materials	9/14/2018	Economic Dev. Office	Business plan	HBAC		
5/9	Seand Bernal		10/15/2018	Known to Richard	Business plan	HBAC		
5/10		No More Follow Up						
5/11		SMB in Contact						
5/12		Very Active						
5/13		Business Started with the help of HBAC						
5/14		Existing business that needed help						

Proposing a Clean Energy Microgrid to the Town of Hamden

Facts to Know

Prepared By: Larry Rosenthal

For: Dayle Kroop
Kathleen Schomaker

What is a Microgrid?

A Microgrid is a discrete energy system consisting of distributed energy sources (e.g. renewable, conventional, storage) and loads capable of operating in parallel with or independently from, the main grid. The primary purpose is to ensure reliable, affordable energy security for commercial, industrial and governmental consumers such as the Town of Hamden. Benefits that extend to utilities and the community at large include lower greenhouse gas (GHG) emissions and lower stress on the transmission and distribution system.

Why is a Microgrid Plan being proposed as part of the Comprehensive Energy Plan needed?

Over the last 30 years, Hamden has experienced partial and/or total electrical utility loss due to hurricanes and other Acts of God. Hurricane's Sandy and Gloria and a number of ice/snow storms are perfect examples. Most recently, back in May of 2018 northern Hamden was seriously impacted by an F-1 tornado which destroyed dozens of homes and left hundreds of other residents without. The microgrid will have the ability to control load priorities with its local management system so that control strategies can be optimally managed and adjusted accordingly.

What will a Microgrid Plan mean to the Town of Hamden?

Hamden will achieve Energy Reliability: It will achieve resiliency through the microgrid's ability to island itself from the main grid and be self-sufficient. When the main grid (United Illuminating) encounters a major problem, the microgrid is quickly decoupled and can still continue delivering energy from local sources. There may be limits to this autonomous supply due to local production, storage capacity, and instantaneous status. However, with the microgrid's local management system, load priorities may be optimally managed and control strategies adjusted accordingly.

In addition, when the risk of problems is predictable, such as when a heavy storm is forecasted, the microgrid can be prepared by intentionally adopting a precautionary strategy, for example by reducing non-vital loads, preparing local generation for dispatch, and charging batteries to increase the future resilience of the system.

Energy Accessibility: Provide access to energy at a reasonable cost when the main grid is not accessible. A microgrid is really a mini smart grid. It is a simple and fuel way to implement a parallel energy supply alternative when the main grid is not accessible. Such a microgrid will employ

Energy Independence: The Microgrid will reduce fossil fuel consumption by integrating more renewable generation.

The Microgrid can ensure energy cost optimization: It can utilize energy flexibility to optimize the energy mix and grid balancing. A major objective of the Microgrid is to utilize on-site distributed generation as a flexible energy asset to optimize participation in a demand response program, using local generation or load management (through the on-site Microgrid Controller) to comply with a utility curtailment request. Additionally, in those periods of peak demand, battery storage can provide critical power for reducing peak load demand throughout the microgrid. When necessary, during times of high energy demand or reduced grid functionality due to network or generation faults, the microgrid can relieve stress on the grid by serving its own load.

The Hamden Microgrid System can potential be comprised of the following components:

- a. The Interconnect between the Microgrid and the utility grid.
- b. A photovoltaic array with rated power of _____ Mw
- c. Gas fired Fuel Cells with rated power of _____ kW
- d. A master Controller station's
- e. An energy storage system composed of Lithium-Ion batteries and electronic converters.
- f. A UPS placed at the low voltage service entrance to provide energy security and stabilize the voltage and frequency of the Microgrid's electrical network in off-grid mode.

Explaining funding options to the Mayor's Office, Town Planner and the Legislative Council.

There are numerous frameworks in which to finance Microgrid projects, but broadly these fall into four categories: debt, leasing, shared benefit and managed service agreements. Within these four microgrid financing options, there are generally four major participants: developer, contractor, investor, and end-user. Options to consider:

- A. **Debt Financing** – This involves the direct sale of a Microgrid System to the Town. This means that the Town will finance the project by debt, with the Town being responsible for operation of the distributed energy resources (DER's). Some of the risks associated with this option include:
 - Credit Risk** of the Financier who must assess the credit worthiness of the Town, considering the length of the debt repayments and financial performance.
 - Construction Risk:** Developer & Contractor must both share the risk of delays and cost overruns.
 - Performance Risk:** The Performance guarantees underpin the project and transfer the performance risk to the developer.
 - Revenue Risk:** is born by the Town
- B. **Leasing** – the second option occurs when the developer provides the capital and owns the assets. The Town & other participants within the Microgrid area being serviced have the exclusive rights to use the equipment for a contracted period of time with the leases coming in two basic forms: finance and operations. Some of the risks associated with this option include:
 - Credit Risk: Developer & Financier** – the Developer takes on the credit risk of the Town while the financier takes of the risk of the Developer.
 - Construction Risk:** Developer & Contractor both share the risk of delays and cost overruns.
 - Performance Risk:** Here the Town operates under a finance lease, but the Developer operates under an operating lease.
 - Revenue Risk:** This is the responsibility of the Town
- C. **Shared Benefit Financing** – This would occur where the developer funds the Town's Microgrid project on the Town's property using either debt or its own capital and in return takes a

contractually agreed share of the value created over a period. In this option, the developer typically takes on greater risk. Some of the risks associated with this option include:

Credit Risk: Developer & Financier – The Developer takes on the credit risk of the Town while the Financier takes on the credit risk of the developer.

Construction Risk: The developer & Contractor each share the f delays and cost overruns.

Performance Risk: Developer – Due to the developer's ownership of the system and increased responsibility.

Revenue Risk – shared by the Developer and Tow

- D. **Managed Service Agreements:** This would occur where the investor/developer owns the Microgrid asset, which will be located on the Town's property. This end-use entity would then enter into a contract with the developer to purchase the system's output. This option allows the Town to account for spending on new energy assets and as an operating expense. Some of the risks associated with this option include:

Credit Risk: Developer & Investor – The developer takes on the credit risk of the Town while the financier takes on the credit risk of the developer

Construction Risk: Developer & Contractor – both share the risk of delays and overruns.

Performance Risk: Developer agrees to service and performance parameters with the Town.

Revenue Risk: The Town passes control of critical energy infrastructure to a third-party.

Considerations for proposing a Microgrid in the Town of Hamden

1. Have a clear explanation of recommending a Microgrid (s) for the Town of Hamden
2. Prepare a Hamden EUCC Presentation Binder explaining the concept of a Microgrid, its definition, case studies, advantages/disadvantages, risk factors, financing options, site recommendation for the 1st Hamden Microgrid, Page of Definitions, factors for selection, precedent factors, Needs Assessment, preliminary Energy Optimization Analysis, Considerations for Return on Investment, its place in Resiliency and the Town's Comprehensive Energy Plan, backup documentation for Sustainable CT, evaluation of the September 2018 Resiliency workshop, written commentary from United Illuminating, more.
3. Prepare a Power Point presentation
4. Tour the proposed site being considered. Describe the perimeter and list all building owners and types of operations.
5. Set-up contractor/developer presentations of at least 3 potential bidders. Look at companies with Microgrid development experience. This may include Celtic Energy, Schneider Electric, Siemens, Amoresco, etc
6. Comprise the EUCC Team that will evolve this project. Initially to include Dale Kroop, Larry Rosenthal and Kathleen Schomaker. Others to be added.
7. Start the communications process early with the Town Planner, the Mayor's Office, Brendan Sharky (Asst Town Attorney), the Town Engineer and
8. Submit the Binder and Power Point presentation to the Mayor's office for initial review
9. Determine whether or not the Microgrid can be a 'stand-alone project' or must be considered as part of the entire CEP financing package.
10. Presentation to Sustainable CT and other pertinent agencies
11. Set up meetings with the Towns of Fairfield, Woodbridge, and West Hartford to discuss their microgrid process.

12. Modify the Microgrid Plan as necessary. Prepare the final binder submittal and Power Point presentation including additional marketing materials for presentation to the Legislative Council.
13. Determine those individuals that will be asked to present.
14. Align the EUCC with a Consulting Engineering firm.
15. Present our Proposal to UI for feedback.
16. Work with Att. Sharkey and Purchasing Department to determine what contractual relationship the Town should enter into with respect to contract type; i.e. Power Purchase Agreement, Performance Contract, Public Private Partnership Agreement, etc.
17. Evaluate contractor & developer. Determine qualifications.
18. Build the Task Force to advance this project.

Dale Kroop

From: Laurence Rosenthal <lrosenthal04@gmail.com>
Sent: Wednesday, September 26, 2018 5:01 PM
To: Kathleen Schomaker; EUCC Commissioner Sam Kumar; Dale Kroop
Subject: FW: microgrids

Hello all,
I have scheduled a meeting for next Thursday at 9:00 AM to scan out the Microgrid site selected. Then we plan to discuss Schneider's capabilities at length. Dale, if you and Kathleen are available, we could meet at your office after the tour to discuss some of the financing plans they have in place. Please advise on availability. Meanwhile, read the attached on Microgrids. It is very informative.

Larry Rosenthal
Sent from [Mail](#) for Windows 10

From: Christopher Bleuher
Sent: Wednesday, September 26, 2018 4:20 PM
To: lrosenthal04@gmail.com
Subject: microgrids

Larry – thank you for reaching out to Schneider Electric for information on microgrids and resiliency. Below is the link to our microgrids website. I think that you will find the site to be an excellent resource regarding microgrids. At the very bottom of the page is a section labeled 'RESOURCES' where you will find all of our white papers, case studies etc

<https://www.schneider-electric.us/en/work/solutions/microgrids>

I look forward to meeting you next Thursday.

Regards,
Chris

Christopher Bleuher
Business Development
Microgrid Competency Center
Energy Business

D 860-329-3748
E chris.bleuher@schneider-electric.com

Salisbury, CT 06068
United States



*Please consider the environment before printing this e-mail



1.1 Overview & Context Reassembling Plan	Background Information	Detailed Description of the Plan	Implementation and Monitoring	Evaluation and Reporting
<p>Background information regarding the project, including the organization's mission, vision, and strategic goals. This section should provide context for the plan and its objectives.</p>	<p>Background information regarding the project, including the organization's mission, vision, and strategic goals. This section should provide context for the plan and its objectives.</p>	<p>The plan is designed to address the following key areas:</p> <ul style="list-style-type: none"> • Strategic Alignment: The plan is aligned with the organization's overall strategy and mission. • Resource Allocation: The plan outlines the resources required for successful implementation, including personnel, budget, and technology. • Timeline and Milestones: The plan includes a detailed timeline with key milestones and deliverables. • Risk Management: The plan identifies potential risks and outlines strategies to mitigate them. • Communication and Reporting: The plan establishes a clear communication and reporting structure. 	<p>The plan will be implemented through the following steps:</p> <ol style="list-style-type: none"> 1. Initial Assessment: Conduct a thorough assessment of the current state of the organization and the project. 2. Plan Development: Develop a detailed plan that addresses all key areas of the project. 3. Resource Allocation: Allocate resources to the project in a way that ensures successful implementation. 4. Implementation: Execute the plan according to the timeline and milestones. 5. Monitoring and Reporting: Monitor the progress of the project and report on it regularly. 	<p>The plan will be evaluated and reported on through the following mechanisms:</p> <ul style="list-style-type: none"> • Regular Reporting: Provide regular reports on the progress of the project to the relevant stakeholders. • Performance Metrics: Define key performance indicators (KPIs) to measure the success of the project. • Review Meetings: Hold regular review meetings to assess the progress of the project and make adjustments as needed.
<p>Background information regarding the project, including the organization's mission, vision, and strategic goals. This section should provide context for the plan and its objectives.</p>	<p>Background information regarding the project, including the organization's mission, vision, and strategic goals. This section should provide context for the plan and its objectives.</p>	<p>The plan is designed to address the following key areas:</p> <ul style="list-style-type: none"> • Strategic Alignment: The plan is aligned with the organization's overall strategy and mission. • Resource Allocation: The plan outlines the resources required for successful implementation, including personnel, budget, and technology. • Timeline and Milestones: The plan includes a detailed timeline with key milestones and deliverables. • Risk Management: The plan identifies potential risks and outlines strategies to mitigate them. • Communication and Reporting: The plan establishes a clear communication and reporting structure. 	<p>The plan will be implemented through the following steps:</p> <ol style="list-style-type: none"> 1. Initial Assessment: Conduct a thorough assessment of the current state of the organization and the project. 2. Plan Development: Develop a detailed plan that addresses all key areas of the project. 3. Resource Allocation: Allocate resources to the project in a way that ensures successful implementation. 4. Implementation: Execute the plan according to the timeline and milestones. 5. Monitoring and Reporting: Monitor the progress of the project and report on it regularly. 	<p>The plan will be evaluated and reported on through the following mechanisms:</p> <ul style="list-style-type: none"> • Regular Reporting: Provide regular reports on the progress of the project to the relevant stakeholders. • Performance Metrics: Define key performance indicators (KPIs) to measure the success of the project. • Review Meetings: Hold regular review meetings to assess the progress of the project and make adjustments as needed.
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3.2 Provide an Arts and Culture Program for Youth	<p>Support programming, working with youth in identifying what has been done and to set an education program indicated by data and advice</p>	<ul style="list-style-type: none"> • A program of monthly or other art and culture programs are offered in the school system and after school • List names of existing programs and list of requested programs developed • A copy of the additional program and description of the program is provided • A copy of the report on the progress of existing programs • A copy of the report on the progress of existing programs 	<p>The arts program must be completed as the 17 months prior to application submission</p>	<p>25</p>
<p>4. Dynamic and Resilient Planning</p> <p>4.1 Integrate Sustainability into Plan of Conservation and Development and Zoning</p>	<p>Support programming, working with youth in identifying what has been done and to set an education program indicated by data and advice</p>	<ul style="list-style-type: none"> • A program of monthly or other art and culture programs are offered in the school system and after school • List names of existing programs and list of requested programs developed • A copy of the additional program and description of the program is provided • A copy of the report on the progress of existing programs • A copy of the report on the progress of existing programs 	<p>The arts program must be completed as the 17 months prior to application submission</p>	<p>25</p>
<p>4.2 Adapt Permitting Process to Promote Sustainable Development</p>	<p>Review the RCD and adopt a revised RCD that includes the revised objectives for 2013 out of those included in the previous RCD. The RCD should be reviewed and approved by the Planning Commission and the Board of Supervisors. A copy of the RCD and the revised RCD should be submitted to the Board of Supervisors for review and approval. A copy of the RCD and the revised RCD should be submitted to the Board of Supervisors for review and approval.</p>	<ul style="list-style-type: none"> • A copy of the original, unamended RCD, showing which sections remained in the revised RCD and which were deleted or amended • A copy of the revised RCD, showing which sections were added, deleted or amended • A copy of the report on the progress of existing programs • A copy of the report on the progress of existing programs 	<p>The action must be completed within 12 months prior to application submission</p>	<p>25</p>
<p>4.3 Develop Agriculture-friendly Practices</p>	<p>Review the RCD and adopt a revised RCD that includes the revised objectives for 2013 out of those included in the previous RCD. The RCD should be reviewed and approved by the Planning Commission and the Board of Supervisors. A copy of the RCD and the revised RCD should be submitted to the Board of Supervisors for review and approval. A copy of the RCD and the revised RCD should be submitted to the Board of Supervisors for review and approval.</p>	<ul style="list-style-type: none"> • A copy of the original, unamended RCD, showing which sections remained in the revised RCD and which were deleted or amended • A copy of the revised RCD, showing which sections were added, deleted or amended • A copy of the report on the progress of existing programs • A copy of the report on the progress of existing programs 	<p>The action must be completed within 12 months prior to application submission</p>	<p>25</p>



5.1 Green and Diverse Transportation Systems and Modes	5.2 Promote Effective Parking Management
<p>Integrate multi-modal transit options (bicycles, e-bikes, scooters, etc.) into your transit strategy. Develop and promote various plans, including monthly, quarterly, and annual plans. Consider monthly, quarterly, and annual plans. Consider monthly, quarterly, and annual plans.</p> <p>Transportation and parking management should be integrated into the planning process. Transportation and parking management should be integrated into the planning process.</p> <p>Transportation and parking management should be integrated into the planning process. Transportation and parking management should be integrated into the planning process.</p>	<p>Transportation and parking management should be integrated into the planning process. Transportation and parking management should be integrated into the planning process.</p> <p>Transportation and parking management should be integrated into the planning process. Transportation and parking management should be integrated into the planning process.</p> <p>Transportation and parking management should be integrated into the planning process. Transportation and parking management should be integrated into the planning process.</p>
<p>5.1.1 Green and Diverse Transportation Systems and Modes</p>	<p>Transportation and parking management should be integrated into the planning process. Transportation and parking management should be integrated into the planning process.</p> <p>Transportation and parking management should be integrated into the planning process. Transportation and parking management should be integrated into the planning process.</p> <p>Transportation and parking management should be integrated into the planning process. Transportation and parking management should be integrated into the planning process.</p>
<p>5.1.2 Green and Diverse Transportation Systems and Modes</p>	<p>Transportation and parking management should be integrated into the planning process. Transportation and parking management should be integrated into the planning process.</p> <p>Transportation and parking management should be integrated into the planning process. Transportation and parking management should be integrated into the planning process.</p> <p>Transportation and parking management should be integrated into the planning process. Transportation and parking management should be integrated into the planning process.</p>
<p>5.1.3 Green and Diverse Transportation Systems and Modes</p>	<p>Transportation and parking management should be integrated into the planning process. Transportation and parking management should be integrated into the planning process.</p> <p>Transportation and parking management should be integrated into the planning process. Transportation and parking management should be integrated into the planning process.</p> <p>Transportation and parking management should be integrated into the planning process. Transportation and parking management should be integrated into the planning process.</p>
<p>5.1.4 Green and Diverse Transportation Systems and Modes</p>	<p>Transportation and parking management should be integrated into the planning process. Transportation and parking management should be integrated into the planning process.</p> <p>Transportation and parking management should be integrated into the planning process. Transportation and parking management should be integrated into the planning process.</p> <p>Transportation and parking management should be integrated into the planning process. Transportation and parking management should be integrated into the planning process.</p>



5.3 Encourage Smart Commuting	<p>Reduce labor and fuel costs by 10 percent in the City's 10 largest commercial and industrial buildings by 2015. (City of Portland, 2011)</p> <p>Reduce labor and fuel costs by 10 percent in the City's 10 largest commercial and industrial buildings by 2015. (City of Portland, 2011)</p>	<p>10</p>	
<p>5.4 Support Zero Emission Vehicle Deployment</p>	<p>Conduct an analysis of zero emission vehicle (ZEV) deployment in the City's 10 largest commercial and industrial buildings by 2015. (City of Portland, 2011)</p> <p>Conduct an analysis of zero emission vehicle (ZEV) deployment in the City's 10 largest commercial and industrial buildings by 2015. (City of Portland, 2011)</p>	<p>10</p>	
<p>5.5 Promote Public Transit and Other Mobility Strategies</p>	<p>Reduce the number of vehicles on the road by 10 percent in the City's 10 largest commercial and industrial buildings by 2015. (City of Portland, 2011)</p> <p>Reduce the number of vehicles on the road by 10 percent in the City's 10 largest commercial and industrial buildings by 2015. (City of Portland, 2011)</p>	<p>10</p>	
<p>6. Efficient Physical Infrastructure and Operations</p>	<p>Reduce the number of vehicles on the road by 10 percent in the City's 10 largest commercial and industrial buildings by 2015. (City of Portland, 2011)</p> <p>Reduce the number of vehicles on the road by 10 percent in the City's 10 largest commercial and industrial buildings by 2015. (City of Portland, 2011)</p>	<p>10</p>	
<p>6.1 Benchmark and Track Energy Use</p>	<p>Reduce the number of vehicles on the road by 10 percent in the City's 10 largest commercial and industrial buildings by 2015. (City of Portland, 2011)</p> <p>Reduce the number of vehicles on the road by 10 percent in the City's 10 largest commercial and industrial buildings by 2015. (City of Portland, 2011)</p>	<p>10</p>	



<p>6.2 Reduce Energy Use Across All Municipal Buildings</p>	<p>Final Energy Use of non-residential Departmental Buildings (excluding the City of Vancouver) shall be reduced by 15% from the 2011 baseline by 2020. The City of Vancouver shall report on this progress annually in its annual report. The City of Vancouver shall also report on the progress of this program in its annual report. The City of Vancouver shall also report on the progress of this program in its annual report. The City of Vancouver shall also report on the progress of this program in its annual report.</p>	<p>For ECLIPSE 2.0, required by the BC7, the City of Vancouver shall report on the progress of this program in its annual report. The City of Vancouver shall also report on the progress of this program in its annual report. The City of Vancouver shall also report on the progress of this program in its annual report. The City of Vancouver shall also report on the progress of this program in its annual report.</p>	<p>Reduce the energy use of non-residential Departmental Buildings (excluding the City of Vancouver) by 15% from the 2011 baseline by 2020.</p>	<p>15% to 20% reduction in energy use per square foot per building by 2020.</p>
<p>6.3 Achieve High Energy Performance for Residential Buildings</p>	<p>Adopt a suite of 7 or more BC7-eligible programs for residential buildings that will result in a 15% reduction in energy use per square foot per building by 2020. The City of Vancouver shall report on this progress annually in its annual report. The City of Vancouver shall also report on the progress of this program in its annual report. The City of Vancouver shall also report on the progress of this program in its annual report.</p>	<p>For ECLIPSE 2.0, required by the BC7, the City of Vancouver shall report on the progress of this program in its annual report. The City of Vancouver shall also report on the progress of this program in its annual report. The City of Vancouver shall also report on the progress of this program in its annual report. The City of Vancouver shall also report on the progress of this program in its annual report.</p>	<p>Reduce the energy use of residential buildings by 15% from the 2011 baseline by 2020.</p>	<p>15% to 20% reduction in energy use per square foot per building by 2020.</p>
<p>6.4 Increase Use of Renewable Energy in Municipal Buildings</p>	<p>Produce or purchase 100,000 kWh of renewable energy for municipal buildings by 2020. The City of Vancouver shall report on this progress annually in its annual report. The City of Vancouver shall also report on the progress of this program in its annual report. The City of Vancouver shall also report on the progress of this program in its annual report.</p>	<p>For ECLIPSE 2.0, required by the BC7, the City of Vancouver shall report on the progress of this program in its annual report. The City of Vancouver shall also report on the progress of this program in its annual report. The City of Vancouver shall also report on the progress of this program in its annual report. The City of Vancouver shall also report on the progress of this program in its annual report.</p>	<p>Produce or purchase 100,000 kWh of renewable energy for municipal buildings by 2020.</p>	<p>100,000 kWh of renewable energy for municipal buildings by 2020.</p>



6.5 Develop a Municipal Energy Plan	<p>For the Municipal Energy Plan, adopt an energy use reduction strategy, provide a plan to update the energy use reduction strategy and provide a plan to update the Municipal Energy Plan.</p> <p>1. Adopt an energy use reduction strategy and provide a plan to update the energy use reduction strategy and provide a plan to update the Municipal Energy Plan.</p> <p>2. Adopt an energy use reduction strategy and provide a plan to update the energy use reduction strategy and provide a plan to update the Municipal Energy Plan.</p>	<ul style="list-style-type: none"> The energy use reduction strategy A copy of the Municipal Energy Plan Final of update by 7 months process 	<p>Municipal Energy Plan (10 year) plan to update the energy use reduction strategy and provide a plan to update the Municipal Energy Plan.</p> <p>1. Adopt an energy use reduction strategy and provide a plan to update the energy use reduction strategy and provide a plan to update the Municipal Energy Plan.</p> <p>2. Adopt an energy use reduction strategy and provide a plan to update the energy use reduction strategy and provide a plan to update the Municipal Energy Plan.</p>	13	
6.6 Manage Municipal Fleets	<p>Inventory the current fleet and estimate the number of a utility company from the fleet lights, provide the fleet lights with the utility company.</p> <p>1. Inventory the current fleet and estimate the number of a utility company from the fleet lights, provide the fleet lights with the utility company.</p> <p>2. Inventory the current fleet and estimate the number of a utility company from the fleet lights, provide the fleet lights with the utility company.</p>	<ul style="list-style-type: none"> A copy of the fleet inventory A copy of the fleet inventory A copy of the fleet inventory 	<p>Inventory and energy documents must be updated every 12 months.</p> <p>1. Inventory and energy documents must be updated every 12 months.</p> <p>2. Inventory and energy documents must be updated every 12 months.</p>	13	
6.7 Install Efficient Street Lights	<p>Inventory the current street lights and estimate the number of a utility company from the fleet lights, provide the fleet lights with the utility company.</p> <p>1. Inventory the current street lights and estimate the number of a utility company from the fleet lights, provide the fleet lights with the utility company.</p> <p>2. Inventory the current street lights and estimate the number of a utility company from the fleet lights, provide the fleet lights with the utility company.</p>	<ul style="list-style-type: none"> A copy of the street light inventory A copy of the street light inventory A copy of the street light inventory 	<p>Inventory and energy documents must be updated every 12 months.</p> <p>1. Inventory and energy documents must be updated every 12 months.</p> <p>2. Inventory and energy documents must be updated every 12 months.</p>	13	
6.8 Implement a Community Energy Campaign	<p>Inventory the current energy use and estimate the number of a utility company from the fleet lights, provide the fleet lights with the utility company.</p> <p>1. Inventory the current energy use and estimate the number of a utility company from the fleet lights, provide the fleet lights with the utility company.</p> <p>2. Inventory the current energy use and estimate the number of a utility company from the fleet lights, provide the fleet lights with the utility company.</p>	<ul style="list-style-type: none"> A copy of the energy use inventory A copy of the energy use inventory A copy of the energy use inventory 	<p>Inventory and energy documents must be updated every 12 months.</p> <p>1. Inventory and energy documents must be updated every 12 months.</p> <p>2. Inventory and energy documents must be updated every 12 months.</p>	13	
7. Strategic and Inclusive Public Services	<p>Hold a new sustainability event</p> <p>1. Hold a new sustainability event</p> <p>2. Hold a new sustainability event</p>	<ul style="list-style-type: none"> A description of the event that highlights the sustainability issues A description of the event that highlights the sustainability issues A description of the event that highlights the sustainability issues 	<p>Event must be held every 1 year and be held every 1 year.</p> <p>1. Event must be held every 1 year and be held every 1 year.</p> <p>2. Event must be held every 1 year and be held every 1 year.</p>	13	
7.1 Hold a Sustainability Event	<p>Hold a new sustainability event</p> <p>1. Hold a new sustainability event</p> <p>2. Hold a new sustainability event</p>	<ul style="list-style-type: none"> A description of the event that highlights the sustainability issues A description of the event that highlights the sustainability issues A description of the event that highlights the sustainability issues 	<p>Event must be held every 1 year and be held every 1 year.</p> <p>1. Event must be held every 1 year and be held every 1 year.</p> <p>2. Event must be held every 1 year and be held every 1 year.</p>	13	
7.2 Provide Effective Community Communications	<p>Hold a new sustainability event</p> <p>1. Hold a new sustainability event</p> <p>2. Hold a new sustainability event</p>	<ul style="list-style-type: none"> A description of the event that highlights the sustainability issues A description of the event that highlights the sustainability issues A description of the event that highlights the sustainability issues 	<p>Event must be held every 1 year and be held every 1 year.</p> <p>1. Event must be held every 1 year and be held every 1 year.</p> <p>2. Event must be held every 1 year and be held every 1 year.</p>	13	
7.3 Train Municipal Commissions	<p>Hold a new sustainability event</p> <p>1. Hold a new sustainability event</p> <p>2. Hold a new sustainability event</p>	<ul style="list-style-type: none"> A description of the event that highlights the sustainability issues A description of the event that highlights the sustainability issues A description of the event that highlights the sustainability issues 	<p>Event must be held every 1 year and be held every 1 year.</p> <p>1. Event must be held every 1 year and be held every 1 year.</p> <p>2. Event must be held every 1 year and be held every 1 year.</p>	13	
7.4 Encourage Healthy and Sustainable Food Networks	<p>Hold a new sustainability event</p> <p>1. Hold a new sustainability event</p> <p>2. Hold a new sustainability event</p>	<ul style="list-style-type: none"> A description of the event that highlights the sustainability issues A description of the event that highlights the sustainability issues A description of the event that highlights the sustainability issues 	<p>Event must be held every 1 year and be held every 1 year.</p> <p>1. Event must be held every 1 year and be held every 1 year.</p> <p>2. Event must be held every 1 year and be held every 1 year.</p>	13	

<p>9.1 Optimize for Equity</p>	<p>Complete the Sustainable CI items listed in the criteria for the Sustainable CI items at your place</p>	<p>* A required and repeat Sustainable CI items table</p>	<p>The system must be operational within 12 months after the implementation date.</p>	<p>Up to 5 items may be completed with the Sustainable CI items listed, with a maximum of 10 items.</p>
<p>10. Innovation Action</p>				
<p>10.1 Implement Your Own Sustainable Action</p>	<p>employee's responsibility action can be found on the Sustainable CI action list.</p>	<p>- Provide the executive leadership team, then a mid-management, with a description of a pilot project or initiative that you are planning to implement. The project should be completed within 1 year of the implementation date. The project should be a repeat for your organization.</p>	<p>The action must be completed within 1 year of the implementation date.</p>	<p>1-20 items, depending on report</p>



