

INDUSTRY CLUSTERS



**REGULATORY
ENVIRONMENT**

LEGISLATION

**INNER
CITY
BUSINESS
STRATEGY**

TRANSPORTATION

INTERNATIONAL

MARKETING

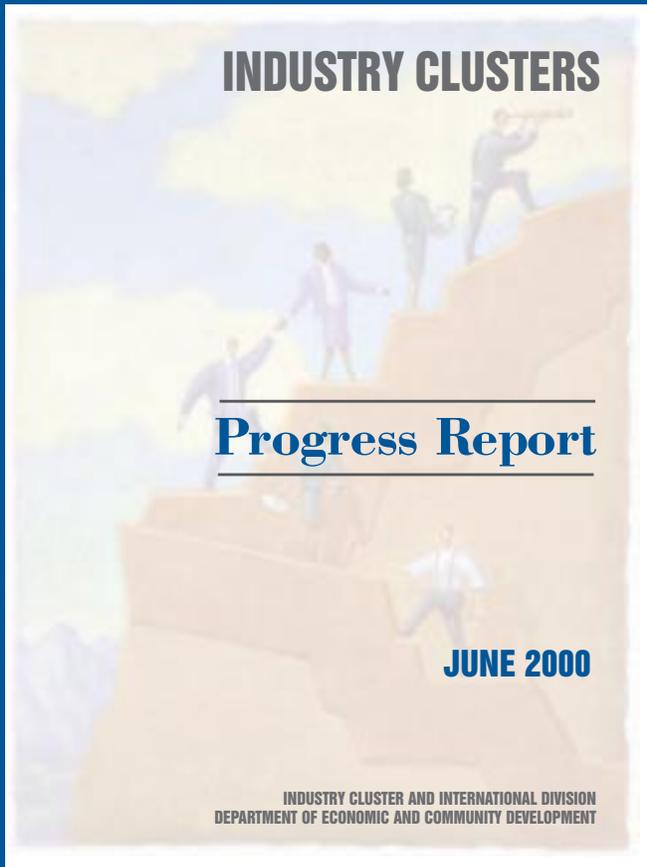
**WORKFORCE
DEVELOPMENT**

**MANUFACTURING
RESOURCE CENTER**



State of Connecticut
Department of Economic and
Community Development

Progress Report February 2001



The state's competitiveness strategy, based on industry clusters, is an encompassing initiative that not only encourages the growth of individual clusters, but also addresses a number of cross-cutting issues that affect economic development.

These issues include such areas as transportation, workforce development, marketing and legislation. Because these are large subjects that often stand alone, it's not always recognized that much of the work done in these areas is tied to the cluster initiative.

To help decrease confusion about what the cluster initiative encompasses, a new graphic has been selected to visually represent the "pieces" of this strategy. The "steps" graphic has served us well in communicating the collaboration that has been required among the public, private and educational sectors in launching and carrying forward the industry cluster initiative. But now we need to show how the pieces all fit together. We are pleased to introduce the puzzle graphic as that new symbol.

While pictures on a report are insignificant compared to the work being accomplished, clear communication about the state's efforts in this area is vitally important to the success of creating a more competitive Connecticut.

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Competitive Strategies – Collaboration – Results

The Governor's Council held its first meeting just over two years ago, in December 1998. As evidenced by this progress report, the initial results have been very impressive, and other states throughout the nation have been aggressively analyzing Connecticut's strategy.

This is particularly notable since cluster economic development is not "deal" oriented and focuses primarily on longer-term, strategic actions that impact large numbers of firms and workers.

The strong support of the governor and legislators on a bipartisan basis has been the key to creating such a high level of commitment among Connecticut's business leaders, educational institutions and government agencies. This deep-rooted spirit of collaboration has made it possible to have candid exchanges that are generating ideas that will reshape some of the state's most significant assets. The following are a few of the many examples shown in this progress report:

- Agreement regarding Bradley International Airport's governance
- Growth of the BioScience Cluster
- Connecticut's Inner City Business Strategy
- OWC/CETC's Information Technology Workforce Strategy
- Lean Manufacturing being aggressively introduced into smaller companies throughout the state
- *You Belong in Connecticut* marketing campaign

The principal mission of the Governor's Council is to promote innovation, productivity and the competitiveness of our businesses and workforce. Significant strides are being made to accomplish these challenging and critically important goals.



James F. Abromaitis
Commissioner
Department of Economic
and Community Development



William J. Kaufmann
Chairman and CEO
Connecticut Economic
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Governor's Council on Economic Competitiveness & Technology

Mission

- Make Connecticut a prime location in which to start or grow a business, and create secure, fulfilling and well paid career opportunities
- Promote innovation, productivity and competitiveness through industry cluster economic development
- Act as a vehicle and voice to put forward the views and suggestions of industry clusters that are created
- Oversee the implementation of the cluster recommendations in the Partnership for Growth report.

Structure and Responsibilities

Governor's Council

The Governor's Council is co-chaired by the Governor and a prominent business leader. The Governor appoints members of the Council. It consists of business and legislative leaders, along with top executives from academic and medical institutions, organized labor, nonprofit organizations, and key government agencies.

Two meetings will be held each year, with the option of additional special sessions. One meeting will be held prior to each General Assembly session, and the second meeting will be held during or shortly after the close of each session. Only Council members can attend these meetings.

Executive Committee

The Executive Committee is made up of the co-chairs and vice chairs. Vice Chairs will represent different industries and geographic areas of the State.

Cluster Leadership Committee

The Cluster Leadership Committee consists of the Executive Committee members and the chairs of the Industry Clusters, and Economic Foundation and Issue Advisory Boards. Its responsibility is to provide ongoing guidance and support to the Governor, legislative leaders, and the Commissioner of the Department of Economic and Community Development in their attempts to improve Connecticut's competitiveness.

Economic Foundation and Issue Advisory Boards

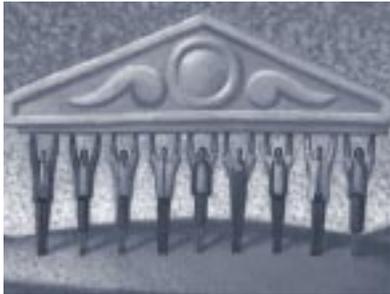
Economic Foundation and Issue Advisory Boards are created by the Governor's Council in order to:

- further research key issues identified as constraints to business competitiveness in Connecticut;
- develop strategies to implement recommendations put forward by industry clusters to overcome major impediments to their success; and
- identify methods of assisting government agencies in effectively responding to the needs of Connecticut's businesses and citizens.

Membership on the Economic Foundation and Issue Advisory Boards can consist of a wide cross-section of Connecticut stakeholders. They will be people whose knowledge and influence can help shape and implement cluster priorities, and bring about constructive change in these areas.

Industry Cluster Progress Report

February 2001



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For more information about Connecticut's Economic Competitiveness Strategy, visit our web site: www.decd.org.

Connecticut Department of Economic and Community Development
Industry Cluster and International Division
505 Hudson Street, Hartford, Connecticut 06106

A. Cluster Activation



Strengthening Connecticut's economy by fostering the growth of key industries.

Why It's Important

Connecticut's economic development strategy is based on fostering the growth of industry clusters. A cluster is a geographic concentration of companies and industries that share common markets, products, suppliers, trade associations and educational institutions. A cluster is "activated" when companies come together as a formal organization.

Working with each other and with the public sector, a cluster's member companies become more innovative and productive, and therefore more competitive. Corporate leaders initiate cluster activation and drive its activities. The public sector's role is to support cluster activation with seed funding, organizational guidance and public policies conducive to its growth.



1. BioScience Cluster

The BioScience Cluster, which was activated in fall 1998, comprises Connecticut pharmaceutical companies, biotechnology firms, academic research institutions, hospitals, health care systems, professional societies and more. CURE (Connecticut United for Research Excellence) is the organizational center of the BioScience Cluster.

New Since Last Update

Goal #1 Build a critical mass of bioscience companies that will collaborate, compete, become self-perpetuating and self-sustaining.

- ◆ See information on Bioscience Laboratory Facilities Fund following this section
- ◆ Sponsored annual meeting
- ◆ Co-sponsored half-day "boot camp" program for emerging companies as part of annual meeting

Goal #2 Incorporate best practices and key learnings from competing states, in-state cluster members and related clusters.

- ◆ Helped sponsor Connecticut Innovations' 10th Annual Technology Exhibition and Dinner

Goal #3 Develop an entrepreneurial and innovative workforce through powerful and interactive role models

- ◆ Sponsored first annual career/job fair

Goal #3a Place the BioBus in service and begin marketing for summer 2001 use.

- ◆ BioBus funded for five years with total of \$3 million – half from CURE members and half from Connecticut Innovations
- ◆ BioBus workshop held at annual meeting
- ◆ BioBus program director hired
- ◆ Advisory Council established

Goal #4 Publicize and promote the critical mass, related career opportunities, socioeconomic contributions and potential of the BioScience industry.

See Work in Progress

Work in Progress

Goal #1 Build a critical mass of bioscience companies that will collaborate, compete, become self-perpetuating and self-sustaining.

- ◆ Secure legislative support for BioScience Plan 2004
- ◆ Increase the BioScience Facilities Fund
- ◆ Establish a BioScience Office to act as an ombudsman, assisting existing companies and recruiting additional companies to the state
- ◆ Obtain funding to promote Connecticut as a bioscience center
- ◆ Gain legislative support for increased BioScience Facilities Fund
- ◆ Establish state BioScience Office

- ◆ Coordinate and serve as information resource to members, developers and communities to construct lab space
- ◆ Complete and publicize the 6th Annual Economic Report
- ◆ Coordinate three invitation-only CEO networking receptions
- ◆ Coordinate three Connecticut Venture Group, BioHaven/MIT enterprise forum meetings
- ◆ Coordinate three BioHaven enterprise forum meetings

Goal #2 Incorporate best practices and key learnings from competing states, in-state cluster members and related clusters.

- ◆ Conduct legislative briefings/receptions – state, local and federal
- ◆ Fax alert bulletins on federal and state topics
- ◆ Coordinate and co-sponsor a 24-booth, cluster-wide exhibit for Bio2001
- ◆ Co-sponsor 6th Annual Team Connecticut Rally and participate in Legislative Briefing

Goal #3 Develop an entrepreneurial and innovative workforce through powerful and interactive role models.

- ◆ Review and edit existing online versions of *BioRAP*® and post on Web
- ◆ Convene bimonthly meetings of human resource officers from cluster member organizations
- ◆ Host two partnering forums for company human resource officers and university department chairs

Goal #3a Place the BioBus in service and begin marketing for summer 2001 use.

- ◆ Construct BioBus and outfit with equipment
- ◆ Select and outfit homeport and labport
- ◆ Finalize curriculum
- ◆ Hire instructors
- ◆ Design and implement new BioBus Web page
- ◆ Establish crisis plan and network
- ◆ Implement Web-based interactive scheduling process and establish priority of visits
- ◆ Enlist equipment sponsor
- ◆ Develop Connecticut Innovations Sponsor Agreement

Goal #4 Publicize and promote the critical mass, related career opportunities, socioeconomic contributions and potential of the BioScience industry.

- ◆ Distribute coordinated press releases related to milestones and cluster growth
- ◆ Revise two promotional brochures
- ◆ Submit monthly/bimonthly 900-word columns to *Hartford Business Journal* and *CT Business Magazine*
- ◆ Produce and release quarterly BioDimensions newsletter
- ◆ Complete 24 public speaking engagements

Member Development

- ◆ Recruit 100% of Connecticut companies focused on life science

BioScience Facilities Fund

At the recommendation of the BioScience Cluster, the Legislature, in 1998, created the BioScience Facilities Fund to help finance the build-out of laboratory space crucial to the cluster's growth. The \$40 million fund is administered by Connecticut Innovations.

To date, requests have been made to Connecticut Innovations for financing or related assistance involving the development of approximately 200,000 square feet of laboratory space. Connecticut Innovations is in the process of underwriting or has closed on loans totaling \$18.5 million. Beneficiaries of the program to provide access to capital have included the full spectrum of biotech companies.

New Since Last Update

PhytoCeutica

In January 2001, PhytoCeutica consolidated its operations into its newly constructed 9,500 square feet of laboratory and related space in Building 5 of Science Park.

The construction project started in mid-June of 2000 and ran just over six months, a typical time frame for a project of this size.

Ikonysis Inc.

Ikonysis had been in a temporary home in interim lab space developed by the BioScience Facilities Fund. It has now relocated to its new, permanent home in Building 5 in Science Park. The new 8,100-square-foot laboratory and related space were brought on line in just over five months. The utilization of the interim laboratory allowed the company to start operations and recruit key personnel much sooner than it had originally planned.

Cellular Genomics Inc. (CGI)

CGI is in the final stages of construction of its new, permanent home on Industrial Drive in Branford. CGI commenced operations in temporary laboratory and office space made available by the BioScience Facilities Fund. This enabled the company to start operations and attract key personnel well in advance of its original plan.

Genaissance Pharmaceuticals

Genaissance is about to complete the third phase of its expansion, which will bring its total occupancy to 67,000 square feet in Building 5 of Science Park. In August 2000, Genaissance successfully completed an initial public offering (IPO) of 6.9 million shares of its common stock at an initial offering price of \$13 per share.

Science Park, New Haven

Lyme Properties of Cambridge, Mass., and Lyme, N.H., has recently signed a development agreement to take over the continued development of 800,000 square feet of vacant industrial buildings encompassing more than 80 acres located steps away from Yale University.

Lyme Properties is an experienced developer of university-related research centers. The Lyme management team brings solid financial resources and a track record of success in converting abandoned industrial buildings to desirable bioscience laboratory and high-tech research space.

Among Lyme's first projects will be the rehabilitation and expansion of Building 25, which will begin in June 2001. Targeted for completion by year-end, the project will increase the area of the building to approximately

250,000 square feet of biotechnology and/or high-tech laboratory and related space. The BioScience Facilities Fund will continue its occupancy of approximately 8,600 square feet of temporary, laboratory and related spaces, and make it available to future start-up biotech companies to enable them to “hit the ground running” while their permanent quarters are being prepared.

New Haven Networking Initiatives

Related to the BioScience Cluster, Connecticut Innovations has been actively involved in restructuring the Connecticut Chapter of the MIT Enterprise Forum as an active venue for biotech and high-tech networking. Monthly programs have been structured so as to attract members of the entrepreneurial community. David Cromwell, formerly of J.P. Morgan, introduced the year’s opening program. Fred Frank of Lehman Bros. introduced the second program, which focused on intellectual property issues in IT and biotech. At the next meeting, Harry Penner, CEO of Neurogen Corp., will be introducing Cellular Genomics Inc., a client company of both Connecticut Innovations and the BioScience Facilities Fund. Representatives from Cellular Genomics will present a case study to a panel of venture investors.



2. Aerospace Components Manufacturers (ACM)

A core group of aerospace components manufacturers launched ACM in July 1999. The cluster operates in four specific areas: Progressive Manufacturing, Workforce Development, Consolidated Purchasing and Special Projects. A team comprised of member-company representatives manages each area. An executive director and a board of directors comprising presidents of member companies guide the organization. ACM's goal is to strengthen Connecticut's aerospace cluster by making the state's component-manufacturing firms more competitive in the global marketplace.

New Since Last Update

Progressive Manufacturing

	Number Held	Length of Each Event	Number of Companies Participating	Number of Attendees
Lean 101 General Awareness Seminar	7	1 day	1	88
Lean Accounting Workshop	1	2 days	3	7
Shingijutsu Kaizen Weeks	3	5 days	14	90
Kaizen Event	1	3 days	1	5
Kaizen Event	1	6 days	1	9
Train the Trainer Workshop	2	5 days	6	13
Leading the Lean Business Workshop	1	1 day	1	1
Total Preventive Maintenance Workshop	1	5 day	1	12

Workforce Development

	Number Held	Length of Each Event	Number of Companies Participating	Number of Attendees
Finding Root Cause Workshop	3	1 day	7	40
Metallurgy	1	1 days	1	13
Blueprint Reading	1	10 days	1	11
Geometric Dimensioning and Tolerancing	1	10 days	4	15

Consolidated Purchasing

ACM's Consolidated Purchasing program now includes four agreements, covering:

- ◆ Cutting tools and inserts
- ◆ Calibration of inspection tools and gauges
- ◆ Abrasive materials
- ◆ Coolants and lubricants

The abrasive materials and the coolants and lubricants agreements were both implemented in September 2000.

Special Projects

Special Projects has concentrated on new business development, specifically, international business opportunities. During this reporting period, ACM:

- ◆ Participated in Governor Rowland's trade mission to Germany and Ireland during September 2000, visiting Munich, Stuttgart, Dublin and Belfast. Substantive business meetings were held at MTU, Eurocopter and Bombardier Aerospace (Shorts). ACM is following up with the principals involved in these meetings.
- ◆ Worked closely with the U.S. Department of Commerce regarding the Canadian Aerospace Dealmaker 2000 business meeting it sponsored in Montreal in October. Five ACM-member companies attended. ACM acted as an interface for information and assisted in processing members' applications.

Cluster Operations

- ◆ Membership statistics:
Total ACM membership as of Oct. 31, 2000 – 33 companies
Number of new members that joined in June - October period – six companies
- ◆ The ACM Web site, www.aerospacecomponents.org, is operational and being maintained with the support of CERC (Connecticut Economic Resource Center). Monthly updates take place to incorporate the profiles of new members and any revisions requested by others to existing profiles.
- ◆ ACM President Douglas Rose, who is also president of Aero Gear of Windsor, was part of a state delegation that took part in a cluster-activation inquiry by representatives from Tennessee. The meeting was held in Stamford on Sept. 25. Rose addressed the group on the subject of ACM's formation.
- ◆ ACM is publishing and distributing a monthly newsletter for all members and suppliers.

Work in Progress

Progressive Manufacturing

ACM members will participate in several workshops, including:

- ◆ Leading the Lean Business, presented by the Center for Lean Business Management at Rensselaer at Hartford
- ◆ Principles of Cellular Flow Manufacturing, presented by CONNSTEP
- ◆ Setup Reduction, presented by CONNSTEP

ACM is conducting several events, including:

- ◆ Progressive Manufacturing meeting, featuring Dr. James Womack
- ◆ Shingijutsu Kaizen Week (December 2000)
- ◆ Shingijutsu Kaizen Weeks, to be conducted eight times during 2001

Workforce Development

Workforce development programs beginning in November include:

- ◆ Process Improvement course, instructed by faculty from Asnuntuck Community College
- ◆ Finding Root Cause workshops, presented by Connecticut Quality Council

Consolidated Purchasing

ACM is planning to implement two additional purchasing agreements, bringing the total number of agreements in place to six. The new agreements will be for:

- ◆ General shop supplies
- ◆ Office supplies

3. eBizCT: A Partnership of Software/IT and Internet Companies (Software/IT Cluster)

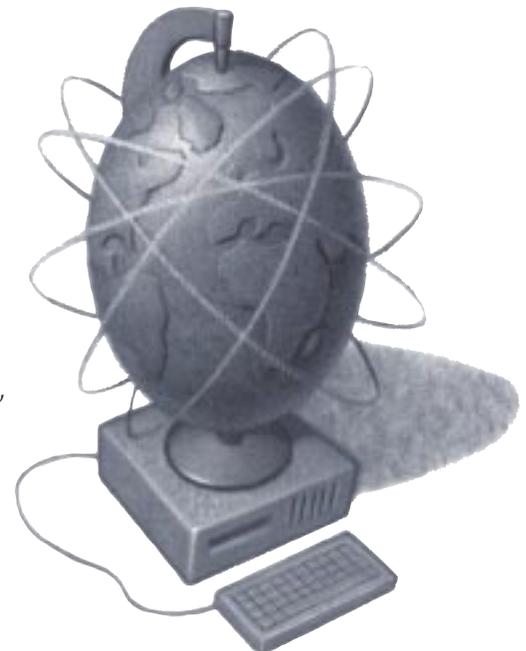
eBizCT aims to make Connecticut one of the top 10 nationally recognized locations for growing software and information technology companies and their related support services. The Connecticut Technology Council manages the cluster, which held its official launch in April 2000.

New Since Last Update

- ◆ **eBizCT participated with the Connecticut Technology Council and NBC-TV 30 in DreamJobs 2000 on Oct. 3 and 4, 2000.** This two-day career fair, hosted at Sacred Heart University and Western Connecticut State University, attracted 53 exhibitors and more than 900 registrants. NBC-TV 30 advertised the career fairs heavily on radio, in print and during its coverage of the Olympic games. Candidates and companies met in a friendly, academic setting conducive to learning about career opportunities in the IT sector.
- ◆ **eBizCT presented the case for positioning Connecticut as one of the top 10 nationally recognized software development centers to the Governor's Council on Economic Competitiveness and Technology on Oct. 11.** Elaine Pullen, chair of the Connecticut Technology Council, joined by Louis Hernandez, CEO and president of Open Solutions Inc., and Barry Berman, president of CRN, presented the need for an out-of-state marketing campaign positioning the state as a "hot spot" for software development.
- ◆ **eBizCT co-sponsored the Fourth Annual Software Hot Topics conference, on "E-business Partnerships"** with the Connecticut Venture Group on Oct. 19. The conference attracted more than 300 attendees and featured remarks by top executives on the new level of partnerships in the software industry. Speakers included Peter Burris, CEO and president of MetaGroup.com; Bill Reedy, vice president of business development for IBM; Louis Hernandez, CEO and president of Open Solutions Inc.; and Arun Gupta, CEO and president of NeuVis.
- ◆ **eBizCT and the Connecticut Technology Council** contributed to the research and development of the state's mandated IT Workforce Strategic Plan by facilitating meetings with corporate executives. The Technology Council reported its preliminary findings at a public forum it hosted on Dec. 19 at Stamford's Academy of Information Technology.

Work in Progress

- ◆ **Survey** – eBizCT, in partnership with DECD, CDA, CI and CERC, selected the Yankelovich Partners market research firm to conduct surveys of IT/software professionals, decision-makers and key influencers to determine their perception of Connecticut as an IT/e-commerce center. (See Marketing report.)
- ◆ **Conference** – eBizCT has begun planning for the March 14, 2001, conference with the Connecticut Technology Council entitled, "Winning Web Strategies."



4. Metals Manufacturing Cluster

The Metals Manufacturing Cluster, which was launched in the summer of 2000 and is overseen by the Metal Manufacturing Education and Training Alliance (META), aims to increase the competitiveness of Connecticut's metal manufacturing companies. Its 11 member companies are working together to prepare workers for a faster-paced, technology-dependent work environment; upgrade their technological capacity and adopt lean manufacturing processes; and network and collaborate to pursue joint contracts with large companies.

New Since Last Update

- ◆ **DECD Contract Recognition:** In September 2000, the Department of Economic and Community Development recognized META as an economic development cluster. This recognition allowed the department to award a grant in the amount of \$125,000 to assist in the expansion of the cluster and provide services in the areas of lean and workforce training. META member companies matched DECD's funding one-to-one.
- ◆ **U.S. Department of Labor grant:** The WorkPlace Inc., serving as a fiduciary for META, received a grant totaling \$1.7 million from the U.S. Department of Labor. The grant will be used to develop training programs for incumbent and dislocated workers in the metal manufacturing cluster.
- ◆ **Program Manager hired:** Michael McCarthy, previously with the City of Bridgeport, was hired to serve as the META program manager. Mr. McCarthy joins the META team with experience in federal grant management, program design, research, evaluation and employment training. Additionally, Mr. McCarthy has been involved in a number of national demonstration programs working in collaborative settings.
- ◆ **Development of an RFQ for lean consultant:** The Lean Committee developed a Request for Qualifications (RFQ) for the procurement of services to provide lean manufacturing training to META companies. Respondents to this RFQ were reviewed in October 2000, and a decision was made in December 2000. The Lean Committee anticipates more than one contract to be awarded to qualified vendors under this component.
- ◆ **Development of Phase I training:** META, through the efforts of the WorkForce Development Committee, has prioritized four areas to initiate training under Phase I. Classes include: English as a Second Language (ESL), Basic Reading and Math, Blue Print Reading and Shop Math. Training classes began in mid-November 2000. Housatonic Community College, the provider of services under Phase I, assessed more than 240 individuals by the end of November.
- ◆ **Development of Phase II training:** META has set priorities for Phase II of the training, and classes began in January 2001. Topics include: Supervision, CNC, Auto CAD, Quality Control and Basic Manufacturing Technology.

CONNSTEP Programs

- ◆ META has entered into contracts with CONNSTEP to conduct a Waste Audit/Walk Through Assessment at Fermont, a member company, and is reviewing a proposal to conduct a five-part waste reduction program for all META companies. The waste reduction program would include waste stream analysis, market development, supplier development, awareness training and administrative Kaizen events.
- ◆ CONNSTEP and Dr. Pojasek from Harvard University conducted a work session at Frank Roth Company in September to illustrate a systems approach to improving process and environmental performance. The goal of the session was to identify ways to reduce the demand on highly technical staff, improve quality process

variability and reduce costs. The exercise was very productive and was recommended to the META membership for future training programs.

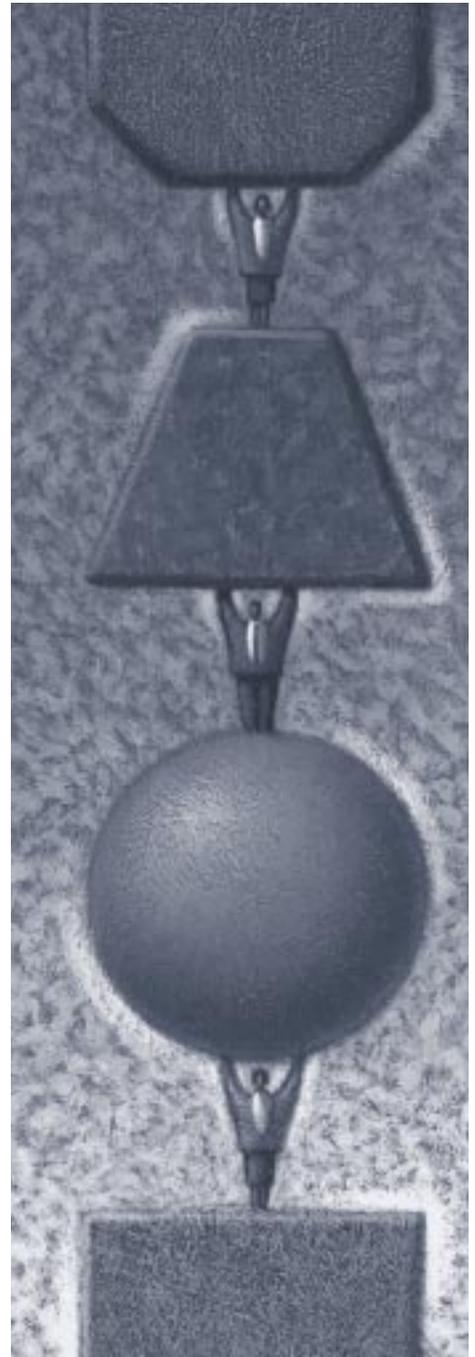
- ◆ Establishment of Membership Committee: META has taken steps to expand its membership. Since June 2000, one additional company, Progressive Plating, has joined the collaboration. In order to facilitate expansion, a membership committee has been established to strategically position the cluster for growth and sustainability.

Work in Progress

- ◆ Reviewing RFQ for consultant to provide lean services.
- ◆ Implementing Phase I training. Six to eight companies are have begun training in ESL, Basic English and Math, Blue Print Reading and Shop Math.
- ◆ Developing contract between META and Housatonic Community College.
- ◆ Developing Phase II training programs. Phase II will focus on companies requiring technical and manufacturing skill training for their employees.
- ◆ Selecting a consultant to assist the group with the development of a business plan. This plan will address the growth and sustainability of the cluster.
- ◆ Incorporating META as a not-for-profit corporation.
- ◆ Developing by-laws.
- ◆ Establishing satellite-training facilities to be utilized by META companies.
- ◆ Establishing assessment and tracking systems. Elements to be tracked include employee and employer outcomes.
- ◆ Establishing and approving outcome measurements/benchmarks.

Background

Eleven Bridgeport-area metal manufacturers have formed an industry-cluster based work group known as the Metal Manufacturers' Education and Training Alliance (META). META comprises 11 manufacturers located in Bridgeport and Stratford. META companies collectively employ more than 1,600 people, have annual sales in excess of \$232 million, and occupy more than 800,000 square feet of manufacturing space. Member companies have core competencies in engineering design, CNC, lathing, grinding, milling, welding, machining, process development and assembly.



Two Connecticut initiatives sparked the creation of this progressive coalition. The first was **The Partnership for Growth** (1998), Connecticut's industry-cluster-based economic-competitiveness strategy. Partnership for Growth worked to link businesses and government in a common strategy to make Connecticut more competitive and its residents more prosperous.

The second was the **Connecticut Inner City Business Strategy Initiative** (1999). This initiative engaged the public and private sectors to form local advisory councils to develop competitive strategies for revitalizing distressed urban areas in five Connecticut cities. In Bridgeport, the nonprofit **Initiative for a Competitive Inner City** (ICIC) and the advisory council developed a strategy to pursue business growth opportunities in three areas where Bridgeport is uniquely positioned to compete: office support services, entertainment and tourism, and metal manufacturing.

Promoting the Growth of Metal Manufacturing

With 6,500 employees, the metal manufacturing industry is the second-largest employer in Bridgeport and makes up 25% of the city's gross output. The metal manufacturing cluster consists of such industries as fabricated metals, electronic components, machine tools, and plating and polishing. Despite above-average growth in the metal manufacturing industry in the national economy, metal manufacturers in Southwestern Connecticut have remained stagnant for the past five years. This is reflected by the decline of manufacturing jobs since 1995.

The cluster strongly believes that, in order to survive and compete globally, metal manufacturers in the Bridgeport area must:

1. Prepare their current and future workforce for a faster-paced, technology-dependent work environment;
2. Upgrade their technological capacity and adopt lean manufacturing processes; and
3. Begin to network and collaborate to pursue joint contracts with large companies that are increasingly outsourcing production of their finished products.

The first of these challenges is most critical. In addition to extremely low population growth projections of 0.2% for the Bridgeport area and 0.5% for the overall Southwestern region, metal manufacturers in the Bridgeport area will soon lose a large percentage of their workforce to retirement. Companies are desperately seeking workers (either incumbent or new entrants) that can step in and replace retiring employees.

These high-wage jobs present an opportunity for unemployed and underemployed workers in the region, where unemployment has remained under 5% in recent months. However, a targeted recruitment and training strategy is required to find and prepare candidates for these positions. This workforce condition mirrors that of the region. In recent years, Fairfield County has seen unprecedented economic growth and opportunity. Employers are struggling to find employees that match their needs. Although the Bridgeport area has a large number of low-income residents, they often face multiple barriers to employment and/or advancement.

Under META, the cluster will continue to work with its employer partners, the state of Connecticut and the workforce development community to develop, implement and sustain an innovative, flexible system to train targeted incumbent/dislocated workers in developing a competitive metal manufacturing workforce in Connecticut.

5. Maritime Cluster

Activated in January, the Maritime Cluster is working to support the growth of the several components that comprise this important industry sector.

New Since Last Update

- ◆ In January 2001, Lieutenant Governor M. Jodi Rell announced the official launch of Connecticut's Maritime Cluster. The organizational center for the cluster, Connecticut Maritime Coalition (CMC), represents the five components of the industry – transportation, manufacturing and services, recreation, commercial fishing and environment – working together to help the maritime companies in Connecticut remain competitive in a fiercely competitive global market.

The maritime industry in Connecticut employs nearly 12,225 people and generates revenues in excess of \$2.6 billion annually. More information about CMC and the maritime cluster can be found at www.ctmaritime.com.

- ◆ CMC currently comprises 21 member businesses and expects to build industry consensus centered on a broad-based organization.
- ◆ The cluster is already at work in areas such as:
 - Workforce development
 - Coastal barge feeder system to alleviate congestion on the I-95 corridor
 - Recognition of the potential of Connecticut's deep-water port facilities
 - The environmentally conscious relocation of dredged material in Long Island Sound
 - Plans to study the worldwide maritime market and to initiate strategic activities necessary to build and strengthen Connecticut's cluster
- ◆ CMC has hired an executive director, William Gash, to oversee day-to-day operations.
- ◆ Maritime companies have spent \$32,000 and contributed more than \$36,000 in kind to activate the cluster. The DECD has committed \$103,000 to support industry's first-year program, strengthening the maritime cluster. Elements of the program are:

PROGRAMS	PROGRAM DESCRIPTION
Year One Programs	Year One
DEVELOP THE CONNECTICUT MARITIME CLUSTER STRATEGIC PLAN	Create the Connecticut Maritime Cluster Strategic Plan that prioritizes public and private actions focused on strengthening the maritime cluster and increasing the competitive position of maritime cluster companies and communities. The plan will address the maritime cluster's linkages to rail, air and roads, and actively integrate the maritime into the state's transportation agenda.
ACTIVATE CONNECTICUT'S SPECIALTY PORTS PROGRAM	Bring coastal barge service to Connecticut's deep-water specialty ports. Barge service will transport containers normally carried by trucks on the I-95 corridor between New Jersey and Connecticut. This service will begin to alleviate congestion on the corridor.
REMOVE INDUSTRY GROWTH IMPEDIMENTS	Engage federal and state regulators and policy makers to support maritime industry growth opportunities. Some of the specific areas to be addressed include dredging, permitting policies and procedures, and land use. Make Connecticut's recreational boating and boat building competitive within the region by changing the Connecticut tax structure governing recreational boating.
ENHANCE CONNECTICUT'S MARITIME WORKFORCE DEVELOPMENT PROGRAM	Complete a marine skills and technology academy feasibility study by working with industry, educators and government. The academy will address maritime industry workforce needs and develop certification programs for employment in Connecticut's marine businesses. Develop an inner-city workforce that can support Connecticut's three deep-water specialty ports. Look into available resources like the Workforce Investment Board to support training initiatives.
STRENGTHEN THE ORGANIZATION	Attain organizational capacity and fiscal stability by building incentives and initiatives that attract and hold cluster membership. Recruit/retain 30 companies in year one. Become self-sufficient within two years. Build partnerships with other cluster groups (i.e., Tourism) by developing activities that attract businesses and people to the waterfront.

First Year Program Deliverables

- ◆ Develop the Connecticut Maritime Cluster Strategic Plan
- ◆ Write and publish a strategic plan to the cluster stakeholders based on output from the process meetings
- ◆ Activate Connecticut's Specialty Ports Program
- ◆ Remove Industry Growth Impediments
- ◆ Develop Connecticut's Maritime Workforce
- ◆ Strengthen the Organization

Work in Progress

- ◆ Connecticut's maritime company leaders are addressing the cluster's linkages to rail, air, and roads, and actively integrating the maritime into the state's transportation agenda.

- ◆ Coastal barge systems are being evaluated as a method of transporting containers normally carried by truck. These systems will help to alleviate congestion on the I-95 corridor.
- ◆ In partnership with the Workforce Investment Board, the cluster has initiated training programs designed to strengthen the four sectors of the industry.
- ◆ The maritime cluster Web site, www.ctmaritime.com, has been activated as part of the cluster’s broad educational outreach and incentives program. The cluster is advancing the maritime educational outreach program, Onboard & Online, which will serve as a traveling water-borne educational platform for the Connecticut public.

Background

For the past year, CEOs from key Connecticut maritime businesses met on 12 separate occasions and, with the assistance of the DECD and CERC, formulated a plan to strengthen Connecticut’s maritime cluster.

From these meetings, industry formed the Connecticut Maritime Coalition (CMC), a 501-c-6 non-profit entity, as the cluster’s organizational center, and engaged Michael Gallis & Associates to assist in the preparation of a strategic report entitled, “Strategic Maritime Cluster Initiative.” This report, published in July 2000 and available on the cluster’s Web site, provides a comprehensive framework of explaining, understanding and evaluating the Connecticut Maritime Cluster and outlines the framework of Connecticut’s maritime strategy.

In conjunction with the “Strategic Maritime Cluster Initiative” report, CERC and industry professionals prepared an economic analysis of the cluster entitled, “The Maritime Industry in Connecticut.” Some of the highlights of this analysis are:

- ◆ Connecticut’s maritime cluster generated \$2.6 billion in direct sales revenue to Connecticut as summarized in Table 1.

Table 1: Maritime Industry Cluster in Connecticut (1997)

	Businesses	Jobs	Payroll (\$M)	Sales (\$M)
Transportation	63	1,399	70	772
Manufacturing	17	8,927	419	1,600
Recreation	203	1,292	37	204
Commercial Fishing	66	607	27	33
TOTAL	349	12,225	\$550	\$2,600

- ◆ The maritime industry is a regionally important industry and contributes substantially to the economic well being of local economies along the coast and near rivers and lakes.
- ◆ The industry is an important link to other industries, particularly the Tourism cluster.
- ◆ The cluster generated \$497 million in taxable revenues to Connecticut in 1997 as summarized in Table 2.

Table 2: Tax Impact (1997)

Employee Compensation	Proprietary Income	Household Expenditures	Enterprises (Corporations)	Indirect Business Taxes	Total
\$160M	\$4.8M	\$209M	\$28M	\$97M	\$497M

6. Plastics Cluster

Activated in February, the Plastics Cluster focuses on workforce development, productivity improvement and collaboration as means of making Connecticut's plastics industry a global leader.

New Since Last Update

- ◆ In February 2001, Commissioner James Abromaitis announced the official launch of Connecticut's Plastics Cluster (CPC).
- ◆ The plastics industry is large relative to other manufacturing industries (fourth largest in the US). Connecticut's plastics industry has grown much faster than other sectors (7%-9% growth versus 5.4% decline for other manufacturing sectors) and currently ranks 10th per capita in size relative to other states. It employs more than 23,000 people and generates shipments in excess of \$4 billion annually, 85% of which are exported out of Connecticut.
- ◆ CPC's intent is to build on its current base through productivity gains to attain worldwide recognition within five years for Connecticut as a premier region for delivering specialty/high-technology plastics and comprehensive product support services.
- ◆ CPC presented a plan to grow to 70 companies by 2003, based on an extensive series of programs in Workforce Development (CPC's focal point), Progressive Manufacturing & Business Practices, Regional Development and Shared Services. Each program has been designed to strengthen the competitive position of CPC's members in order to counter a set of clearly articulated business threats.
- ◆ CPC will measure its success in this endeavor by monitoring growth in its members' revenues and revenues per employee, the number of people trained, the number of training hours delivered and a series of company-specific metrics (e.g., cycle time, set-up time reductions, etc.)
- ◆ The plastics business community and other sources will bear 77% of the CPC's first-year costs, with DECD funding of 23%, focused on infrastructure elements.

First Year Program and Deliverables

Workforce Development Programs designed to counter labor pool depletion pressures

- ◆ Activate the Manufacturing Skills program via a \$75,000 Department of Labor/Office for Workforce Development grant to train 400 people and provide 290 instructional hours
- ◆ Leverage the industry's investments in Connecticut's plastics labs (e.g., at Emmett O'Brien Vocational-Technical School) and enlarge enrollments
- ◆ Strengthen the Certification and Apprenticeships programs

Progressive Manufacturing and Business Practices Program designed to counter market share erosion pressures

- ◆ Launch a Lean/Six Sigma manufacturing improvement training program via a Department of Labor grant to deliver 460 instructional hours
- ◆ Initiate a technology-focused Best Practices Exchange Program among CPC members.

Regional Development Activities designed to lessen relocation pressures on Connecticut manufacturers

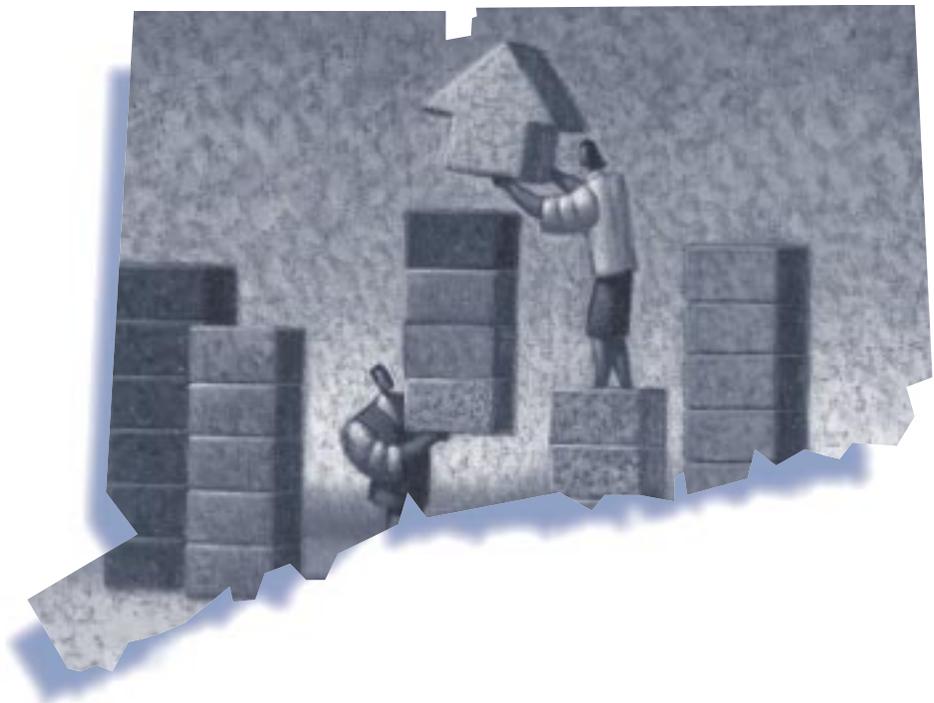
- ◆ Promote the CPC and grow the membership to no fewer than 20 members
- ◆ Create an “ear piece” for the state to keep its leadership aware of the state of competition for plastics businesses worldwide
- ◆ Develop a plan for quick access to growth capital for plastics companies in Connecticut

Shared Services Programs to counter material substitution pressures in the OEM markets

- ◆ Initiate three programs
 - Consolidated purchasing
 - Business services program for electricity/energy, gas, insurance, export services, legal services
 - Recycling and waste disposal

Work in Progress

- ◆ Identify and hire an executive director and initiate the first-year programs above



7. Tourism Cluster

The Connecticut Tourism Council and the Connecticut Office of Tourism

The Connecticut Tourism Council and the Connecticut Office of Tourism continue to work as a strong cluster in the state's economy. As noted in the economic impact report (see below), the tourism industry is an important contributor to the overall Connecticut economy. The industry-based Tourism Council, which comprises multiple sectors represented under legislation, represents the tourism industry. This council oversees the operations of the Connecticut Office of Tourism and directs those efforts in accordance with the needs and demands of the industry. This has made the Connecticut model very effective as compared with models used in other states.

The Connecticut Tourism Council is an active force in encouraging the industry to participate in state efforts and to use the state Office of Tourism in a leadership role in developing new ideas and projects through which the industry can develop and flourish.

New Since Last Update

◆ **Connecticut Vacation Guide**

The Connecticut Tourism Council and the Connecticut Office of Tourism conducted a full request for proposals for a publisher for the Connecticut Vacation Guide and Calendar of Events for 2001 and 2002. Connecticut Magazine was selected. The 2001 edition of the Vacation Guide is scheduled for release in February 2001.

◆ **Marketing and Public Relations**

The Connecticut Tourism Council and the Connecticut Office of Tourism conducted a request for proposals in search of a marketing firm to replace O'Neal & Prella. The Connecticut Tourism Council has selected McLaughlin, DelVecchio & Casey, Inc. (MD&C) of New Haven. MD&C will be using various subcontractors to service the account, using the best possible talent available for the specific project. Subcontractors include Stanton Crenshaw Communications for public relations services and the O'Neal Group for strategic planning services.

◆ **Tourism Strategic Marketing Plan**

A review of the tourism strategic marketing plan was undertaken to re-examine the market position for Connecticut tourism and to reevaluate and refocus tourism efforts conducted by the Connecticut Tourism Council and the Connecticut Office of Tourism. This effort involved multiple research projects. A new strategic marketing plan for 2001-2002 was developed and adopted by the Connecticut Tourism Council. This plan will serve as the basis for all advertising and marketing initiatives from the Connecticut Office of Tourism and will form the basis of creative advertising materials used in those efforts. Copies of the strategic plan are available through the Connecticut Office of Tourism.

◆ **National Public Relations**

In the continuing effort to highlight Connecticut's attributes as a vacation destination, the Connecticut Tourism Council and the Connecticut Office of Tourism conducted a request for proposals to identify a public relations firm to represent Connecticut's tourism interests in out-of-state efforts. The firm of Lou Hammond & Associates, Inc., was selected. Lou Hammond & Associates, Inc. will represent Connecticut's interests and promote Connecticut as a tourism destination throughout the United States.

◆ **The Economic Impact Research Report**

The Connecticut Tourism Council and the Connecticut Office of Tourism, using the University of Connecticut Center for Economic Analysis, conducted a research project assessing the economic impact of the tourism industry in Connecticut. Using the REMI Model, the University of Connecticut determined that tourism has an economic impact of nearly \$5 billion in the state. This report indicates the tourism industry is thriving in the state, excluding the impact of gaming and casinos. It shows that 4% of Connecticut's 1999 gross state product was represented by the tourism industry and that the travel and tourism industry supported 89,470 jobs in 1999. This equals 4.3% of Connecticut's workforce. Tourism also accounted for \$3.8 billion in personal income throughout the state.

The University of Connecticut Center for Economic Research stressed that this report is extremely conservative, since the data used in the model was collected only from lodging and campgrounds, and did not include attractions, marine trades and other industries represented in tourism. A new report will be conducted in the future. It will expand this information base and, therefore, probably reveal a much higher economic impact of the tourism industry in the state.

◆ **Internet and Tourism Industry**

The Internet is playing a major role in Connecticut's tourism industry, as it is nationwide. The Connecticut Tourism's Web site has serviced more than 1 million visitors in the past year. The Internet is fast becoming the primary resource for travelers to obtain information about a prospective destination. This has made the Internet site and information on that site extremely important in the overall development of a tourism campaign. While printed materials continue to be an important part of the overall tourism marketing efforts, the Internet has become a new medium for communication.

Work In Progress

◆ **2001-2002 Tourism Marketing Efforts**

With the development and approval of the Strategic Marketing Plan for Tourism by the Connecticut Tourism Council, the Connecticut Office of Tourism is developing creative new placement strategies for the tourism campaign in 2001-2002. These include the use of cooperative advertising efforts among industry members; use of paid media, including radio, television, newspaper, magazines and Internet; and more.

◆ **Governor's Conference and Unity Dinner**

Work is continuing on the Eighth Annual Connecticut Governor's Conference on Tourism and the 14th Annual Unity Dinner, which are highlight events of the tourism industry. Each year the Connecticut tourism industry comes together for two days of educational seminars culminating in an awards program at the Unity Dinner. This event last year drew a record number of attendees and featured nationally and internationally known speakers. This year's conference, which is being developed with an industry-based advisory committee, promises to be as significant an event as it was in 1999.

◆ **Mark Twain, Ken Burns, PBS Special**

The Connecticut Tourism Council is the primary Connecticut sponsor of a new documentary film by Ken Burns Productions. This film will focus on the life and times of Mark Twain using Connecticut as a focus. Under a contract with WETA in Washington, D.C., and Ken Burns Film Company, the state of Connecticut will receive credit for being a sponsor and will have the opportunity of being credited every time the film is broadcast on television or sold on videotape. This should be a major positioning opportunity for Connecticut. The production, while not finally scheduled, will probably air on PBS stations sometime around the first of January 2002.

8. Clusters in Formation

A. Agriculture Cluster

New Since Last Update

- ◆ **Completed strategic plan** – A roundtable of Connecticut Agriculture/Aquaculture industry leaders, working with Albu Consulting of Stamford with DECD support, completed a strategic plan for a Connecticut Agriculture Cluster. The plan includes:
 - More than a half-dozen major cross-cutting program elements aimed at enhancing the competitiveness of the state’s agriculture/aquaculture-based businesses; and
 - An operational plan identifying deliverables, costs and a time frame for each task.

Work in Progress

- ◆ **Preparing for activation** – A roundtable of leaders from Connecticut’s agriculture/aquaculture industry is developing an organizational structure for the cluster, based on its recently developed strategic plan. The group expects to present a proposal for cluster activation to DECD early in 2001.

Background

In mid-1999, with the joint assistance of the Department of Economic and Community Development and the Department of Agriculture, a group of industry leaders from Connecticut’s agriculture and aquaculture communities initiated discussions concerning the relative merits of and need for collaborative efforts among the cluster’s various constituent groups. Business leaders representing all of the major industries (fruits and vegetables, dairy products, green industries, winegrowers, seafood/aquaculture, etc.) were recruited to the project.

Based upon the positive outcomes of these strategic sessions, the group launched a search in the spring of 2000 to identify a business-planning consultant to assist in developing a strategic plan and operational plan outline for a Connecticut Agriculture/Aquaculture Cluster. Through an RFP process, the group chose one of eight planning consultants, Albu Consulting of Stamford, to facilitate the planning process. In the summer of 2000, each industry group developed business and marketplace information and brought it into an intense planning process involving three all-day meetings of the industry leaders. A strategic plan was completed and documented in early October 2000.

B. Workforce Development



Creating a demand-driven system that ensures workers' skills match business's needs—now and in the future.

Why It's Important

Companies in targeted industry clusters will locate and expand in Connecticut only if they have access to highly skilled workers. In addition, Connecticut companies must continuously upgrade incumbent workers' skills so they can use the advanced technologies and processes necessary for increased productivity. Responding to recommendations by business leaders, Connecticut has launched several demand-driven training initiatives to enhance the availability of skilled workers in Connecticut.



1. Connecticut Business Training Networks

The Connecticut Business Training Networks program provides guidance and funding to help small and midsize Connecticut companies band together to identify training needs, develop a training strategy and deliver high-quality employee training cost-effectively. Since its launch in May 1999, the program has funded eight training networks. DECD awards grants to eligible networks in three phases: Exploratory (\$10,000); Developing (each of two years at \$25,000); and Operational (\$25,000). Beyond that, networks are to be funded by participating member companies.

New Since Last Update

- ◆ **Spring Training in Connecticut** (Five Bristol-area spring manufacturers) – This network has submitted a Developing Phase proposal to create a comprehensive workforce development plan for their industry. Working with the New England Spring and Metal Stamping Association, vocational-technical high schools and community colleges, they will develop a specialized curriculum to attract new workers and upgrade incumbent workers' skills. The proposed project will be called the New England Spring Manufacturers Institute.
- ◆ **Metal Manufacturers Training and Education Alliance (META)** (11 Bridgeport-area companies) – Since its inception as a training network, this group has gone on to be an activated cluster. While it will not be applying for additional grants as a training network, the program continues to provide resources and expertise.
- ◆ **Housatonic Education for Advanced Technology (HEAT)** (Seven Danbury-area electronics manufacturing companies) – In December 2000, HEAT was awarded a first-year, Developing Phase grant of \$25,000. The funding will enable them to create a training matrix and schedule, develop curriculum, create training development plans for individual employees, and develop and run pilot programs. It will also enable them to establish procedures to measure the degree to which their training investment earns returns in the form of increased worker productivity.

In addition, HEAT has received a \$75,000 grant from the Office for Workforce Competitiveness. The funds will be used to train incumbent workers.

- ◆ **Fairfield County Information Technology Consortium** (Eight Fairfield-County IT companies) – This group has completed its Exploratory Phase and is working on a draft of a proposal for its Developing Phase grant. It is also working to increase the number of member companies.
- ◆ **Automotive Training Collaborative** (Five automobile dealers east of Hartford) – The group has received a \$25,000 Developing Phase grant. After using their own funds to identify qualities necessary in a successful automobile sales professional, the group has now developed a customized curriculum to train prospective salespeople. The curriculum was developed in collaboration with Manchester Community College and draws heavily on the college's credit programs in business. The first class of 20 began in October, and 17 people graduated in January 2001.

The collaborative is also considering working with the national Automotive Youth Educational Systems and Connecticut vocational-technical high schools to create a school-to-career program to increase the number of automotive technicians entering the workforce.

- ◆ **Upper Albany Business Training Network** (Seven retail merchants in Hartford's North End) – This network has concluded its first phase and is preparing to apply for a Developing Phase grant in spring 2001. Members are focusing on developing a customer-service training program, using a train-the-trainer model.

They plan to provide the training to other businesses in the community. The customer-service-training program was funded by a \$75,000 grant from the Office for Workforce Competitiveness.

- ◆ **Connecticut Association of Metal Finishers** (Six manufacturers in Hartford, New Haven and Litchfield counties) – Having completed its Exploratory Phase, this network is preparing to apply for a Developing Phase grant. Members plan to work with a national association to create a model of how and when they will deliver necessary training.
- ◆ **2000 IT Training** (Five Stamford IT firms) – The network, working with the Stamford Chamber of Commerce, has received a \$10,000 Exploratory Phase grant. Members are working with Stamford Public Schools, the Academy of Information Technology and higher education institutions to link education to the skills most in demand among IT businesses.

Work in Progress

The Connecticut Business Training Network program is working with a number of groups statewide that are considering forming training networks. They include:

- ◆ The Chamber of Commerce in Windham and Work Force One, the region's Work Force Development Board, are considering forming a partnership to link local colleges, universities and high schools with manufacturing or IT businesses.
- ◆ The Greater Valley Chamber of Commerce is considering a network for plastics companies in the Shelton area.
- ◆ The Regional Growth Partnership, the New Haven Chamber of Commerce and the New Haven Enterprise Zone are discussing network possibilities based on the Inner City Business Strategy findings.
- ◆ CURE, Connecticut's BioScience Cluster, is interested in developing a network of bioscience firms.
- ◆ The Waterbury Chamber of Commerce and area manufacturers are exploring the formation of a training network for metal manufacturing.
- ◆ A group of manufacturers in Bristol and Farmington are considering forming a training network.
- ◆ The Connecticut Hospital Association is exploring an initiative that would project health care demands for home care organizations, hospitals and long-term care facilities and work with educators to develop programs necessary to ensure sufficient health care workers to meet the demand.



2. Secondary School Technical Education Pilot Program

Established by the Manufacturing Cluster, this program seeks to build a strong technical workforce by creating programs that provide students with both strong academics and advanced technical training. Each of the four pilot programs began operations during the 1999 school year.

New Since Last Update

1. Manufacturing Technology Cooperative (Waterbury area)

- ◆ Kaynor's Middle School Summer Camp attracted 100+ students, 60 in manufacturing
- ◆ 500 students applied for the 220 freshman slots for the 2000-01 school year
- ◆ Two sessions of a manufacturing symposium were held in November and were well attended by students and parents
- ◆ 25% chose manufacturing
- ◆ 20 students interned at Connecticut companies last year as an extension of their cooperative work program

2. Manufacturing Advanced Placement Program (MAPP) (Middletown area)

- ◆ Five students completed the first-year program
- ◆ 13 students currently in program
- ◆ The Connecticut Business & Industry Association (CBIA) awarded a \$10,000 grant to the Middlesex Chamber of Commerce to strengthen its Manufacturing Council and promote the manufacturing industry to students

3. Windsor High School (Windsor area)

- ◆ Held a targeted recruitment meeting with parents and conducted tours of several manufacturing companies
- ◆ 17 students enrolled in double-period program
- ◆ Two students leveraged their summer internships into jobs

4. Tourtellotte High School/Ellis Technical High School (Danielson)

- ◆ Seven students completed first year of training
- ◆ No students recruited for second year of program

Work In Progress

1. Manufacturing Technology Cooperative (Waterbury area)

- ◆ In process of fully implementing NTMA (National Tooling and Machining Association)
- ◆ DECD has provided a \$289,000 grant to assist in the creation of an Advanced Technology Center (ATC) at Naugatuck Community College. Advanced machining students at Kaynor will continue their education at ATC, freeing up additional slots for more students in the Kaynor program

2. **Manufacturing Advanced Placement Program** (Middletown area)

- ◆ Working with school system and Chamber of Commerce to identify funding for continuation of program once pilot funding from DECD is exhausted
- ◆ Expanding pilot for a third year within DECD grant
- ◆ Chamber developing “travel billboard” for use by comprehensive high school guidance offices to promote manufacturing industries as careers
- ◆ School-to-Career representative instituted weekly meetings with students to monitor participation
- ◆ Vinal Technical High School incorporating some NTMA skills
- ◆ MAPP will continue for a third year based on available funding in their budget.

3. **Windsor High School** (Windsor area)

- ◆ Recruitment program for parents will be repeated for the second semester
- ◆ Utilizing NTMA curriculum with success

4. **Tourtellotte High School/Ellis Technical High School** (Danielson)

- ◆ Tourtellotte/Ellis resulted in a single-year pilot. The program was adversely affected by a significant number of key personnel/staffing changes.



3. Precision Machine Training Program

This program was launched at the recommendation of the Manufacturing Cluster and the Metro-Hartford Millennium Project. Its goal is to increase the number and skill levels of people in precision manufacturing. Businesses helped design the program and remain actively involved. The program is operated by the Machining Technology Center at Asnuntuck Community College. Coursework can be done at Asnuntuck, Capital or Manchester Community Colleges.

New Since Last Update

- ◆ 195 students have graduated from the program since its inception, and 181 have accepted positions in manufacturing firms
- ◆ First group of 13 students graduated from the Machine Technology Certificate Program at Asnuntuck with a value of 30 college credits, and 14 are currently enrolled in the program
- ◆ Two students are currently enrolled in the two-year Associate Degree Program
- ◆ Six summer interns at Pratt & Whitney have been sponsored as full-time students by Pratt
- ◆ An 88-hour curriculum, including basic milling, turning, grinding and theory, was designed for current employees of Pratt & Whitney

Work in Progress

- ◆ Thirty-one full-time students are expected to graduate from the Certificate Program in the year 2000-2001.
- ◆ \$167,000 contract with Wiremold to provide more than 10,000 employee hours of training
- ◆ \$74,000 grant from Office for Workforce Competitiveness to provide incumbent worker training for 40 employees of local manufacturing companies
- ◆ \$1 million grant from DECD to initiate new machine/manufacturing programs at Northwestern and Quinnebaug Community Colleges and to enhance the programs at Manchester and Capital Community Colleges with technical assistance from the Precision Machining Institute.

4. The Office for Workforce Competitiveness (OWC)

Connecticut leads the nation when it comes to the percentage of **Information Technology** workers in some of its key traditional industries such as insurance, ship and aircraft manufacturing, utilities and pharmaceuticals. Our state also outpaces the rest of the country in the percentage of IT employees in its overall workforce. And the greatest concentration of those 62,000 IT workers are, perhaps surprisingly, located in the Greater Hartford area.

So why isn't Connecticut recognized as one of the premier states when it comes to IT workforce, and how can that condition be reversed? How can Connecticut more effectively leverage its highly educated and well-trained workforce into a greater competitive advantage? By elevating Connecticut's IT profile on a par with other IT hotbeds, the state can more easily attract and retain young talent and experienced workers and meet industry's projected workforce needs.

Information Technology Workforce Strategy

The just-completed **An Information Technology Workforce Strategy for the State of Connecticut**, presented to the Governor and General Assembly this month as required by P.A. 00-187, assesses Connecticut's IT workforce and addresses ways to meet projected employer needs. The OWC contracted with the Battelle Memorial Institute to prepare the report, which describes a comprehensive approach to developing a more skilled workforce by better integrating private industry's needs with the state's education and workforce training systems. It is certain to provoke great discussion and interest in the current legislative session.

The report contained numerous findings, conclusions and recommendations. Among them:

- ◆ The highest percentage of IT workers are located, not in relatively young and unstable start-up companies, but in mature core industries such as insurance and manufacturing. Young people entering the workforce may not consider some of the state's core industries as potential employers if they don't know those promising jobs already exist.
- ◆ Connecticut outpaces the national average of IT workers in its overall labor force by 26 percent – a significant margin.
- ◆ IT-producing businesses grew by 9.7 percent in Connecticut in the last five years, compared to the national average of 8.8 percent.

In order to be a leader in generating and sustaining a well-rounded, highly skilled IT workforce, Connecticut must implement five critical strategies known as the "5Rs" right away:

- ◆ Reinforce and replenish the key industry drivers by building on existing efforts to foster e-business cluster development.
- ◆ Regain and recruit IT workers by improving the image of Connecticut as a leading state in e-business opportunities.
- ◆ Retool the existing workforce by addressing career development needs through programs that make the transition to IT careers.
- ◆ Retro-fit the educational pipeline to provide real-world experiences and achieve a more well-rounded technical workforce by strengthening industry involvement in educating and training IT students.

- ◆ Ramp-up the education pipeline across all levels of the education system.

In a second phase, Battelle will be examining practices and initiatives in higher education that best meet the needs of business and industry.

Workforce Investment Study Team (WIST)

With the creation this year of the legislative Workforce Development Committee, the General Assembly has placed a premium on workforce issues. In order to better leverage diminishing federal and state workforce development resources, the General Assembly last year also mandated a state-level study of existing workforce training models. Under PA 00-192, the **Workforce Investment Study Team, or WIST**, was created and reported back to the Legislature on Jan. 1. The WIST examined models from more than 40 other states and considered a wide array of organizational systems already in place. A consistent theme emerged from the study: the state's workforce and economic development system must be more strongly coordinated through a consolidation of authority in order to meet the needs of employers, incumbent workers and job seekers.

The report recommends:

- ◆ The consolidation of authority over major workforce funding streams within a single agency that would support the CETC, the state's workforce development policy board, in achieving its objectives. Currently, there are numerous funding streams that remain uncoordinated.
- ◆ Funds would continue to flow through the current state agencies but the single agency would be clearly authorized to carry out the statewide policies and direct funding in conjunction with those policies.

Workforce Program Initiatives

Gov. Rowland has also created an array of **workforce program initiatives** targeted to those with few skills or education or having significant barriers to meaningful career opportunities. They include incumbent and dislocated workers, youth and non-custodial parents.

OWC has authorized a total of \$850,000 in 11 pilot programs across the state and created a partnership with the Connecticut Women's Education and Legal Fund to launch the project. The programs were divided into three categories — career paths, worker retention and non-custodial parents — and will serve approximately 280 people.

The OWC youth initiatives were born out of a collaboration with the departments of Labor and Children and Families and focuses on a Hartford-based program that will be replicated in other cities this spring, notably Bristol and New Britain. Known as Our Piece of the Pie, this pilot program provides youth with troubled backgrounds an opportunity to learn carpentry skills and team building exercises. The eight-week program involves small boat building that requires blueprint reading and woodcraft work.

A total of \$1.4 million was authorized for two **incumbent worker training** programs that will reach nearly 3,000 workers. Phase I includes \$500,000 distributed on a statewide approach that focuses on business training networks, clusters or multiple-company partnerships. Phase II involves \$500,000 distributed to the eight regional workforce boards for multiple-firm partnerships. In addition, the Office for Workforce Competitiveness has retained the nationally recognized firm of DeLoitte & Touche to assist local boards in developing a demand-driven system that will more closely connect employers to the state's education, employment and training systems.

In advance of the planned Adriaen's Landing, members of the public and private sectors have banded together to form the **Hartford Construction Jobs Initiative**, also known as the Jobs Funnel. The Funnel, a private-public collaborative that involves the state and Connecticut Light & Power and the Hartford Foundation is supported with more than \$1.5 million. The Funnel has more than met its goal of producing 250 skilled construction job placements over 18 months. In less than a year since the first classes began, the Funnel has placed more than 280 Hartford residents into a variety of construction sites, including the renovation of the Bushnell Auditorium, the Hartford Public Library, The Learning Corridor and others around the state. Ultimately, the goal is to have 30 percent of all the construction jobs fueled by the Adriaen's Landing project go to qualified Hartford residents.

The **One-Stop Centers** are the main focus for employment training and services within the eight workforce investment board regions. Since the Workforce Investment Act went into effect July 1, numerous changes have taken place at the One-Stops involving new public and private partnerships. The OWC assisted in the development of the memorandums of understanding between all the mandated partners. These memorandums are the basic agreements that set out responsibilities for providing services. As of November 2000, 51,500 clients have registered at the One-Stops across the state. More than 80 percent of those who were employed upon receiving services at the One-Stop were employed six months after exiting the program. On average, those who successfully completed training programs were earning, on average, \$3,700 more over a six-month period than before they entered.

The **JOBS Cabinet** has recently undertaken a major initiative designed to meet the short- and long-term shortages of skilled nurses. The Cabinet has called upon a variety of public and private entities, including the departments of health, labor, higher education and those representing nurses and hospitals, to assist in the development of a strategy that will effectively deal with the projected nursing shortage in Connecticut.



On Oct. 31, Connecticut was recognized by the **National Alliance of Business** for its outstanding commitment to workforce development and education. Gov. Rowland traveled to Washington to accept the **State of the Year** award that cited Connecticut for ranking high in national education "report cards" and linking education to workforce development. According to Education Week, "The improvements in Connecticut's education system represent the most dramatic story among the 50 states."

C. Connecticut Inner City Business Strategy



Businesses, communities and government working together to restore economic vitality to Connecticut's inner cities.

Why It's Important

Connecticut's economic future is closely linked to the future of its urban centers. The state can achieve its economic potential only if inner-city companies and residents achieve theirs. Connecticut's Inner City Business Strategy is a bold initiative that aims to create economic opportunity in the inner cities by capitalizing on their competitive advantages, attracting increased private investment and linking inner cities to industry clusters. The Governor's Council on Economic Competitiveness and Technology and the Department of Economic and Community Development launched the initiative in spring 1999, focusing on Bridgeport, Hartford, New Britain, New Haven and Waterbury.

After an intensive, data-driven study, more than 200 business, civic and community leaders developed a three-year plan for revitalizing the inner cities, and in May 2000, Governor Rowland announced that the state was committing \$5 million to fund many of the initiatives they recommended, including those discussed below.



1. Connecticut Inner City 10 Awards Program

One of the key initiatives recommended by those conducting the Inner City Business Strategy initiative was the creation of a high-profile awards program to recognize the fastest-growing, inner-city companies in the state, and thus call attention to the inner city as a desirable place to run a business.

The Connecticut Inner City 10 is modeled on the national Inner City 100 program co-sponsored by Professor Michael Porter's nonprofit Initiative for a Competitive Inner City (ICIC) and *Inc. Magazine*. Connecticut's is the first statewide program, and winners of the state program are automatically eligible for the national program.

In April 2000, five Connecticut companies were winners in the national Inner City 100 contest. These companies seized opportunities often overlooked by others and are front runners in the New Economy.

New Since Last Update

- ◆ On September 26, Governor John G. Rowland, in conjunction with ICIC, launched a public call for nominations for the Connecticut Inner City 10 awards.
- ◆ Out of a pool of 50 nominated businesses, 30 companies met the criteria as qualified candidates for the program. Applicants were ranked based on the percentage of increase in the company's gross revenues between 1995 and 1999. Based upon an extensive review by PricewaterhouseCoopers, one of the country's leading accounting firms, ICIC and the State of Connecticut were able to determine the finalists for Connecticut's Inner City 10 Awards. Connecticut's top candidates automatically go on to compete in the ICIC/*Inc. Magazine* Inner City 100 national contest in April 2001.
- ◆ To qualify for the Connecticut Inner City 10 Entrepreneurship Awards, companies had to meet the following criteria:
 - ◆ Be a private, for-profit corporation, partnership or proprietorship (not a subsidy, regulated bank, utility or holding company)
 - ◆ Have headquarters located in the inner city (an economically distressed urban area) or have 51% or more of their physical operation in Connecticut's inner city areas
 - Employ 10 or more full-time workers at the end of 1999
 - Have had sales revenue since 1995 of at least \$75,000, an increase in 1999 sales over 1998, and sales of at least \$1 million in 1999.



- ◆ Eleven winning companies have been selected. They will receive their prestigious Connecticut Inner City 10 awards on Feb. 15 at a meeting of the Governor's Council on Economic Competitiveness and Technology.

Winners of the 2000 Connecticut Inner City 10 Awards

Company	Location	1999 Revenue	Sales Growth '95-'99 % Increase	5-Year Compounded Annual Growth Rate
Rego Realty Corp.	Hartford	\$ 1,258,774	1400%	97%
Central Auto & Transport	Hartford	\$ 3,479,493	619%	64%
Innovative Display & Design	Bridgeport	\$ 8,832,387	236%	35%
Space Craft Manufacturing Inc.	New Haven	\$16,766,095	225%	34%
Prime Resources Corp.	Bridgeport	\$33,791,011	155%	26%
Horizon Services Corp.	East Hartford	\$ 1,520,816	144%	25%
Quintana Supply	Hartford	\$ 5,300,000	130%	23%
Archives One	Watertown	\$ 2,454,022	128%	23%
Roman Realty Inc. (Century 21)	Stamford	\$47,000,000	124%	22%
Alexandre, Clark Associates Inc. DBA ACA Foods	Hartford	\$ 3,830,141	124%	22%
Computer Resolutions	Bridgeport	\$10,111,415	124%	22%



2. Connecticut Inner City Executive Education Alliance Program

The *Inner City Executive Education Alliance* is an outgrowth of recommendations set forth in the Connecticut Inner City Business Strategy. The alliance aims to give CEOs from 20 to 25 rapidly growing inner-city companies the advanced business management tools necessary for continued success in the New Economy. Participants are provided access to challenging executive education business workshops at some of the most prestigious universities in the region.

Participants pay one-third of the tuition themselves, while receiving a one-third tuition reduction from the participating university, and Fleet Bank underwrites the remaining one-third.

The competitive executive education programs range from two to five days and cover such topics as competitive marketing strategy, e-commerce and the latest management techniques.

New Since Last Update

- ◆ The Connecticut Inner City Executive Education Alliance was launched in October 2000 by the Department of Economic and Community Development, Columbia University Business School, the Wharton School of Business at the University of Pennsylvania, Yale University School of Management, FleetBoston Financial and ICIC. As we continue to develop the alliance, additional schools from Connecticut will be added to the network of participating universities. To support this effort, FleetBank Financial has committed \$50,000 towards an alliance scholarship fund.
- ◆ Also in October, the first inner-city business executive attended an executive education program. Hitesh “Max” Kothari, CEO of Hartford-based Star Hardware, took part in the Leadership and Team Effectiveness program at Yale. Star Hardware was a winner of the 2000 ICIC/Inc. Magazine Inner City 100 award.
- ◆ On January 18, inner-city entrepreneurs and community leaders were invited to an Inner City Executive Education Alliance focus group. The purpose of the focus group was to ensure that workshops offered by the alliance meet the educational business needs of inner-city entrepreneurs.

Feedback from focus group participants reinforced the state’s comprehensive effort to equip up-and-coming-entrepreneurs with access to some of the country’s top university business programs.

Participants welcomed the opportunity to increase their business acumen and become more competitive in the New Economy by participating in the alliance. They also acknowledged that the Connecticut succeeds when inner-city businesses experience growth and increase employment opportunities for residents in their communities.

Work in Progress

- ◆ Developing admission criteria and an application based on input from the focus group
- ◆ Planning to have applications available at the end of February for executive education programs beginning in April
- ◆ Preparing an in-depth, follow-up survey for completion by all executive education program participants

3. National Foundation for Teaching Entrepreneurship (NFTE) Program

One of the best ways to foster economic revitalization in Connecticut's inner cities is to encourage entrepreneurship among city residents. That's why leaders of Connecticut's Inner City Business Strategy Initiative recommended – and Governor Rowland funded – the implementation of the NFTE (pronounced “nifty”) program in the state.

Founded in 1987 and based in New York, NFTE is an international nonprofit organization that introduces low-income and at-risk young people to the world of business and entrepreneurship by teaching them how to develop and operate their own legitimate small businesses. More than 38,000 students have participated in NFTE programs to date.

New Since Last Update

- ◆ On January 19 and 20, at Waterbury's Kennedy High School, NFTE, Microsoft Corp. and the state of Connecticut collaborated to train 21 business teachers from 12 area high schools in how to use NFTE's BizTech program. BizTech is an online entrepreneurial learning program that teaches young people the basics of entrepreneurship, information technology and workplace readiness via the Internet. The teachers will use the curriculum to teach at-risk, inner-city youths ages 13 to 18. The curriculum includes interactive, business-oriented field trips, classroom speakers and other enhancements.
- ◆ The NFTE's BizTech program will be launched this spring at Crosby, Kennedy and Wilby High Schools and Granville Academy in Waterbury. Participating schools in New Haven are Hillhouse, Wilbur Cross and the Hill Cooperative. Additional towns that will offer the program in their areas are: Bristol, Danbury, Meriden, Milford, New Britain and Norwalk.

Background

NFTE's BizTech program is a positive investment in Connecticut's inner-city youths. The fundamental purpose of NFTE is to equip inner-city youths with skills necessary for possible self-employment, so they create for themselves the possibility of economic independence and self-sufficiency.

The NFTE program has demonstrated it is dramatically more effective in engaging students who otherwise evidence short attention spans. It teaches everything from selecting a business, marketing, advertising and publicity, to preparing a budget and income statement. In addition, students learn practical skills such as how to make a sales call, the best way to buy wholesale and where to sell their products. Students are also taught how the stock market works and are encouraged to read the *Wall Street Journal* each day, as well as to play the “Stock Market” game.

The entire course is very interactive, with a great deal of reliance on both games (trading, negotiation, stock market, etc.) and role playing, always seeking to reach non-traditional learners in the most effective way. Students are provided with their own professional BizTech BizBag, containing text books, case studies of successful entrepreneurs, sales and receipt books, calculators, battery-operated organizers, pens and pencils.

The course concludes with students submitting a PowerPoint presentation of their business plan to be judged by local business, political and education leaders. Winning plans can receive cash awards, with \$200 being the grand prize, \$100 and \$50 for second and third place respectively.

4. New Britain Health Care Training Collaborative

New Since Last Update

- ◆ DECD has awarded a grant of \$55,200 to Central Connecticut State University/Institute for Industrial and Engineering (CCSU/IIET) to create a cluster working group to lead the New Britain Health Care Training Collaborative.
- ◆ The collaborative is a direct result of the New Britain Inner City Business Strategy recommendation that regional health care providers collaborate to develop a regional health care training center for employers of the more than 100 medical facilities in the area.

Work in Progress

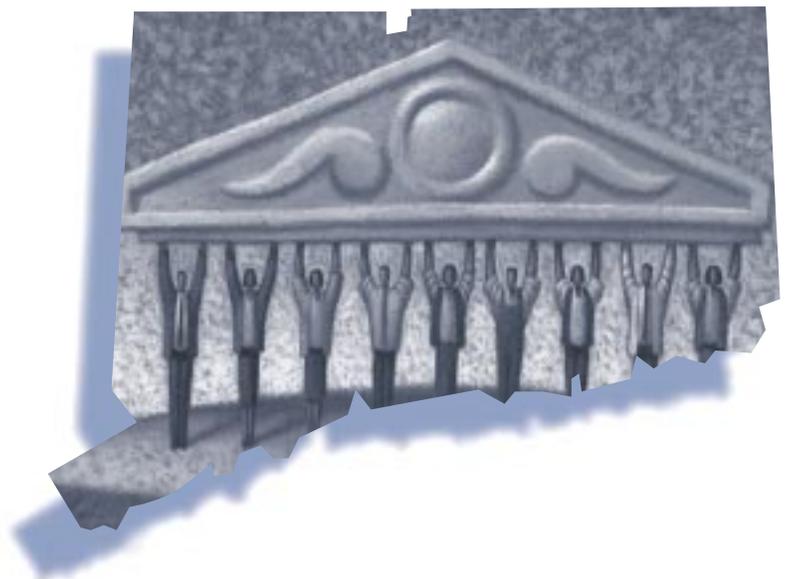
- ◆ Hiring a project director to manage the development of the collaborative on an ongoing basis.
- ◆ Developing a plan for a pilot inner-city training initiative focused on health information systems to begin in fall 2001.
- ◆ Designing a model Certified Nursing Assistant training program to enhance existing training.
- ◆ Convening focus groups to identify career paths and create a plan for how the collaborative can assist in bridging gaps in career paths.

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Background

Participants in the Connecticut Inner City Business Strategy determined that:

- ◆ The New Britain health care cluster employs more than 25,000 people and offers opportunities for entry-level work with upward mobility.
- ◆ A regional health care training center would link inner-city residents to job opportunities by providing job training, certificate training, continuing education and career path advice.



5. Hartford Enterprise Partnership

New Since Last Update

- ◆ A key recommendation of the Hartford Inner City Business Strategy Initiative was the creation of the Hartford Enterprise Partnership (HEP), a single “one-stop” center that would coordinate the services provided to businesses seeking to locate or grow in Hartford.
- ◆ The HEP Planning Committee has been convened to oversee the development of the Implementation Plan, which will serve the needs of new and growing businesses in inner-city Hartford. The committee will provide advice and input on the structure, governance and implementation of HEP.
- ◆ The consulting firm of Brody, Weiser, Burns has been hired to develop an Implementation Plan that has the support of the key organizations involved in housing and providing services to the partnership.
- ◆ The Planning Committee has reviewed the results of group and individual interviews the consultants conducted with entrepreneurs, service providers and corporate purchasers of business services.

Work in Progress

- ◆ Researching potential methods for funding additional entrepreneurial education and training programs and linking them to entrepreneurial opportunities in the clusters.
- ◆ Developing the first draft of the Implementation Plan that will address organizational mission and strategy; services; management and staffing; and budget and funding.

Background

- ◆ Research indicates that small and mid-sized businesses will be the primary engines driving growth in commercial services. Businesses must overcome hurdles such as inadequate access to capital, lack of management experience and expertise, high overhead expenses, weak brand recognition and limited e-commerce capacity.
- ◆ Potential activities for HEP:
 - Coordinate the provision of business services and advice
 - Provide incubator space and shared services
 - Link business to equity and debt capital sources
 - Expand commercial services franchising
 - Link businesses to entrepreneurial education and training
 - Assist in creation of a comprehensive neighborhood retail development strategy



6. Entrepreneurial Training and Technical Assistance Program for Hispanic Entrepreneurs

New Since Last Update

- ◆ Waterbury's Inner City Business Strategy stresses the importance of increasing opportunities for self-employment, micro-enterprises and small businesses as traditional routes to self-sufficiency for inner-city residents, particularly immigrants. Specific recommendations include the addition of a bilingual business counselor in Waterbury and expanded marketing efforts to the region's Spanish-speaking community.
- ◆ DECD awarded a \$50,000 grant to the UCONN Small Business Development Center (SBDC) to establish an Entrepreneurial Training Initiative whose goal is to empower inner-city residents to take advantage of self-employment opportunities.
- ◆ The four-part program includes a 10-week Entrepreneurship Training Workshop, a four-week Computer Training Workshop and specialized one-on-one bilingual technical assistance.
- ◆ 44 people completed a 13-week entrepreneur course, receiving certificates of completion from UCONN's SBDC. The course was taught entirely in Spanish.

Work in Progress

- ◆ 36 of the 44 graduates are attending a 12-hour computer training workshop, which includes basic computer training and introduction to Quickbooks accounting software.
- ◆ A part-time, bilingual business counselor has been hired to provide ongoing business counseling services to assist new businesses in the start-up phase.



7. Job-readiness Training Programs (STRIVE)

New Since Last Update

In business interviews throughout the five cities, business owners emphasized the immediate need for increased and improved job-readiness training. To help businesses fill entry-level positions, existing programs must be enhanced or new programs must be created.

STRIVE is one of the most successful models in the country for job-readiness training. First developed by East Harlem Employment Services in 1984, STRIVE programs have placed more than 15,200 people in jobs. STRIVE provides pre-employment attitudinal training and post-placement support services to lead people to permanent employment and self-sufficiency. The program has an 80 percent success rate in helping people get jobs and keep them.

DECD has funded the development and implementation of two job-readiness programs based on the successful national STRIVE model, to help inner-city residents in the Hartford and New Haven areas prepare for and succeed in the workplace. For this purpose, DECD has provided \$50,000 to each of two organizations: the Community Economic Development Initiative (CEDI) in New Haven and Hartford's South Arsenal Neighborhood Development (SAND) Initiative. Substantial additional resources are committed by local businesses, foundations and organizations to create strong programs.

Work in Progress

These education and training programs are providing opportunities for the unemployed and underemployed residents in the New Haven and Hartford areas, helping them with:

- ◆ Developing an awareness of effective and appropriate communication skills
- ◆ Developing positive behavior in the workplace and community
- ◆ Developing a personal, positive work ethic and employee accountability
- ◆ Identification of mutual employee and employer needs and expectations
- ◆ Job placement and continuing personal post-job training support



Hartford – SAND

The STRIVE Hartford program was launched in September 2000.

- Funding for the first full year of operation has been completed, and several supporters have already committed for three years.
- A staff team has been hired for training, recruiting, job development, counseling and administration.
- The SAND facility was refurbished, computer systems and other equipment were donated by UTC, United Way and Mass Mutual.
- A clothing drive conducted by PHOENIX has created a “warehouse” of business attire to help the trainees prepare for the business world.
- 3 training cycles have been completed by 29 students; 24 have graduated, 19 are employed and others are pending job offers.

New Haven – CEDI

The STRIVE New Haven program has conducted three sessions to date with a total enrollment of 57. The sessions produced 38 graduates, with 22 currently employed and 10 awaiting barrier-to-employment resolution. The current session has an enrollment of 17, with 15 targeted for employment positions upon graduation.

8. Hartford 2000

New Since Last Update

Hartford 2000 is a coalition of Neighborhood Revitalization Zones (NRZs) and the city of Hartford. It is an essential partner in the effort to address those characteristics of the inner city that create disadvantages for business. The Hartford Inner City Business Strategy identified “increasing the strength and capacity of Hartford 2000” as a necessary element in the implementation of the strategy. DECD has committed \$60,000 for the first year to help Hartford 2000 take a more active role in economic development in the city of Hartford.

Work in Progress

In support of its mission to strengthen the individual and collective capability of the NRZs, Hartford 2000 has set strategic goals to:

- ◆ Work closely with the Hartford Economic Development Commission, the Chamber and the Capital Region Growth Council to recruit companies
- ◆ Establish/expand economic development training opportunities for neighborhood leaders
- ◆ Build closer relationships between inner city businesses, merchant coordinators and neighborhood residents
- ◆ Build an effective and inclusive structure within its organization
- ◆ Develop effective working relationships with local, state and regional entities that can or do affect Hartford’s neighborhoods
- ◆ Demonstrate to the Hartford community, through education, that NRZs are engines that drive revitalization
- ◆ Promote inter-neighborhood collaboration and cooperation



9. Greater New Haven Cluster Strategy and Business Connection

New Since Last Update

- ◆ The vision of the New Haven Inner City Business Strategy is based on three interrelated elements of inner-city competitiveness: competitive industries, competitive cities and competitive residents. The goal of competitive industries is to build a base of strong and growing businesses.
- ◆ Two key recommendations were developed to implement the competitive industries initiative: develop regional cluster leadership, and increase business support services and access to capital through the establishment of the New Haven Business Connection.
- ◆ DECD awarded \$175,000 to the Greater New Haven Chamber of Commerce to assist in implementing the planning phase of the cluster activation strategy and the Business Connection component outlined in New Haven's Inner City Business Strategy.
- ◆ The cluster activation project will design and implement an agenda for promoting growth in the following industries: knowledge-based industries, biotechnology, information technology and health services. Each cluster agenda has two components: strategies to support the health and growth of the cluster in the region, and strategies to ensure that the growth benefits the businesses and residents in the region's inner city.
- ◆ The Business Connection will serve as a coordinated leadership umbrella to unite and focus the efforts of New Haven's business development organizations. The planning phase will focus on aligning the network of technical assistance service providers, designing process protocols and identifying database requirements.

Work in Progress

The goals of the competitive industry strategy are as follows:

- ◆ Activate three working clusters
- ◆ Develop action and business plans to create the Business Connection

10. CONnECT Partnership for Bridgeport's Arts, Entertainment, Tourism and Commercial Services Industry

CONnECT (Co-Op Network for Entertainment, Commercial Services and Tourism) has received a \$155,000 commitment from DECD to improve the competitiveness of the Arts, Entertainment, Tourism and Commercial Services industries in Bridgeport's inner city. CONnECT will assist DECD's Industry Cluster Initiative in outlining the implementation and programmatic initiatives that reflect the recommendations of the Initiative for a Competitive Inner City Business Strategy program.

This will connect inner-city businesses and residents to key growth opportunities. DECD funding for the Bridgeport Regional Council will be used to achieve the goals and objectives described below.

New Since Last Update

- ◆ CONnECT, working through the Bridgeport Regional Council, will develop and implement a coordinated cluster strategy for the Arts, Entertainment, Tourism and Commercial Services Cluster in Bridgeport.
- ◆ In order to strengthen the cluster and connect inner-city residents and businesses to emerging economic opportunities, this effort will focus on six objectives:
 1. Create additional restaurant opportunities by hiring a consultant to analyze the market and assist in developing new restaurants or expanding existing restaurants in the inner city
 2. Develop a commercial services association that will promote and market local commercial services companies and connect them to emerging jobs and business opportunities at new and expanding venues
 3. Create a construction collaborative that will provide technical assistance to inner-city contractors, improving their ability to compete for large development projects
 4. Create a retail initiative for the central business district that will help local retailers grow and improve their businesses and take advantage of the increased numbers of visitors
 5. Develop an institutional collaborative for arts venues that will help arts organizations and other entertainment venues consolidate certain administrative functions, thereby reducing costs, improving efficiency and enabling the organizations to more effectively tap into the increased visitor population
 6. Develop a cultural marketing plan for Bridgeport that will lay out the city strategy for strengthening the arts and entertainment cluster over the long term

Work In Progress

- ◆ Phase one of the programs was completed by the cluster-working group, CONnECT, which began meeting in April 2000. Organized by the Bridgeport Regional Council, the full working group has met on various occasions. The group decided on the work priorities, created the work plan, named a chairman and subcommittees, drafted and approved a grant application, and selected a consultant to undertake the analysis of the arts institution collaborative.
- ◆ Will initiate programmatic phases two and three of the work plan within a 15-month period.

D. Manufacturing Resource Center



Providing small manufacturers with the advanced training and techniques they need to compete.

Why It's Important

Connecticut's manufacturing firms must continuously increase productivity if they are to succeed in the fiercely competitive global economy. To do that, they must adopt the most advanced technologies, implement lean manufacturing techniques and ensure that workers are proficient in both. This is a serious challenge for smaller firms with limited resources. CONN/STEP, Connecticut's Manufacturing Resource Center, provides the state's smaller manufacturers with the training they need to upgrade their operations and their workers' skills.

Since the inception of the Manufacturing Resource Center (MRC) in 1998, CONN/STEP has assisted more than 85 companies through 194 lean manufacturing training and process improvement implementation projects valued at \$1.4 million. Twenty-seven companies that were surveyed since January 2000 were found to have collectively decreased inventory by \$4.6 million, decreased labor costs by \$2 million and increased product throughput by \$21 million.

In the same period, 37 manufacturing companies were assisted in becoming ISO9000 certified. This means that more than one out of every 10 Connecticut companies being certified is achieving this with CONN/STEP's help.

New Since Last Update

Overall

- ◆ **CONN/STEP projects** – Initiated 115 client projects valued at \$1 million with 100 small manufacturing companies to improve their competitiveness.

Progressive Lean Manufacturing Practices

- ◆ **Lean projects** – Conducted 81 lean manufacturing-related client projects valued at \$360,000 with 55 companies since the beginning of FY 2001.
- ◆ **Cost savings** – Enabled 19 companies to achieve more than \$18 million in savings/revenue growth through implementation of lean practices. The largest process improvements occurred in increased product throughput and reduced inventories. Figures come from companies surveyed since the beginning of FY 2001.

- ◆ **Lean workshops** – Held five lean-related workshops with more than 65 attendees from 25 companies. The workshops dealt with Lean Awareness, Value Stream Mapping, Cellular Design and Set-up Reduction. Also provided one-on-one Lean Training to the management and staff of 27 companies.
- ◆ **Environmental workshop** – Organized and conducted an ISO14000 workshop on strategic environmental management sponsored by Northeast Utilities in collaboration with the University of Connecticut School of Engineering. Fifteen environmental managers from 12 companies attended the workshop, which was held at the University of Connecticut's Storrs campus.

Advanced Information Technology

- ◆ **IT projects** – Undertook 17 projects valued at \$166,000 at 13 companies to modernize their IT capabilities.
- ◆ **e-business seminars** – Held e-business seminars addressing costs and legal issues associated with establishing a presence on the web. Nine IT managers from five companies attended.

Work in Progress

- ◆ **Enhancing staff** – Owing to the increased demand for services by clients, a second environmental specialist is being added to the CONN/STEP staff to maintain the current growth.
- ◆ **Developing ISO software** – The center is developing software to facilitate the electronic conversion of ISO9000 documentation prepared under the 1994 standard to the format required for the 2000 standard. Since certification prepared to the 1994 standard will no longer be recognized, this software has applicability to every manufacturing company that has already achieved ISO9000 certification and companies just beginning the process of applying for certification.

E. Transportation



Linking Connecticut to the global economy—by air, land and sea.

Why It's Important

To compete and succeed in the global economy, Connecticut must offer world-class assets for the fast, efficient movement of people and goods. Unless Connecticut has an outstanding transportation system, New Economy and growing companies will be discouraged from relocating to or expanding in Connecticut. As a result, Connecticut could become an economic cul-de-sac, which would harm the state's economic future and quality of life.



1. Bradley International Airport

Connecticut business leaders, transportation executives and multiple air transportation consultants agree that Connecticut's economic success over the coming decades depends heavily on upgrading Bradley International Airport to a truly world-class transportation hub and commercial enterprise.

New Since Last Update

- ◆ On May 16, Governor Rowland issued Executive Order No. 18, creating the Bradley International Airport Executive Council. The Council is chaired by the Commissioner of the Department of Transportation and consists of the following members:
 - James Sullivan, Commissioner, Dept. of Transportation
 - Scott Frantz, President, Haebler Company
 - Marvin Lender, Vice Chairman, M&M Investments LLC
 - Diana MacPherson, Esq., Robinson & Cole LLP
 - Forrest Miller, President and CEO, Southern New England Telephone
 - Michael Morris, Chairman, President and CEO, Northeast Utilities Service Co.
 - Timothy Moynihan, President, Greater Hartford Chamber of Commerce
- ◆ The Bradley Executive Council has met biweekly since its inception to consider how best to advance Bradley in this competitive environment, enabling the airport to make an even greater contribution to the state's growth and vitality.
- ◆ On February 2, the Bradley Executive Council unanimously adopted the following report detailing recommendations to the Governor and Legislature. The council is recommending these changes be enacted into law during the 2001 legislative session.



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Bradley International Airport Executive Council

February 2, 2001

I. Introduction

- A. This report has been prepared and adopted as the first formal action of the Bradley International Airport Executive Council (the "Executive Council").
- B. The recommendations in this report are those that the Executive Council believes can be considered by the Legislature and enacted into law during the 2001 legislative session.
 1. This report recognizes and supports the safe and dependable operations at Bradley Airport, but believes that creation of a new governance and administrative structure at Bradley will enable the airport to make an even greater contribution to the state's growth and vitality.
 2. There are needs for expanded attention to airport matters in finance, customer service, economic development, marketing and strategic and master planning for both airside and landside operations.
 3. Responsive, attractive, more up-to-date service and focused management will ultimately result in more passengers, more cargo, a higher profile and increased revenues at Bradley. These changes will serve as a catalyst for economic development activity that benefits activities on-airport and within communities in the airport region.

4. The recommendations introduce a formal vision statement as a foundation for maximizing the business of transportation at Bradley Airport. Realization of that vision requires focused management that must be able to plan, forecast, implement and readily adapt in the context of a highly competitive and swiftly changing air transportation environment.
- C.** The Executive Council will continue to work on issues raised in the Governor's Executive Order No. 18 until the earlier of:
1. The formation and appointment of the Bradley Board of Directors as recommended below, or
 2. The termination of the Executive Council on December 31, 2001.

II. Context for this Report and Recommendations

- A.** Bradley has been the subject of numerous studies and reviews over the last two years.
- B.** Several consistent themes emerged from the studies and reviews.
1. Bradley's success and development is vital to the State of Connecticut's future economic growth and prosperity,
 2. The operating environment and competitiveness of airports have changed substantially over the last decade,
 3. Bradley's ability to develop in a robust manner, become a world class airport and deliver maximum benefits to airport users and to the state's economy is threatened by these changes,
 4. Bradley has been managed in a safe and professional manner consistent with its stated mission,
 5. Bradley needs to revamp and broaden its mission to properly fulfill its role in connecting Connecticut to the changing global, continental and regional economic system, and
 6. Bradley can take this opportunity to change its governance, strategy, management culture, and operating policies and practices to deliver successfully on its broader mission.
- C.** The Bradley Executive Council has met biweekly for the last several months to consider how best to advance Bradley in this competitive environment. After undertaking the reviews and activities outlined below, the Executive Council has responded to its initial charge and reached unanimous consensus on the eight recommendations in Section III of this report.

While considerable work remains for a Council or its successor, to reach this stage, the Executive Council has:

1. Carefully reviewed Bradley's operations, financial situation, relationships with airlines, marketing, planning processes and organizational structure,
2. Had presentations from, and discussions with, Department of Transportation (DOT) management, consultants, other airport managers and the airlines themselves,
3. Reviewed the recommendations of the Legislature's Program Review and Evaluation Committee,
4. Considered that the state's transportation priorities are currently being examined by the Transportation Strategy Board recently appointed by the Governor and the Legislature, and
5. Discussed proposed recommendations at length.



III. Recommendations of the Executive Council

A. Recommendation No. 1

– Formally incorporate Bradley Airport’s revised mission statement into Bradley’s legislative charter.

1. The revised mission statement was developed by DOT management with input from the Executive Council.
2. The aspirations embodied in the mission statement appropriately frame the direction in which Bradley must move.
3. The revised mission statement is as follows:

“Bradley International Airport is dedicated to developing and supporting economic growth in Connecticut

- ◆ by becoming a first class airport;
- ◆ by increasing its share of passenger and cargo traffic and the number of domestic and international destinations it serves;
- ◆ by facilitating the movement of global travel and trade;
- ◆ by operating state-of-the-art facilities in a safe and efficient manner; and
- ◆ by ensuring excellence in service and convenience to all of its customers and tenants.”

B. Recommendation No. 2

– Create and empower a Board of Directors for Bradley Airport.

1. The Board will set policy and guide and support Bradley in its pursuit of its revised mission.
2. The proposed powers and duties of the Board are as follows:

- ◆ Provide independent fiscal oversight of the Bradley Enterprise Fund.
 - Approve annual capital and operating budgets.
 - Determine the timing and amount of any debt issuance that is to be supported solely by the Bradley Enterprise Fund.
- ◆ Advocate for Bradley’s interests and ensure that Bradley’s potential as an economic development resource for the state and region is fully realized.
- ◆ Report to the Governor on a quarterly basis.
- ◆ Ensure that an appropriate mission statement and set of strategic goals for Bradley are established and that progress against the mission and strategic goals is regularly assessed.
- ◆ Approve the strategic plan, master plan and long-range financial plan for Bradley Airport.
- ◆ Establish/approve policies governing best use of airport property.
- ◆ Establish policies and review plans for marketing the airport.
- ◆ Approve all significant contracts, including services agreements, consulting agreements, leases and construction contracts.
- ◆ Ensure appropriate independent expertise is available to advise the Board, particularly in the areas of strategy, finance, marketing and organization.
- ◆ Ensure customer service standards, performance targets and performance assessment systems are established for the airport enterprise.
- ◆ Approve community relations policies and ensure that a Community Advisory Board is created and operates effectively to ensure that community input is fully considered in decisions related to Bradley.

- ◆ Create a code of ethics for the Board consistent with appropriate statutes and monitor compliance.
 - ◆ Approve the engagement and termination of the airport's Executive Director, subject to the final authority of the Governor.
 - ◆ Approve the engagement and termination of the key managers that report directly to the Executive Director.
3. The Board will have nine voting members: two by virtue of position, two legislative and five appointed by the Governor.
4. The appointment structure and composition of the Bradley Board of Directors should be as follows:
- ◆ Two Board members should be by virtue of position:
 - Commissioner of Transportation
 - Commissioner of Economic and Community Development
 - ◆ Five Board members should be appointed by the Governor.
 - ◆ Two legislative Board members should be appointed who shall be the senate and house co-chairs of the Legislative Transportation Committee.
 - ◆ The Board Chairman should be appointed by the Governor with the advice and consent of the Transportation Committee of the Legislature.
 - ◆ The Board Vice Chair should be elected annually from among the appointed members.
 - ◆ Members of the Board and employees will be required to abide by ethics rules regarding confidentiality and conflict of interest.
 - ◆ Staggered terms are recommended to provide Board continuity.
5. Board members shall represent a wide range of backgrounds with appropriate experience and expertise in commercial enterprise and investment transactions that can be applied to Bradley International Airport.
- ◆ Board members shall be senior business leaders and executive managers who have managed large corporate or institutional organizations.
 - ◆ Among Board members, it will also be useful to have expertise and experience in financial planning, budgeting and assessment, marketing, transportation management, master planning and strategic planning.
 - ◆ People at senior levels and with the right qualifications will have experience in some if not many of the desired areas of expertise, no matter their specific industry or profession.

C. Recommendation No. 3

– Create a Community Advisory Board as an important complement to the Bradley Board.

1. A Community Advisory Board should be established to represent the interests of the communities and the region surrounding Bradley International Airport.
2. The Community Advisory Board shall work with the airport administration and issue regular reports to the Bradley International Airport Board (at least quarterly).
3. The Community Advisory Board would be made up of Chief Elected Officials from the communities surrounding the airport.



4. The Community Advisory Board will have two core purposes.
 - ◆ The first purpose will be to provide a regular communication vehicle between airport administrators and nearby towns on issues of concern to residents such as noise and traffic.
 - ◆ The second purpose will be to function as a development organization addressing issues of land use, planning, zoning and economic development on land surrounding the airport or in close proximity to it.
5. For the second purpose, the Community Advisory Board will act through a Development Committee made up of each town's professional planning and/or economic development leader, together with representatives from regional organizations including the Capital Region Council of Governments, Greater Hartford Growth Council, Springfield Regional Planning Agency and DECD. The Development Committee will work to develop new businesses around the airport.
6. The Development Committee will report to the Community Advisory Board on its activities, and the Community Advisory Board will utilize the Bradley Board as a resource to support its development plans.
7. Formation of this Board will allow the termination of the existing Bradley Commission.

D. Recommendation No. 4

- Review how oversight of the operations at Bradley is distributed across state agencies and wherever possible shift authority for such oversight to the newly created Bradley Board of Directors.

1. The intent of this recommendation is to focus and streamline decision making and to support development of an entrepreneurial culture at Bradley.
2. Appropriate checks and balances must, of course, be maintained.
3. Management of Bradley must recognize, and actions taken, must complement statewide transportation initiatives such as those of the Transportation Strategy Board.

E. Recommendation No. 5

- Create structures and processes to support economic development on and around Bradley airport.

1. An economic development cluster made up of businesses engaged in aviation and airport-related services should be established and funded, consistent with the economic development cluster efforts of the Department of Economic and Community Development.
2. As previously described, the Development Committee of the Community Advisory Board should serve to support the emerging aviation cluster and provide leadership in planning and implementing economic development around the airport.
3. DOT, DECD and the surrounding towns should consider pre-permitting development sites at the airport and at other key locations adjacent to or near the airport as part of the economic cluster development to ease site accessibility and promote expedited development.
4. A disciplined, high-powered marketing campaign should be developed in concert with the neighboring communities. The campaign should market both the airport and economic development opportunities in the airport region.

F. Recommendation No. 6

- Increase funds available to support marketing and economic development at Bradley.

1. Various agreements and regulations limit funds available to Bradley management to market the airport to airlines and passengers. In addition, promoting economic development in the communities around the airport will require funding.
2. The newly created Bradley Board of Directors should seek to establish and administer a “Bradley Development Fund.”
3. This Bradley Development Fund should be used for marketing and economic development at Bradley International Airport and to promote aviation-related development in the surrounding communities.
4. The newly created Bradley Board should consider requesting that the state earmark sales tax revenues generated by on-airport commercial activities, including parking, to support this Bradley Development Fund.

G. Recommendation No. 7

- Ensure the availability of sufficient funding to allow Bradley to undertake major improvements on a timely basis.

1. In general, revenues generated by Bradley Airport’s air and commercial activities are segregated into an Enterprise Fund. This fund and the bonding capacity it generates has, in recent years, been the principal source of financing for Bradley’s operations and capital improvements.
2. The strategic plan for Bradley as well as an updated master plan are currently being developed.
3. Bradley’s goal should be to increase the funds generated from air and commercial operations to cover any additional investment in airport-related projects suggested by the strategic plan and master plan.
4. It is, however, recognized that the plans now being developed will likely identify strategies and major projects requiring funds beyond those that can be generated readily by the airport in the near term.
5. To accelerate completion of high priority projects (e.g., the replacement of the Murphy Terminal), the newly created Bradley Board of Directors should consider requesting that the state allocate general, surplus or special bond funds to supplement the existing Bradley Enterprise Fund.
6. Any investment of general, surplus or special bond funds of Bradley must, of course, be considered in light of the return on that investment and the State’s overall priorities, including transportation priorities being evaluated by the Transportation Strategy Board.

H. Recommendation No. 8

- Name an Executive Director of Bradley International Airport and make changes in the management structure below the Executive Director. The Bradley Board, Commissioner of DOT, and new Executive Director should collaborate to create the management structure and identify new key management positions that will report directly to the Executive Director.

1. This recommendation will change the management structure and approach at the airport to allow a more business-oriented focus on Bradley while building on the existing dedication to the highest industry standards in operational safety and effectiveness.
2. The Bradley Board, subject to the approval of the Governor and pursuant to the selection process described in Attachment 1, should have the flexibility to select the Executive Director from the broadest possible array of sources, including public sector and private sector candidates.

3. The Executive Director shall have principal responsibility for the growth, development, efficient operation and competitiveness of Bradley and have oversight responsibility for all the key functions that will enable Bradley to prosper and grow.
4. On matters of policy, strategy, planning, finance and performance on both the airside and landside at Bradley, the Executive Director will be accountable and report regularly to the Bradley Board of Directors.
5. For administrative purposes and on day-to-day matters, the Executive Director will report to the Commissioner of DOT and the Executive Director will keep the Commissioner informed as to all significant decisions.
6. In the absence of Board policy or direction, the views of the DOT Commissioner shall prevail on matters of safety, security, airside operations and dealings with other state agencies. The views of the Executive Director shall prevail on all other matters.
7. The DOT Commissioner shall support the Executive Director by making himself or herself and the resources of DOT available and by otherwise facilitating the Executive Director's interaction with DOT and the State.
8. The Bradley Board Chairman will prepare regular performance appraisals of the Executive Director that shall include consultation with Commissioner of DOT.
9. The Bradley Board, Commissioner of DOT and the Bradley Executive Director should collaborate to develop the management structure of Bradley below the Executive Director level. The goal of this effort should be to develop a focused team that will give Bradley its best chance to succeed as competition intensifies.
10. Through this process, existing skills at the DOT should be supplemented with focused staff capabilities for Bradley in the areas of strategy, marketing, finance, retailing, customer focus and stakeholder relationships to strengthen Bradley's overall management team and ensure that appropriate commercial expertise is available to the Executive Director.
11. The Executive Director shall propose managers to fill the key management positions that will report directly to the Executive Director after consultation with the Commissioner of DOT.
12. The Executive Director should have the flexibility to select managers for key management positions that will report directly to the Executive Director from the broadest possible array of backgrounds and sources, including private sector and public sector managers.
13. These managers will be engaged and terminated with the advice and consent of the Bradley Board.
14. The Executive Council respects the progress that Bradley has made under DOT management and these management structure and staffing recommendations are not proposed for the purpose of reducing employment at the airport.

IV. Next Steps

- A.** The Executive Council will provide information as necessary during the legislative discussion of these recommendations.
- B.** Further, the Executive Council intends to proceed with tasks as outlined in the Governor's Executive Order No. 18.

Attachment 1

Selection Process for Executive Director

- ◆ The Commissioner of DOT will chair a search committee made up of four Bradley Board members (including the Commissioner of DOT).
- ◆ The search committee will develop a set of recommended candidates and prequalify those candidates with the Bradley Board and with the Governor.
- ◆ The search committee then, based on input received, will recommend a candidate to the Board. If the Bradley Board approves, the candidate becomes the nominee.
- ◆ The Governor may approve and appoint the nominee or ask the Bradley Board to return to the selection process for additional recommendations.



TRANSPORTATION

Background

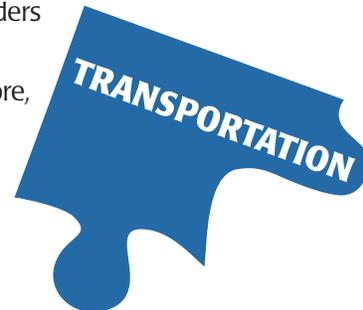
- ◆ The industry cluster *Partnership for Growth* report identified Bradley International Airport as a critical asset for Connecticut. Industry cluster leadership recognized that Bradley's competitive position and success might well be the most significant factor in determining the region's economic future over the next two decades.
- ◆ Consequently, the Governor's Council Transportation Advisory Board was asked to review all aspects of the Bradley operation, as well as public-private management options, to determine what steps, if any, could be taken to improve Bradley's competitive situation.
- ◆ In November 1998, Frasca & Associates, a leading airport transportation and financing consulting firm, conducted a worldwide review of airport management arrangements and best practices.
- ◆ In December 1998, an agreement was reached between the Governor's Council, DOT and DECD to interview some of the world's leading airport managers regarding Bradley's potential and challenges.
- ◆ Interviews with eight of these airport management firms were conducted in early 1999.
- ◆ Based upon this, in conjunction with DOT, DECD issued an RFP and selected Schiphol Project Consult to conduct a four-month study of every aspect of Bradley's operation and to make recommendations on how to improve its performance.
- ◆ At the same time, the Governor's Council asked Michael Gallis to prepare a special report on Bradley, drawing upon his larger study prepared for the Connecticut Regional Institute for the 21st Century.
- ◆ Both the Schiphol recommendations and Gallis report were completed and presented to the Governor's Council in December 1999. The Governor's Council then created a special Bradley Advisory Committee to consider all the options being proposed for a new vision and governance structure for Bradley.
- ◆ In May 2000, the Leadership Committee of the Governor's Council made its recommendations to Governor Rowland and the legislative leadership, and on May 16, 2000, Governor Rowland issued Executive Order No. 18 creating a Bradley International Airport Executive Council. The council's final recommendations are contained in the Bradley International Airport section of this Progress Report.

2. Transportation Strategy Board

Background

The *Connecticut Transportation Summit 2000: From Gridlock to Growth*, which was organized by House Speaker Moira Lyons and Governor Rowland, was held on Sept. 28. This led to the creation of the Transportation Strategy Board consisting of 16 business, legislative and agency executives, chaired by R. Nelson Griebel.

The Transportation Strategy Board met seven times between November and January, with multiple subcommittee discussions. The board submitted its recommendations to the Governor and legislative leaders on Jan. 31, 2001. (While not yet formally a part of the Governor's Council agenda, these recommendations would have a significant impact on the business environment and, therefore, be of great interest to all those committed to improving Connecticut's competitive position.)



Recommendations

The following are excerpts from the Transportation Strategy Board's report:

“Statement of Problem: The state lacks a single entity with the authority and accountability to establish, monitor and implement a comprehensive, statewide transportation strategy that enhances Connecticut's economic vitality and overall quality of life. The absence of such an entity poses a crisis for Connecticut in that its economic vitality and quality of life are at risk, a crisis which must be addressed in the current legislative session.”

“...The entity proposed to fill the above-described void will be named the **Connecticut Transportation Strategy Board**. It will be established by statute by June 6, 2001, with such statutory authority requiring re-adoption every 10 years.”

“Mission...The board will formulate a comprehensive, statewide transportation strategy ...that is based on creative, multi-modal solutions and that looks out initially to the year 2020...In submitting the strategy to the Governor and the Legislature, the board will include projections of the capital investments necessary to implement the strategy and recommendations on the sources of such capital funds.”

“Guiding Principles:

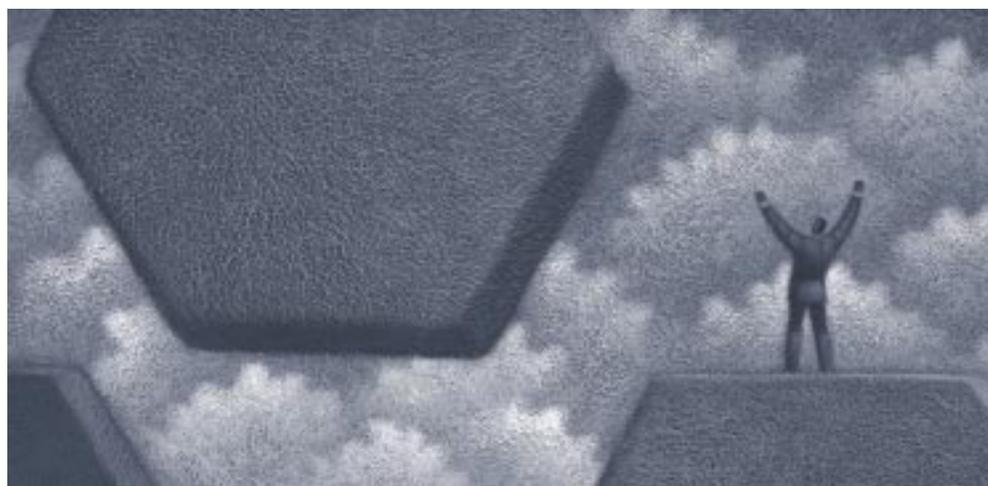
- ◆ transportation is a cornerstone of the state's economic vitality and overall quality of life and, therefore, inextricably linked to other key policies that deal with the state's future, including land use planning, environmental quality, urban vitality and access to quality jobs and services for the state's residents;
- ◆ the connectivity of Connecticut to the Northeast, continental, and international economies and the mobility of people and goods within the state are critical to vibrant and sustainable economic growth;
- ◆ the leveraging of existing transportation assets and infrastructure, especially in urban centers, and the reduction of auto-oriented demands is highly desirable;
- ◆ the integration of Brownfield's remediation and affordable housing tactics with the strategy should occur;
- ◆ Metropolitan Planning Organizations (MPOs), Regional Planning Organizations (RPOs) and other relevant constituencies must be engaged in developing the strategy;
- ◆ representatives of Connecticut's major transportation assets and of the transportation industry must be engaged to ensure that the strategy is both multi-modal and integrated (e.g., working groups to develop an airport strategy and to identify alternatives to shipping goods by road);

- ◆ the use of technology to expand capacity, enhance safety, provide information and access funding alternatives must be exploited;
- ◆ the sources and methodologies for funding investments in transportation infrastructure, as well as for annual operating and maintenance costs and the regulations applicable to the expenditure of federal and state funds, must be fully explored;
- ◆ the development of appropriate metrics, methodologies and standards is essential for determining customer needs, for evaluating the return on transportation investments, and for the prioritization of specific projects;
- ◆ Connecticut must play a leadership role with the other Northeastern states and the eastern Canadian provinces in developing (and advocating) a transportation strategy for the Northeast region of the continent;
- ◆ the analyses and decision-making related to transportation initiatives approved within the strategy should be done expeditiously within the existing statutory and regulatory framework, and any statutory or regulatory amendments needed to achieve such objectives should be identified; and
- ◆ the role (including the role of financial incentives) of private-sector companies, public agencies and institutions must be clearly defined with respect to encouraging and supporting employees to use public transportation, providing employees with appropriate alternatives to where and when they perform their work (e.g., flex-time; telecommuting), developing an effective means for delivering goods within and through the state and encouraging different sectors to co-invest with the state in specific initiatives.”

“Transportation Investment Areas (TIAs): A key element of the strategy will be the board’s adoption of the five TIAs ...which are based on the Strategic Economic Framework published in 1999 by the Connecticut Regional Institute for the 21st Century and on additional work done by the institute...(I-95/Connecticut River Valley Corridor; Coastal Corridor; Southeast Corridor; I-84 Corridor; and I-395 Corridor)

“Connecticut Transportation Strategy Board: The 15-member board will include leaders of the five state agencies that play a major role in transportation (Transportation, Environmental Protection, Economic and Community Development, Public Safety and OPM), five representatives from the private...or institutional sectors and five individuals with meaningful regional or local government experience from the TIAs...

“Additional Actions for the Current Legislative Session: In addition to creating the board, the Governor and Legislature should take several actions to ensure funding for four key activities: the strategy development work over the next four to eight months; the organization and workings of the board and the TIAs from inception through June 30, 2003; “down payments” on future investments...in the definitive strategy at Jan. 1, 2001, and Jan. 1, 2003; and enhancing the state’s transportation system in the near term...”



F. Marketing



Attracting and retaining businesses and people by promoting awareness of Connecticut's many assets.

Why It's Important

To develop the industry clusters essential to a strong economy, Connecticut must capture the attention of businesses and people here and abroad, promote the state's advantages and resources, and respond quickly and effectively to business opportunities. A consistent, sustained marketing effort is key to accomplishing those goals.



1. You Belong in Connecticut

The *You Belong in Connecticut* marketing campaign grew out of recommendations by the Governor's Council on Economic Competitiveness and Technology. Launched in summer 1999, this award-winning campaign has targeted college students and young professionals, as well as in-state business owners, with great success. Support from the private sector—both financial and in-kind—has helped the campaign achieve exceptional impact with minimal expenditure of state monies.

New Since Last Update

◆ Summer Campaign

The third phase of the *You Belong in Connecticut* campaign (the second to focus on youth) ran from July to September 2000, using a variety of marketing and public relations strategies. The results were a 15 percent increase in awareness of the tagline among college students over a one-year period, up to a total of 65 percent.



◆ Television Debut

A \$100,000 donation of airtime was made by Cablevision in the summer, resulting in the production of two *You Belong in Connecticut* television commercials featuring Governor Rowland (one related to workforce, the other to business). ESPN also donated \$75,000 worth of time to air the commercials, giving the campaign national exposure for the first time.

◆ Merchandise

Merchandise branded with *You Belong in Connecticut* is now available online through YouBelongInCT.com, and a sales effort has begun through our partner, Tee's Plus of Groton. In addition, merchandise was distributed through a number of Connecticut groups participating in competitions, trade shows and other special events both in- and out-of-state.

◆ Events

The campaign was promoted at the following special events:

- OPSail2000, the tall ships event in New London, which attracted more than 900,000 attendees
- Pilot Pen Tennis Tournament in New Haven, where the booth alone drew more than 2,000 visitors
- Eastern States Exposition (the Big E), where over 1 million fair-goers visited the Connecticut building
- Connecticut Technology Council's DreamJobs 2000, a two-day, high-tech job fair
- University of Connecticut Student Career Fair
- Connecticut School Counselor Conference, with over 250 attendees

◆ Web Site

YouBelongInCT.com received a major redesign in the fall of 2000, and hits to the site reached nearly 5 million before the end of the year.

◆ Press Coverage

Since June 2000, *You Belong in Connecticut* has received press coverage from 16 print outlets, one wire service, five radio stations and seven television stations.

◆ Awards

- The television commercials featuring Governor Rowland were honored with an award from the New England Cable Television Association.
- The American Marketing Association again named *You Belong in Connecticut* the recipient of its Mark of Excellence Award in the category of Guerrilla Marketing.

Work in Progress

- ◆ Tee's Plus is developing a plan to offer the *You Belong in Connecticut* merchandise in appropriate outlets around the state (including Bradley Airport, rest-stops, casinos and other tourist areas) and to introduce the merchandise into corporate programs.
- ◆ Coca-Cola is creating new soda machine panels featuring the logo. They will be placed in state office buildings and, potentially, rest-stops around the state. A promotion in which free *You Belong in Connecticut* T-shirts are given away in Coke bottles from the machines is being developed.
- ◆ A "speaking tour" is being planned to bring the campaign message to state agencies, chambers of commerce, businesses and economic and business organizations around the state through interactive presentations and discussions on ways they can adapt the campaign in their efforts.
- ◆ The state's business recruitment and retention collateral is being redesigned to incorporate the *You Belong in Connecticut* message, which may lead to an expanded role of the Web site.
- ◆ New partners in the public and private sectors are continuing to be identified. One such example is a partnership with CTMentor.org, a new Web site enabling high school students to learn more about Connecticut colleges via online virtual campus tours and access to financial aid information.



2. IT/Software and BioScience Clusters Marketing Campaign

Both eBizCT and the BioScience Cluster have determined that a major marketing communications effort is critically important to promoting Connecticut as a high-technology “hot spot.”

Accordingly, DECD and the Governor’s Council are working on the creation of a marketing campaign touting Connecticut’s assets as a prime location for high-tech companies and workers.

As the first step in the development of this multi-year effort, a national research study was commissioned in mid-December.

Yankelovich & Partners, an internationally known market research firm headquartered in Norwalk, was brought on board to conduct the study under the guidance of a committee of marketing professionals. The committee is made up of representatives from the state’s high-tech industries, DECD, the Governor’s Council and CERC.

The Yankelovich study will provide important insights into:

- ◆ Key audiences’ perceptions of Connecticut as a high-tech center
 - Awareness and familiarity
 - Overall impressions
 - Strengths and weaknesses
 - Key attributes
- ◆ Positioning opportunities for Connecticut
 - Attributes and characteristics the state already possesses that have the strongest appeal to the target audience

The study is being conducted in two phases:

Phase I: Qualitative

Six focus groups among employees of high-tech companies were conducted in four markets: Connecticut, Boston, Northern Virginia and San Francisco.

One-on-one interviews were done with decision-makers and influencers in high-tech industries, including CEOs/CFOs, principals at venture capital firms, media editors, financial analysts and executive recruiters.

The objective of the qualitative work was to help guide questionnaire development for the quantitative phase of the study and facilitate interpretation of the final results.

Phase II: Quantitative

A total of 488 nationwide telephone interviews are being conducted. Included are the following:

- 210 senior managers in biotech and e-business firms
- 150 biotech and e-business employees
- 60 recruiters
- 40 finance professionals/venture capitalists/analysts
- 28 media editors

The results of the Yankelovich study, expected by the end of February, will allow us to determine how Connecticut can best and most credibly be positioned to the rest of the world as high-tech “hot-spot.”

The full marketing plan will be ready in March.

3. Business Action Team

Representatives from key state agencies work together on the Business Action Team (BAT) to streamline and enhance decision-making in matters involving business recruitment, retention and expansion.

New Since Last Update

- ◆ **Getting results** – Under the direction of the Department of Economic and Community Development (DECD), BAT has expanded its reach into all levels of economic development, involving field staff from throughout the state in projects requiring priority attention.

The BAT meetings, held twice a month and as needed, have resulted in better coordination of financial-assistance applications and customer-service issues involving multiple agencies, including the Connecticut Development Authority (CDA), Connecticut Innovations (CI) and the Connecticut Economic Resource Center (CERC). Through the collective efforts of the Business Action Team, two company projects that had appeared headed out of state were revived and successfully retained in the state.

- ◆ **Expanding participation** – The Business Action Team has further extended its cooperative efforts with other state agencies, having met with the departments of Transportation and Environmental Protection. The BAT also has involved the Office for Workforce Competitiveness and the community college and state university systems – all important New Economy components in the economic development process.

- ◆ **Providing rapid response** – The Business Action Team has worked closely as a partner with the Department of Labor on the Rapid Response Team, an initiative to address worker and business needs as quickly as possible when a downsizing is disclosed. BAT worked with 10 projects. In one of these, BAT assisted in setting up a job fair for a local company to help its laid-off workers find new jobs. The fair was a success, with several firms representing one of the state’s industry clusters taking part to recruit workers to fill available positions.

Work in Progress

The Business Action Team is currently managing approximately 50 domestic and international projects, from precision manufacturing firms and million-square-foot distribution centers to dot-com and bioscience companies.



G. Regulatory Environment



Streamlining processes to promote business growth.

Why It's Important

Small and midsize companies are important drivers of Connecticut's economy. But excessive government red tape discourages smaller companies from locating, starting or expanding in Connecticut. Streamlining processes and procedures is essential to making Connecticut highly competitive.

That's why in September 1998, the Office of Policy and Management (OPM) and the Department of Economic and Community Development (DECD) launched **Smart Start**. Smart Start is a business registry service that guides new and expanding businesses through the state's regulatory process and simplifies it by outlining requirements clearly, working closely with business owners and collecting all agencies fees in one check. The Connecticut Economic Resource Center (CERC) oversees Smart Start's activities.

New Since Last Update

- ◆ **Assisted businesses** – During 2000, Smart Start staff had 273 appointments and assisted 1,904 customers, bringing the total number of customers served since the program's inception to 3,641.
- ◆ **Opened an additional office** – In November, Smart Start opened a new office in Waterbury. Smart Start contracted with the Connecticut Small Business Development Center (SBDC) to staff and operate the office, which is located at Naugatuck Valley Community College. The SBDC plans to move the SBDC/Smart Start office to the new Rowland building in Waterbury.
- ◆ **Captured media attention** – Smart Start promoted the Waterbury office's opening with a press release. The release spurred interest from the Associated Press, which resulted in coverage by:

Naugatuck News: The Prospect Chamber of Commerce

CT Business Magazine

Herald Press

Republican American

Connecticut Post

Business New Haven



In addition, the Herald Press ran a feature story on the success of a previous Smart Start customer.

- ◆ **Partnered with licensing information group** – Smart Start is a member of the Connecticut Licensing Information Center (CT-CLIC) Change Management Committee.

CT-CLIC is a section of CONnect, the official state of Connecticut Web site, which provides access to all state government information. CT-CLIC, at www.ct-clic.com, focuses specifically on licensing and permitting across all agencies and branches of state government. Its function is to provide a unified, consistent, easily navigable and officially recognizable Web presence across all state of Connecticut sites.

CT-CLIC's Change Management Committee is an advisory committee that provides oversight and guidance on the improvement of the CT-CLIC Web site. Members of the committee include representatives from OPM, state agencies and Smart Start.

- ◆ **Made presentations** – Smart Start representatives conducted classes on starting a new business at the invitation of several groups, including chambers of commerce, the Connecticut Small Business Development Center, the Women's Business Development Center, the Entrepreneurial Center and other entrepreneurial programs.

Work In Progress

- ◆ **Conduct outreach** – Continue to seek out opportunities to speak to entrepreneurial and business groups.
- ◆ **Help improve state Web sites**– Continue working on the CT-CLIC Change Management Committee. Smart Start and OPM are working on a structured interview for the CT-CLIC Web site. The structured interview is a customer service tool that allows CT-CLIC users to answer specific questions that help them easily identify their business registration requirements and easily link to contact information and appropriate application forms.
- ◆ **Build public awareness** – Pursue additional public relations initiatives, with special focus on New Haven and Fairfield counties.
- ◆ **Expand statewide presence** – Explore opportunities to open additional offices.



H. Legislation



Creating an environment in which industry clusters can grow.

Why It's Important

Connecticut's public policies profoundly affect the state's economic competitiveness. Policymakers encourage the growth of the clusters vital to Connecticut's economy by crafting legislation that removes obstacles to growth and provides incentives to businesses to start or expand in the state. Business leaders know what businesses need in order to grow. Giving strong consideration to the business community's legislative agenda helps ensure that state laws support, rather than impede, business growth.

Key Accomplishments to Date

- ◆ **1998 Cluster Bill** – Business leaders recommended – and the General Assembly enacted – legislation that improved Connecticut's business climate and laid the groundwork for future initiatives. This legislation extended the six percent R&D tax credit to smaller companies and allowed companies to carry R&D tax credits forward for 15 years.
- ◆ **Public Act 99-173** – Enacted by the 1999 session of the General Assembly, this industry cluster legislation provided:
 - An R&D tax credit exchange that made Connecticut more attractive to high-tech businesses.
 - A provision allowing small companies to carry forward net operating losses for 20 years, rather than five, making Connecticut much more competitive among the 50 states.
- ◆ With this legislation, policymakers created an R&D environment attractive to the innovative, entrepreneurial businesses Connecticut needs to create prosperity and a high quality of life for all its citizens.

Work in Progress

Cluster leadership is recommending to the Governor and Legislature that they continue to provide strong support for the industry cluster initiative.



I. International



Helping Connecticut companies become more competitive through participation in the global marketplace.

Why It's Important

In today's global economy, regions whose companies engage in commerce overseas have a distinct competitive advantage. The state, through the Department of Economic and Community Development's Industry Cluster and International Division, offers Connecticut firms a range of resources to help them export goods and establish strategic partnerships overseas.



New Since Last Update

Staff Activities

- ◆ DECD collaborated with a variety of public and private co-sponsors to present eight seminars, attended by over 200 Connecticut companies, providing companies with practical international know-how. Co-sponsors included the U.S. Department of Commerce, Northeast Utilities, Central Connecticut State University, Quinnipiac University, the University of Connecticut, the University of New Haven and the MetroHartford Chamber of Commerce.
- ◆ DECD staff made 190 on-site company visits and assisted with 18 protocol engagements with various government officials from China, Canada, Russia, Ghana and South Africa.
- ◆ DECD helped to organize and co-sponsor *Connecticut World Business 2000*, an event developed to recognize state leaders in international exporting. **Connecticut Metal Components** of Waterbury was the recipient of the prestigious Governor's Award for excellence in exporting.

Emerging Markets Initiative

Connecticut now has in-country trade representatives in sub-Saharan Africa, Mexico, Brazil, Argentina, Israel, China and Turkey and, in cooperation with the Connecticut Development Authority, a business recruitment office in Germany.

Africa

- ◆ DECD is working with 40 small to mid-sized companies interested in Africa. With the assistance of Equator and First International Bank, several Connecticut companies have shipped to Africa for the first time.

- ◆ DECD is coordinating an African Business Roundtable to be held in Hartford on Feb. 16 on U. S. - Africa Trade. Ambassadors from several African nations will participate, along with business leaders and key officials such as U.S. trade representatives and a director of the National Security Council.

Argentina

- ◆ DECD's trade representative visited 21 Connecticut companies interested in Argentina. Follow-up continues.

Brazil

- ◆ DECD's Brazilian trade representative met with more than 25 Connecticut companies interested in doing business in Brazil and participated in a forum on Brazil co-sponsored with the World Affairs Council.

China

- ◆ DECD's trade representative, Liaison Inc., participated in the 2000 Shanghai and Shenzhen InterTextile Trade Show and helped eight Connecticut companies exhibit at the show, resulting in over 122 contacts, one sale of fabric valued at more than \$50,000 and sales for an additional 25 companies.
- ◆ DECD is organizing a trade mission to the People's Republic of China for the fall of 2001. The purpose of the mission is to promote and develop two-way trade and investment opportunities.
- ◆ In conjunction with the Connecticut World Trade Association, DECD is also organizing an in-bound trade mission of Taiwanese business leaders, representing some of Taiwan's Top 100 companies.

Israel

- ◆ DECD, in concert with the Connecticut-Israel Exchange Commission, continues to provide advice and counsel to small and mid-sized companies interested in Israel, to research market opportunities and to work with Connecticut universities to promote Israeli business opportunities.

Foreign Direct Investment (FDI) Initiatives

- ◆ Governor John G. Rowland led a delegation of Connecticut business executives to Germany and Ireland in September 2000. The purpose of the trip was to facilitate increased participation and cooperation between the business, governmental and educational communities of those countries and Connecticut. As a result of the trip, two initiatives were announced:
 - A joint conference between DaimlerChrysler AG, Yale University and DECD entitled "New Entrepreneurs in the Global Marketplace" to be held at Yale University, June 21 and 22; and
 - "Showcase Connecticut" to be held in Munich, Nuernberg and Stuttgart April 2, 3 and 4, to promote Connecticut as a premier investment location.
- ◆ In partnership with the DECD and Connecticut Development Authority, the state's European Trade and Recruitment Representative in Stuttgart, Germany, continues to strengthen and intensify Foreign Direct Investment programs in Europe. The effort has resulted in direct investment, expansions, relocations and joint ventures. Some of the successes include:
 - DaimlerChrysler Aerospace Division/MTU
 - Permasteelisa Cladding Technologies
 - Diehl Inc.
 - Westiform Inc.
 - Saxonia Metalforming Inc.



