

CITY OF NORWICH
COMMUNITY DEVELOPMENT BLOCK GRANT • APPLICATION FOR FUNDING
PUBLIC SERVICES

PROGRAM YEAR 2020 (PY 46) • SEPTEMBER 1, 2020 – AUGUST 31, 2021

DUE: WEDNESDAY MARCH 11, 2020 AT 4 PM AT 23 UNION STREET, NORWICH, 2ND FLOOR

Office of Community Development

23 Union Street, 2nd floor • Tel (860) 823-3770 • Fax (860) 823-3715

E-mail addresses:

krees@cityofnorwich.org (Community Development Director)

teurtis@cityofnorwich.org (Program Assistant)

PART I: GENERAL INFORMATION

AGENCY:

Norwich Community Development Corporation

LEGAL NAME

(if different from Agency)

ADDRESS:

106 Franklin Street

Norwich, CT 06310

E-MAIL:

rmills@askncdc.com

EXECUTIVE DIRECTOR:

Robert Mills

CONTACT NAME AND TITLE:

Jill Fritzsche Vice President

TELEPHONE:

860-887-6964

AGENCY FISCAL YEAR:

July 1 2019

Begin

JUNE 30 2020

End

PROGRAM OR PROJECT NAME:

"Working Lab for Entrepreneurs"

CDBG REQUEST & AWARD AMOUNTS:

REQUEST

AWARD

UPCOMING FISCAL YEAR:

(September 1, 2020 - August 31, 2021)

\$ 40,000

\$ _____

CURRENT FISCAL YEAR:

(September 1, 2019 – August 31, 2020)

\$ 50,000

\$ 30,000

The information contained herein and attached as exhibits hereto is, to the best of our knowledge and belief, true, correct and complete and that the City of Norwich can rely upon these statements in determining whether to fund this project. We certify that the Agency Board of Directors has approved this application.

EXECUTIVE DIRECTOR/DEPT. HEAD

Printed Name

3-11-2020

DATE

PRESIDENT, BOARD OF DIRECTORS

Printed Name

3-11-2020

DATE

PART II

A. Introduction/ Agency Information

1. **Brief History:** Norwich Community Development Corporation is a 501 (c) 3 non-profit organization. Certificate of Incorporation for the nonstock corporation was dated October 8th, 1963, and filed with the Secretary of State for the State of Connecticut on November 12th, 1963. An Amendment to the Certificate of Incorporation by Action of the Incorporators was dated March 19th, 1964, and is known as Norwich Community Development Corporation, Incorporated. On February 1st, 2016, the organization filed a name change to simplify it to the Norwich Community Development Corporation.

Mission: Norwich Community Development Corporation, known as NCDC, is engaged in bringing economic prosperity to the city of Norwich and helping to create opportunities for jobs and investment. The mission is to engage in the promotion, the establishment, and expansion of diversified industries in Norwich and to provide assistance to small business concerns.

Structure: Norwich Community Development Corporation has a small paid staff of three individuals with a Board of Directors consisting of private community leaders, Utility, and City government leaders. There is a 15-person board that meets monthly to plan and initiate efforts that create opportunities for economic and community growth.

2. Norwich Community Development Corporation is open Monday through Friday 8 am-5 pm.
3. Norwich Community Development Corporation has three full-time employees.
4. Non-applicable
5. NCDC does not receive more than \$500,000 of Federal Funding through any means, including grants and loans.

B. Statement of Need

1. The **“Working Lab for Entrepreneurs”** program lowers the economic threshold for start-up businesses. The program offers incubator membership and business coaching to aspiring start-up businesses. The program is open to Norwich residents aged 17-24 years of age. The program is designed to help young adults explore business ownership and development. The program targets those young adults in our community that do not have a pathway to college yet seek business education and mentorship. ACS 2007-2011 data source shown in the Norwich Consolidated Plan (table 45) indicates that 3,099 people over the age of 16 have less than an associates degree and a median earning of \$21,097 for less than a high school diploma, \$30,647 for a high school or equivalent degree, and \$34,487 median earning with some college or associates degree. This illustrates that more skill training and education leads to increased economic mobility.

2. These services are not currently offered within the community. Three Rivers Community College offers an on-line entrepreneur program. However, payment is required, and the program lacks business coaching and business development collaboration experience. The cost and computer access create barriers for participation in lower socioeconomic families.
3. Skill development in the workforce and access to opportunities are factors in preventing poverty. The **“Working Lab for Entrepreneurs”** helps candidates build and develop a business plan while building skills on how to run a business. The program offers free “virtual office space,” free Wi-Fi, access to a free copy machine, and conference room space to meet with potential clients and potential investors. The program lowers the threshold to business entry while providing a Google address for start-up companies. This program will help and identify those young adults that wish to create a business but do not have the initial economic investment to do so. As for the community benefit, the program will see the launch of several businesses in the future by growing the business community and enhancing the workforce development for the City of Norwich.
4. The program does not have a waiting list at this time.

C. Program Description

- 1) The **“Working Lab for Entrepreneurs”** is a year-long program offered to young adults age 17-22 years of age who reside in Norwich. Attendees will be provided free access to an incubator program located at Foundry 66 for one year to explore and develop a start-up business plan. Services will include two hours a month individual business plan coaching and development. Attendees will attend 10, two-hour small business classes in collaboration with the SBA Smart Money Program. Candidates will have access to a free copy machine, Wi-Fi access, desks, and conference room space to conduct potential client and customer meetings. Candidates will have access to over 40 free business development workshops, which include social media education, Human resource training, Quickbooks workshops, How to Navigate the Secretary of State filing processes, sales training, customer service training, and more.
 - a) The program aligns with the 5 Year Consolidation Plan specific to **“Expanding Economic Opportunities for Low to Moderate Income Residents”** The **“Working Lab for Entrepreneurs.”** the proposal will provide a measurable increase in job creation through business creation. Also, the plan will create an improved skill set and result in direct employment or business creation.
 - b) This program will work directly with the **“Global City Norwich Initiative”** in identifying and cultivating relationships with the dozens of diverse cultures that make Norwich their home. Program directors will work closely with NFA and Norwich Technical School career counselors to identify potential candidates. The program director hosts **“Ask the Expert”** business hours at Otis Library to help answer start-up business questions.
 - c) **“Working Lab for Entrepreneurs”** recognizes that young adults between the ages of 17-24 who are not on the pathway to college may be at a disadvantage economically than their peer group. The college pathway may not be an option for many disadvantaged young adults

for a variety of reasons, resources, advocacy, poor grades, the need to work to support their family. This program allows for more flexibility and intensive mentoring for attendees to learn business principles, advance skill development while developing marketable skills for their own businesses or increase their marketable skills to assist other business owners. In addition, this program links with local economic development planning development in downtown Norwich. The higher-level objective is to increase downtown activity and activate vacant spaces. The program will assist in this desire by growing business owners from within our diverse community.

d) Partnerships with the Norwich high schools have been initiated. The Fashion Club and Business Clubs have visited the incubator space numerous times and expressed a desire to learn more on business development in an incubator environment. Expanded and increased exposure to the incubator program is anticipated.

e) The funding request is for an expanded program of an existing incubator. Currently Foundry 66, a coworking and incubator space serves start-ups and businesses that pay a membership fee to participate. The proposed expanded program offers "scholarship" and enhanced mentorship and training to those young adults in our community that do not have the economic means to participate otherwise. Currently, over 40 start-up businesses are operating and participating in this business incubator. Those 40 businesses have made a 1.3 million dollar economic impact downtown, and recently 4 of the companies have expanded their businesses to add employees to their payroll.

2) Activity and Service:

a) The "**Working Lab for Entrepreneurs**" will operate within the Foundry 66 coworking and business incubator located at 66 Franklin Street.

b) Participants will have access to the incubator space 7 days a week from 8 am to 10 pm. Business development classes will be offered on an early morning, midday, and evening rotation to ensure access to working candidates.

c) Mentoring and coaching hours will be by candidate appointment to accommodate working individuals. Hours will be contained to 8 am-8 pm Monday through Friday and Saturday 9 am -12 pm. The ten-week SBA Smart Money classes will take place in September 2020-December 2020 on Tuesday evenings from 6 pm-8 pm.

d) The program will be offered to 15 candidates per year. The program is highly focused and individualized to the needs of each candidate.

e) See program hours and offerings in section C.2.b.c.

3) Grant Funds: The percentage of the grant funds that will be used for administration and salaries to facilitate the program is 25% of the grant award. Two existing employees will be involved in the facilitation of this program.

4) Theory of Change:

The "**Working Lab for Entrepreneurs**" is modeled after an existing program within the City of Norwich. The Foundry 66 coworking and business incubator have given birth to over 40 small business inside of three years. However, the current program is a "pay to participate program" to be

sustainable and keep the lights on in the building. Unfortunately, not everyone in our community can afford to participate in this program due to the lack of economic resources. The funding of the “**Working Lab for Entrepreneurs**” will allow 15 low-income candidates to participate in the same opportunity to learn how to grow a business by removing economic barriers in the educational and development process. The program focuses on the young adults in our community that may be at the gateway to adult poverty due to lack of resources and access. The individual and comprehensive program will begin with the basics of business etiquette, soft skill development, and work up to business plan and skill development. Administrative, finance, marketing, and customer service session are included in the training sessions. At best, businesses are launch, new marketable skills are obtained, and upward economic mobility is activated. The lack of candidate participation would result in a failure of the outcomes of the program. The program addresses many of the obstacles low-income participants may have as barriers to success. Flexible program hours and milestones, coupled with accountability coaching, will help instructors to evaluate the needs of each participant. This is a new program born out of an existing program within Foundry 66. Lowering economic barriers to business development participation has proven to activate a once barren downtown.

Inputs:

	Anticipated 2020-2021	Anticipated Outputs
Time (one full-time employee)	40 hours a week	Train 15 candidates
Building and offices	\$100,000 a year	
Facility maintenance	12 hours a month	
Software programs	\$2000	
Workshop instructors	\$10,000	
Business Partners	4 hours a month	

Activities: Overview

	Anticipated Outcome	Actual
Recruit and screen 30 candidates	15 enroll	
Monthly Business Coaching Sessions for Candidates	360 hours of Business Plan development	
SBA Smart Money Program	10 candidates complete program	
Open a personal and/or business bank account	15 candidates	
Complete a business plan	10 candidates	

Increase personal income	80% of candidates	
Increase personal income by 20%	50% of candidates	
Open a business	2 candidates	

Outcomes:

Short Term Outcomes:	Anticipated Achievement	Actuals
Increase awareness of business principles	15	
Participation in all coaching sessions	12	
Motivated to attend optional classes and business networking events	10	
Increase in soft skill development	12	
Evaluated at the 6 mo. mark		

Interim Outcomes:

	Anticipated Achievement	Actuals
Started a business	2	
Sought employment in their field of interest	5	
Completed training	12	
Seeking additional educational opportunities	5	
Evaluated at the 12-month mark		

Long Term Outcomes:

	Anticipated Achievement	Actuals
Improved economic conditions	60%	
Improved Soft Skill development	60%	
Employment	80%	
Self-employment	20%	
Evaluated at 2-year mark 2022		

E. Funding Questions:

1. The “**Working Lab for Entrepreneurs**” was able to secure a \$2,500 grant from Berkshire Bank for this program. Also, the Chelsea Groton Foundation awarded Global City Norwich \$7,500 towards this program and are secure as of this application.
2. If CDBG funds are not secured, the program will only be able to fund three candidates versus 15 candidates.
3. In the event of reduced funding, the program would reduce the number of candidates the program could service.

F. Other:

1. Currently, there are no separate business incubators in the Norwich area. Three Rivers Community College has a tuition-based on-line entrepreneur program. The program is solitary in nature, and candidates need to have access to the internet, a computer, and tuition. These items can create economic hardship for young adults in lower-income households. The “**Working Lab for Entrepreneurs**” is an intensive, personalized business development incubator.
2. This is not a continuation of a previously funded CDBG program.

PART III: BUDGET INFORMATION

A. AGENCY FINANCIAL DATA

SUPPORT & REVENUE	Current	Anticipated
	FY 19-20	FY 20-21
Program fees	124,128	150,000
Other Grants including foundations	120,000	120,000
Donations		
CDBG		
General Fund	150,000	150,000
State & Federal Grants		
Other Revenue (specify)	513,924	500,000
<i>NPA, EARNED INCOME, INTEREST</i>		
TOTAL REVENUE	773,052	770,000
EXPENSES	Current	Anticipated
	FY 19-20	FY 20-21
Salaries	279,783	279,000
Employee Benefits	18,174	18,000
Payroll Taxes	21,404	21,000
Professional Fees & Services	36,320	36,000
Operations / Phones / Postage	73,158	73,000
Insurance (other)	18,200	18,000
Equipment Rental, Maintenance & Acquisition	-	-
Printing & Publication	-	-
Travel / Conferences/Conventions	-	-
Legal Fees	2,400	2,400
Vehicle-Lease / Repair	-	-
Other expenses (specify)	320,036	312,600
<i>PROGRAMS, PRG. DEV. CONSULTANTS</i>		
TOTAL EXPENSES	769,475	760,000
BALANCE (total revenue less expenses)	3,577	10,000

B. PROGRAM SPECIFIC FINANCIAL DATA

SUPPORT & REVENUE	CDBG-Funded Portion	Non-CDBG Funded Portion	% of CDBG Funds used for Program
Program Fees			
Other grants/foundations (non-government)		10,000	
Donations			
CDBG	40,000		80%
General Fund			
State Government			
Federal Government			
Other Revenue (specify)			
TOTAL REVENUE	40,000	10,000	
EXPENSES	CDBG-Funded Portion	Non-CDBG Funded Portion	% of CDBG Funds used for Program
Salaries	10,000	56,000	25%
Employee Benefits			
Payroll Taxes			
Professional Services (incl. accounts and attorneys)	10,000		25%
General Operations & Supplies (incl. Overhead and Printing)	19,000	100,000	19%
Travel / Conferences			
Vehicle Expense			
Other Expenses (specify)	1000	1000	1%
TOTAL EXPENSES	40,000	157,000	
BALANCE (total revenue less expenses)	\$ 10,000		

PART IV: SUPPLEMENTAL INFORMATION: All agencies (except City of Norwich Agencies) must submit all of the following documentation with their application whether or not you have previously received CDBG funds through the City of Norwich.

EXHIBIT 1 Financial Statement and Audit

Describe the agency's fiscal management including disbursement methods, financial reporting, record keeping, accounting principles/procedures and audit requirements. Include a copy of the agency's last completed audit.

EXHIBIT 2 Insurance/Bond/Worker's Compensation

- State whether or not the agency has liability insurance coverage, in what amount and with

what insuring agency.

- State whether or not the agency pays all payroll taxes and worker's compensation as required by Federal and State Law.
- State whether or not the agency has fidelity bond coverage for principal staff who handle the agency's accounts, in what amount and with what insuring agency.
- Provide a copy of your current insurance certificate, NOT YOUR POLICY.

EXHIBIT 3 Non-profit Determination

Non-profit organizations must submit tax-exemption determination letters from the Federal Internal Revenue Service. (ATTACHED)

EXHIBIT 4 List of Board of Directors

A list of the current board of directors or other governing body of the agency must be submitted. The list must include the name, telephone number, address, occupation or affiliation of each member; and must identify the principal officers of the governing body. (ATTACHED)

EXHIBIT 5 Organizational Chart (ATTACHED)

An organizational chart must be provided which describes the agency's administrative framework and staff positions, which indicates where the proposed project will fit into the organizational structure and which identifies any staff positions of shared responsibility.

EXHIBIT 6 Resumes of Chief Program Administrator and Chief Fiscal Officer ATTACHED

EXHIBIT 7 Conflict of Interest Disclosure

Form attached.

PART V: CONFLICT OF INTEREST QUESTIONNAIRE

**COMMUNITY DEVELOPMENT BLOCK GRANT CITY
OF NORWICH, CONNECTICUT**

**APPLICANT CONFLICT OF INTEREST QUESTIONNAIRE
2020-2021 PROGRAM YEAR**

Federal, State, and City law prohibits employees and public officials of the City of Norwich from participating on behalf of the City in any transaction in which they have a financial interest. This questionnaire must be completed and submitted by each applicant for Community Development Block Grant (CDBG) funding. The purpose of this questionnaire is to determine if the applicant, or any of the applicant's staff, or any of the applicant's Board of Directors would be in conflict of interest.

1. Is there any member(s) of the applicant's staff or any member(s) of the applicant's Board of Directors or governing body who is or has/have been within one year of the date of this questionnaire (a) a City employee or consultant, or (b) a City Council member, or (c) a member of the Community Development Advisory Committee (CDAC) member? Yes No

If yes, lease list the name(s) and information requested below:

CERTIFICATE OF INCORPORATION

(Nonstock Corporation)

We, the incorporators, certify that we hereby associate ourselves as a body politic and corporate under the Nonstock Corporation Act of the State of Connecticut.

(1) The name of the corporation is THE NORWICH COMMUNITY DEVELOPMENT CORPORATION, INCORPORATED.

(2) The name of the Town in Connecticut in which the corporation is to be located is, Norwich, Connecticut.

(3) The nature of the activities to be conducted, or the purposes to be promoted or carried out by the corporation, are as follows:

a. To engage in promoting the establishment and expansion of diversified industries in the Towns of Norwich, Bozrah, Montville, Ledyard, Preston, Griswold, Lisbon, Sprague and Franklin, all said towns being in the County of New London and State of Connecticut.

b. To promote the social welfare of the inhabitants of the nine (9) named towns by relieving unemployment and by creating employment therein, by alleviating depressed economic conditions and increasing the flow of wages and income into the channels of trade and commerce within the nine named towns;

c. To offer such inducements as may encourage an influx of new industrial enterprises into the nine named towns by such lawful means as are calculated to assist, promote and attract such enterprises;

d. To locate, acquire, buy, sell, exchange, barter, own, hold in trust, mortgage, convey, transfer, pledge, sell, lease, manage, improve and otherwise handle real estate, and industrial sites in the nine named communities and to make contracts for, to build, erect and construct industrial buildings and other buildings necessary and pertinent thereto, and any and all things necessary and/or proper to carry out and perform these purposes;

e. To compile and disseminate commercial and economic information and promotional material designed to induce industrial enterprises to locate in the nine named towns;

SECRETARY OF THE STATE
30 TRINITY STREET
P.O. BOX 150470
HARTFORD, CT 06115-0470

MARCH 10, 2010

MARK E. BLOCK, ESQUIRE
B/J/P BLOCK, JANNEY & PASCAL LLC
138 MAIN STREET
NORWICH, CT 06360

RE: Request for Certificate or Copies

Business Name:
NORWICH COMMUNITY DEVELOPMENT CORPORATION, INCORPORATED, THE

Work Order Number: 2010062135-001
Type of Request: CERTIFIED COPY
Work Order Payment Received: 210.00
Payment Received: 105.00
Credit on Account: .00
Customer Id: 001796121

Attached is the information you requested.

JUDY PEARL
Commercial Recording Division
860-509-6035

f. To raise funds by borrowing, by subscription, by gift or other lawful means from individuals, local governmental bodies, corporations, associations or organizations and to administer such funds solely to further the purposes and objectives of the corporation and without pecuniary gain or profit, whatsoever, directly or indirectly, to any participant or participants therein;

g. To assist and promote the formation of local organizations in the nine towns designed to further the purposes and objectives of the corporation;

h. To consult with and avail itself of the facilities of the State of Connecticut Development Commission, the Norwich Area Chamber of Commerce, Inc., and/or such other governmental and civic agencies as shall make their facilities available to it to insure informed and impartial administration of the corporation's funds and furtherance of its objectives;

i. To apply any surplus or profits made in the course of carrying on its business exclusively and solely to the advancement of the objects and purposes herein set forth;

j. Upon dissolution, any and all properties, money or securities remaining in its hands solely and exclusively to be divided equally between local charitable and religious organizations and institutions, located in the City of Norwich, in the manner deemed most advisable by the Board of Directors of the Norwich Community Development Corporation, Incorporated, at the time of such dissolution.

(4) No part of the corporation's income is distributable to its members, directors or officers and the corporation shall not have or issue shares of stock or pay dividends.

(5) The classes, rights, privileges, qualifications, obligations, and the manner of election or appointment of members are as follows: (if the corporation is to have no members, or only members not entitled to vote, so state.)

a. Membership in the corporation shall be limited to any person eighteen (18) years of age or older, who are interested in the economic welfare of the Towns of Norwich, Bozrah, Montville, Ledyard, Preston, Griswold, Lisbon, Sprague, and Franklin.

b. Officers of the corporation shall be the President, Vice President, Treasurer and Secretary, who shall be elected by the Board of Directors of the Corporation from among their number. All officers must be members of the Board of Directors.

c. Management of the corporation shall be vested in a Board of Directors consisting of fifteen (15) members, fourteen (14) of whom shall be elected by the incorporators of the corporation and by the duly elected corporators of said corporation as in its By-Laws made and provided for and one (1) Board

member of said sixteen (15) shall be the President of the Norwich Area Chamber of Commerce as in the By-Laws made and provided for.

d. Income received by the corporation from the ownership, maintainance, operation, leasing and selling or other disposition of its property shall be applied first to the expense, maintainance and operation of said corporation. Any income remaining after the payment aforesaid shall not inure to the benefit of any individual or member but shall be used for the purposes of the corporation. No dividends shall ever be declared or paid or distribution made to any corporation, association, individual or member.

e. By-Laws to implement and carry out the purposes of this corporation shall be adopted at a meeting of the then existing membership to be held at such time and place as shall be designated by a majority of the subscribers.

Dated at Norwich, Connecticut, this 8th day of October, A.D. 1963.

Robert B. Devore, Jr.
Alexander Schnip, Jr.
Francis E. Dixon

STATE OF CONNECTICUT)
COUNTY OF NEW LONDON)

SS. Norwich

October 8, A.D. 1963

Personally appeared, Alexander Schnip, Jr., Robert B. Devore, Jr. and Francis E. Dixon, and made oath to the truth of the foregoing certificate by them signed, before me,

Robert J. Jones
Notary Public

34
11-1-63

STATE OF CONNECTICUT
Secretary of State

CERTIFICATE OF INCORPORATION
(Nonstock Corporation)

THE NORWICH COMMUNITY
DEVELOPMENT CORPORATION,
INCORPORATED

FILED State of Connecticut

NOV 12 1963 2-25 PM

§ 11a
I, *T. G. Gandy*, Secretary, declare that
T. G. Gandy

STROUSE & LAVALLER
EDWARD R. KIMMAREE
ATTORNEYS AT LAW
287 Main Street
Norwich, Conn.

The Tuttle Law Print, Publishers, Rutland, Vt.

CHARTER FEE \$

300

Filing & Certification \$ *2*

W. J. Gandy
FOR SECRETARY OR STATE

Certified Copy Sent

11/12/63

NOV 12 1963

SECRETARY OF THE STATE
30 TRINITY STREET
P.O. BOX 150470
HARTFORD, CT 06115-0470

MARCH 10, 2010

MARK E. BLOCK, ESQUIRE
B/J/P BLOCK, JANNEY & PASCAL LLC
138 MAIN STREET
NORWICH, CT 06360

RE: Request for Certificate or Copies

Business Name:
NORWICH COMMUNITY DEVELOPMENT CORPORATION, INCORPORATED, THE

Work Order Number: 2010062135-002
Type of Request: CERTIFIED COPY
Work Order Payment Received: 210.00
Payment Received: 105.00
Credit on Account: .00
Customer Id: 001796121

Attached is the information you requested.

JUDY PEARL
Commercial Recording Division
860-509-6035

CERTIFICATE AMENDING
CERTIFICATE OF INCORPORATION
BY ACTION OF INCORPORATORS

(1) The name of the corporation is THE NORWICH COMMUNITY DEVELOPMENT CORPORATION, INCORPORATED.

(2) The CERTIFICATE OF INCORPORATION as now on file with the Secretary of State of the State of Connecticut is amended by the following resolution of its incorporators:

RESOLVED: That the Articles of Incorporation of the NORWICH COMMUNITY DEVELOPMENT CORPORATION, INCORPORATED, are amended as follows:

Section 3.

(a). To engage in promoting the establishment and expansion of diversified industries, to provide assistance to small business concerns and do all other things appropriate to the economic development of the Towns of Norwich, Bozrah, Montville, Ledyard, Preston, Griswold, Lisbon, Sprague and Franklin, all said towns being in the County of New London and the State of Connecticut;

(f). To raise funds by borrowing, by subscription, by gift, or other lawful means from individuals, local governmental bodies, corporations, associations or organizations and to administer such funds solely to further the purposes and objectives of the corporation and without pecuniary gain or profit, whatsoever, directly or indirectly, to any participant or participants therein; and power to issue notes, bonds and debentures as well as right to borrow from municipal, state and federal government agencies and civic organizations;

(h). To consult with and avail itself of the facilities of the State of Connecticut Development Commission, The Norwich Area Chamber of Commerce, Inc., and/or such other governmental agencies including Federal Government Agencies -- specifically the Small Business Administration and the Area Redevelopment Administration -- and other civic agencies as shall make their facilities available to it to insure informed and impartial administration of the corporation's funds and furtherance of its objectives;

(j). Upon dissolution, any and all properties, money or securities remaining in its hands solely and exclusively to be divided equally between local civic organizations and/or municipalities within the area specified and in a manner deemed most advisable by the Board of Directors of the Norwich Community Development Corporation, Incorporated, at the time of such dissolution;

Section 5.

(a). Membership in the corporation shall be limited to any person eighteen (18) years of age or older, who are interested in the economic welfare of the Towns of Norwich, Bozrah, Montville, Ledyard, Preston, Griswold, Lisbon, Sprague, and Franklin. Ownership and control of this corporation shall be vested in the membership thereof;

(c). Management of the corporation shall be vested in a Board of Directors consisting of fifteen members (15), fourteen (14) of whom shall be elected by the incorporators, initially and thereafter by the membership as in its by-laws made and provided for, and one (1) Board member of said fifteen (15) shall be the President of the Norwich Area Chamber of Commerce as in the By-Laws made and provided for who shall serve ex officio.

(e). By-Laws to implement and carry out the purposes of this corporation shall be adopted at a meeting of the then existing incorporators to be held at such time and place as shall be designated by a majority of the incorporators.

The above resolution was adopted by vote of at least two-thirds of the incorporators before the organization meeting of the corporation, and approved in writing by all applicants for membership entitled to vote, if any.

Dated at Norwich, Connecticut, this 19th day of March, A. D. 1964.

Robert V. Devore, Jr.
Francis E. Dixon
John W. Powell
Arthur C. Hoffmann
John B. ...
Francis E. ...

(At least two-thirds of the incorporators)

STATE OF CONNECTICUT)
COUNTY OF NEW LONDON)

SS. Norwich
Robert V. Devore, Jr.
Francis E. Dixon

March 19, A.D. 1964

Personally appeared and made oath to the truth of the foregoing certificate by them signed, before me,

APPROVED: None

Robert V. Devore, Jr.
Notary Public

(All applicants for membership entitled to vote; if none, so indicate.)

STATE OF CONNECTICUT DEPARTMENT OF CONSUMER PROTECTION

This is your certificate as a Public Charity. This certificate allows the organization below to solicit charitable donations including fundraising in Connecticut.

This certificate is non-transferrable and cannot be used by any other organization. Do not attempt to make any corrections/changes or alter this certificate in any way.

A certificate from this Department does not make donations to your organization tax deductible. The IRS determines the tax deductible status of an organization.

If any of your information below is incorrect or needs to be updated, please email dcp.publiccharities@ct.gov.

Mailing address:

NORWICH COMMUNITY DEVELOPMENT CORPORATION
66 FRANKLIN ST
NORWICH, CT 06360-5806

Email to be used for receiving renewal notices:

BOBMILLS@ASKNCDC.COM

STATE OF CONNECTICUT ♦ DEPARTMENT OF CONSUMER PROTECTION

Be it Known That

NORWICH COMMUNITY DEVELOPMENT CORPORATION
66 FRANKLIN ST
NORWICH, CT 06360-5806

is certified by the Department of Consumer Protection as a registered

PUBLIC CHARITY

Registration #: CHR.0010753

Effective Date: 06/01/2020

Expiration Date: 05/31/2021

FEIN: 06-1066148

Fiscal Year End: June 30



Michelle Seagull, Commissioner



2019-2020 Board of Directors

Officers

Robert Buckley	Chairman	Dime Bank
Becka Alberts	Vice Chairman	These Guys Brewing
Stacie Lambert	Treasurer	American Group
Stephanie Fielding	Secretary	Mohegan Tribe
Mark Bettencourt	At Large	Norwich City Council

Board Members

Peter Nystrom	Norwich Mayor	
John Salomone	Norwich City Manager	
Chris Jewell	Collins & Jewell	
Jason Jones*	Extreme Networks	Alternate Member
Stacy Gould	Norwich City Council	
Chris LaRose	NPU General Manager	
Robert Staley	NPU Commissioner	
Kathy Lacombe	KML Architects	
Frank Manfredi	Cotter, Greenfield, Manfredi & Lenes PC	
Michael Rauh	Chelsea Groton Bank	
Swarnjit Singh	Norwichtown Shell Station	
Mark Block	Corporate Counsel	
Jill Fritzsche	Assistant Secretary**	

Staff

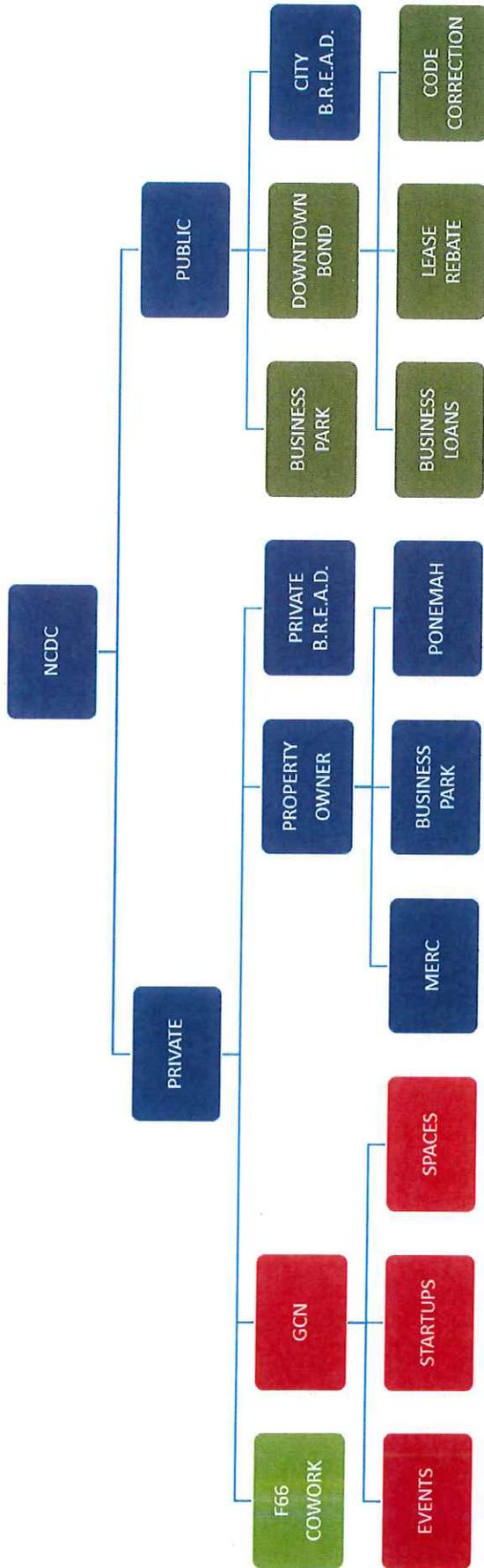
Robert Mills	President
Jason Vincent	Sr. Vice President
Jill Fritzsche	Vice President and F66 Community Manager
Suki Lagrito	Global City Norwich Program Manager

* Alternate Member

** Officer Only, Not a Member of the Board



ORGANIZATION CHART



Robert B. Mills

Summary of Qualifications

Over 30 years of experience in creating, certifying and managing, marketing, energy conservation, economic/business development, and improvement programs. Successful in strategic partnership formation and value creation among business, government, and community groups. Long history as a regional leader in economic development. Strong communication skills and an innovative team leader.

Accomplishments

- Created, renewed, and directed two marketing and economic development organizations
- Managed several diverse organizations with annual budgets of +\$5 million dollars
- Instrumental in launching an effort to create \$1 billion waterfront redevelopment opportunity
- Generated more than \$100 million in new corporate business and capital investments
- Designed and implemented multiple award-winning business recruitment campaigns valued at more than \$30 million in new sales
- Re-engineered corporate business development division and managed a diverse group of professionals

Education

Master of Business Administration, University of New Haven
Bachelor of Science, Eastern Connecticut State University

Professional Development and Related Coursework

Coursework in Multiple IEDC Economic Development programs and conferences
The Sandler Sales Management & Selling System
Decision Making and Risk Assessment Training- Kempner Trego
Essentials of Management- American Management Association
The Dale Carnegie Course
Connecticut Real Estate License, 2003 - 2012

Professional Experience

President

August 2008-Present

Norwich Community Development Corporation, Norwich, CT

- Created Foundry66, a unique micro-enterprise Coworking space
- Created Global City Norwich- a multi-cultural
- Developed and managed Downtown Revitalization Programs, a \$3.4MM redevelopment program
- Developed and conducted programs and focused efforts to advance the economic condition of the community
- Lead the completion of the Norwich Intermodal Transportation Center, a \$22 million regional transportation parking structure located on the edge of downtown Norwich
- Instrumental in securing multiple commercial and industrial businesses in the Norwich Business Park- Estimated at \$20MM
- Frequent presenter, speaker, panelist at local, regional and statewide conferences
- Managed 2-4 employees plus multiple consultants and contractors
- Reported to a Board of Directors as well as Mayor and City Council
- Linked Norwich to the regional and state economic development communities

Private Real Estate Investor

September 2006-August 2008

Coenen & Associates, South Glastonbury, CT

- Independent real estate investor specializing in residential properties throughout Connecticut
- Proficient at identifying, analyzing, buying, rehabilitating, selling or leasing single and multi-family properties
- Negotiate asset acquisition, financing, bid specifications, contract administration, and project management
- Specify improvements and repairs to enhance the property for sale or leasing activities

Robert B. Mills

- Control contractors in timely and cost-effective repairs and preventive maintenance issues
- Property management responsible for tenants and leases, maintenance, budget development and fiscal performance of asset portfolio

Commercial & Industrial Associate

March 2004-September 2006

O,R&L Commercial Real Estate Services, Branford, CT

- Independent consultant responsible for developing commercial and industrial sales and leasing opportunities
- Negotiate leases with landlords and tenants
- Identify investment opportunities and promote them to investors and tenants
- Presenter at Northeastern Building Owners Regional energy performance conference

Director, Economic & Business Development

2001-2004

The New London Development Corporation, New London, CT

- Created and executed marketing plan for the Fort Trumbull Municipal Development Plan to secure 500,000 square feet of high-tech office, tenants, and two maritime development projects
- Identified, selected and courted more than 600 developers, tenants and other interested parties to New London and the development
- Lead a committee of the board to create a five-year strategic economic development plan, teaming with key staff to link opportunities for unique economic and community development and housing efforts to the plan
- Created a model for promoting development in downtown New London, bringing together disparate groups and the City to work together on its execution
- Linked NLDC to regional and statewide economic and business development organizations through relationship building and teaming on key issues to the region

Director of Market Development

1995-2001

The United Illuminating Company, New Haven, CT

- Catalyst and key facilitator for improving the effectiveness of economic development service delivery resulting in more than \$100 million of direct investment in the region
- Developed, launched and managed an award-winning economic development network of partnerships incorporating a region of 25 towns and more than 1,000 members
- Created a highly regarded economic development department addressing the needs of 17 different communities, in coordination with federal, state and local governments
- Responsible for administrative duties such as budget creation, employee evaluations, and salaries, work assignments, personnel concerns, corporate policy enforcement and execution of other company initiatives
- A senior member of the reorganization team affecting the entire customer services department- personnel and customer offerings
- Team leader responsible for executing and implementing an award-winning business recruitment campaign resulting in revenue enhancements

Adjunct Professor of Business Communications (concurrent)

1996-1998

Southern Connecticut State University, New Haven, CT

- Developed Business Communications curriculum and classroom instruction for 200 and 300 level college courses
- Created and delivered courses on multimedia presentation development and execution

Senior Manager of Commercial Industrial Energy Services

1987-1995

The United Illuminating Company, New Haven, CT

- Created and managed the effective operation of an \$8 million-dollar energy services program for commercial and industrial energy customers with five direct reports and 18 contract employees
- Responsible to state regulators and the corporation for a cost-effective program with accountable energy results

Name of person	Job Title of person	Indicate City employee, consultant, City Council member, CDAC member or other official (named)
Peter Nystrom	Norwich Mayor	City employee
John Salomone	Norwich City Manager	City employee
Stacy Gould		City Council member
Mark Bettencourt		City Council member

2. Will the CDBG funds requested by the applicant be used to award a subcontract to any individual(s) or business affiliate(s) who is/are currently or has/have been within one year of the date of this questionnaire a City employee, consultant, City Council person or Community Development Advisory Committee member? Yes No

If yes, please list the name(s) and information requested below:

Name of person	Job Title of person	Indicate City employee, consultant, City Council member, CDAC member or other official (named)

3. Is there any member(s) of the applicant's staff or member(s) of the applicant's Board of Directors or other governing body who are business partners or family members of a City employee, consultant, City Council person, Community Development Advisory Committee member? Yes No

If yes, please identify below the City employee, consultant, or Council member with whom each individual has family or business ties.

Name of member	Name of City employee, Consultant, City Council member, CDAC member or other official (named)	Indicate type of tie (Family or Business)	If family, indicate relationship

4. Have you read and understood the HUD regulation regarding conflict of interest, 24 CFR 570.611 (attached)?

Name of Applicant: Robert Mills
 Signature of Applicant's Representative: [Signature]
 Title: PRESIDENT Date: 3-11-2020

**HUD REGULATION REGARDING CONFLICT OF INTEREST
 (NOT REQUIRED TO BE SUBMITTED WITH APPLICATION)**

24 CFR § 570.611 Conflict of interest

(a) Applicability. (1) In the procurement of supplies, equipment, construction, and services by recipients and by sub recipients, the conflict of interest provisions in 24 CFR 85.36 and 24 CFR 84.42, respectively, shall apply. (2) In all cases not governed by 24 CFR 85.36 and 84.42, the provisions of this section shall apply. Such cases include the acquisition and disposition of real property and the provision of assistance by the recipient or by its subrecipients to individuals, businesses, and other private entities under eligible activities that authorize such assistance (e.g., rehabilitation, preservation, and other improvements of private properties or facilities pursuant to Sec. 570.202; or grants, loans, and other assistance to businesses, individuals, and other private entities pursuant to Sec. 570.203, 570.204, 570.455, or 570.703(i)).

(b) Conflicts prohibited. The general rule is that no persons described in paragraph (c) of this section who exercise or have exercised any functions or responsibilities with respect to CDBG activities assisted under this part, or who are in a position to participate in a decision-making process or gain inside information with regard to such activities, may obtain a financial interest or benefit from a CDBG-assisted activity, or have a financial interest in any contract, subcontract, or agreement with respect to a CDBG-assisted activity, or with respect to the proceeds of the CDBG-assisted activity, either for themselves or those with whom they have business or immediate family ties, during their tenure or for one year

thereafter. For the UDAG program, the above restrictions shall apply to all activities that are a part of the UDAG project, and shall cover any such financial interest or benefit during, or at any time after, such person's tenure.

(c) Persons covered. The conflict of interest provisions of paragraph (b) of this section apply to any person who is an employee, agent, consultant, officer, or elected official or appointed official of the recipient, or of any designated public agencies, or of subrecipients that are receiving funds under this part.

(d) Exceptions. Upon the written request of the recipient, HUD may grant an exception to the provisions of paragraph (b) of this section on a case-by-case basis when it has satisfactorily met the threshold requirements of (d)(1) of this section, taking into account the cumulative effects of paragraph (d)(2) of this section.

(1) Threshold requirements. HUD will consider an exception only after the recipient has provided the following documentation:

- (i) A disclosure of the nature of the conflict, accompanied by an assurance that there has been public disclosure of the conflict and a description of how the public disclosure was made; and
- (ii) An opinion of the recipient's attorney that the interest for which the exception is sought would not violate State or local law.

(2) Factors to be considered for exceptions. In determining whether to grant a requested exception after the recipient has satisfactorily met the requirements of paragraph (d) (1) of this section, HUD shall conclude that such an exception will serve to further the purposes of the Act and the effective and efficient administration of the recipient's program or project, taking into account the cumulative effect of the following factors, as applicable:

- (i) Whether the exception would provide a significant cost benefit or an essential degree of expertise to the program or project that would otherwise not be available;
- (ii) Whether an opportunity was provided for open competitive bidding or negotiation;
- (iii) Whether the person affected is a member of a group or class of low- or moderate-income persons intended to be the beneficiaries of the assisted activity, and the exception will permit such person to receive generally the same interests or benefits as are being made available or provided to the group or class;
- (iv) Whether the affected person has withdrawn from his or her functions or responsibilities, or the decision-making process with respect to the specific assisted activity in question;
- (v) Whether the interest or benefit was present before the affected person was in a position as described in paragraph (b) of this section;
- (vi) Whether undue hardship will result either to the recipient or the person affected when weighed against the public interest served by avoiding the prohibited conflict; and
- (vii) Any other relevant considerations.

Section 3 Contractor Affidavit

Section 3 Business Concern is a business or organization that:

- Is 51 percent or more owned by section 3 residents; or
- Has permanent, full-time employees at least 30 percent of whom are currently Section 3 residents, or within three years of the date of first employment with the business concern were section 3 residents; or
- Has a commitment to subcontract in excess of 25% of the dollar award of all subcontracts to be awarded to such businesses describe above

This is to certify that NORWICH COMMUNITY DEVELOPMENT CORPORATION
Business Name (Print)

 Is a Section 3 Business Concern (Please read, review and implement necessary items in document entitled "Section 3 Requirements")

 Is **NOT** a Section 3 Business Concern but the contract for work will require my business or sub-contractor to hire, train, or educate a new employee. (Please read, review and implement necessary items in document entitled "Section 3 Requirements")

Is **NOT** a Section 3 Business Concern and the contract for work will **NOT** require my business or sub-contractor to hire, train or educate a new employee. (No further action is necessary unless an employee is hired during the contract period)


Authorized Signer

3-11-20
Date

ROBERT B MILLS
Print Name

