

# SouthEastern Connecticut Enterprise Region Annual Report for the Fiscal Year Ending June 30, 2009



# Annual Meeting

SouthEastern Connecticut Enterprise Region Corporation  
(SECTER)

November 19, 2009

8:00 a.m.

Holiday Inn, Norwich, Connecticut

## AGENDA

Call to Order:	John W. "Bill" Sheehan, Chairman
Reading/Approval of 2008 Annual Meeting Minutes:	Robert Giffen, 1st Vice Chairman
Chairman's Report:	John W. "Bill" Sheehan, Chairman
Executive Director's Report:	John Markowicz, Executive Director
Financial Report (FY 2009):	John W. "Bill" Sheehan, Chairman John Markowicz, Executive Director
Nominating Committee Report:	James Butler, Chairman Nominating Committee
Election of Directors:	John W. "Bill" Sheehan, Chairman
Other Business:	John W. "Bill" Sheehan, Chairman
Adjournment of Annual Meeting.	

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Call to Order, Board of Directors Meeting:	John W. "Bill" Sheehan, Chairman
Review/Approval of September 2009 Board of Directors Meeting Minutes:	John W. "Bill" Sheehan, Chairman
Corporate Resolution	John W. "Bill" Sheehan, Chairman
Nominating Committee Report:	James Butler, Chairman Nominating Committee
Election of Officers:	John W. "Bill" Sheehan, Chairman
Adjournment of Board of Directors Meeting.	

*Breakfast provided by the  
SouthEastern Connecticut Enterprise Region*



# SouthEastern Connecticut Enterprise Region Corporation



S E C T E R

## MISSION STATEMENT

The mission of seCTer is to stimulate and support economic development and diversification within Southeastern Connecticut and adjacent areas of Rhode Island. seCTer shall pursue this mission through a broad range of initiatives and programs, including the following:

Foster a climate favorable for economic development and diversification through educational and informational programs reaching government officials and the general public.

Support the retention and expansion of existing businesses and the start-up of new businesses.

Recruit new businesses through a marketing program that promotes the region's resources and competitiveness.

Coordinate economic development activities among the region's municipalities, with state and federal agencies, and with other organizations.

Participate in efforts to meet the infrastructure needs of a growing regional economy.

Define and update the region's economic goals and strategy through periodic analysis of the region's economic needs and opportunities.

**SouthEastern Connecticut Enterprise Region Corporation**  
**(seCTer)**  
**A Letter from the Chairman**

Fiscal Year 2009 was another successful, if bumpy year for seCTer.

Our guide to economic development is the Comprehensive Economic Development Strategy (CEDS). An application to the EDA for funding of a CEDS update has been pending most of fiscal year 2009.

Our Marketing Program has continued to be capably managed by the Marketing Director, Deborah Donovan, and guided by the Business Development Committee and its Chairman, Tricia Cunningham. The region has continued its aggressive promotion both internally and externally with events effectively showcasing our region and its available properties and incentives to site consultants, businesses and economic developers. A repeat of seCTer's sponsored briefing for local Economic Development and Land Use Commissions on "Principles and Procedures of Economic Development" was held on September 2009, based on the success of a previous forum. A familiarization tour of the region for Site Selection Consultants was successfully completed in late September 2008. Unfortunately, the economic turndown has limited the effectiveness of the tour.

Working with the Loan Administration Board/Loan Review Committee, and its Co-Chairs Naomi Otterness and Wayne Fraser, the Director of Loan Programs, Ann Chambers, effectively provided financial outreach and technical support for numerous regional economic development projects. We fielded several dozen inquiries from throughout the region with three new loans and one refinance booked, totaling nearly \$850,000. At FY2009 end, we had three requests in play, totalling nearly \$900,000, two of which have been approved and are pending closure. The Good News is that all of the seCTer loan funds are at their maximum loan capacity. The Bad News is that all of the seCTer loan funds are at their maximum loan capacity. Any new initiatives will have to wait until the loan funds are sufficiently replenished by "graduating clients."

The Procurement Technical Assistance Program (PTAP), efficiently managed by Brien Robertson, completed another successful year despite funding difficulties due to the uncertainty of the State budget process. Due to these difficulties, the Corporation provided \$86,911 in cash and inkind support to the PTAP program in FY2009. More than \$267 million in federal, state, and local contracts were awarded to client companies for the period ending September 30, 2009. Over 5,340 Connecticut jobs were created or retained as result of these awards. In early October, the Federal Small Business Administration cited the PTAP program for its outstanding performance in FY2009. I am pleased to report that since the inception of PTAP in 1993, this record of achievement, certified by its clients, has resulted in the award of over \$1.94 billion in contracts to Connecticut companies and the creation or retention of almost 38,876 jobs statewide.

The financial health of our corporation remains strong, but is not without its challenges. The approximately \$83,537 in annual sustaining support from our regional municipalities (up significantly from FY2008) and \$18,500 in business contributions is sincerely appreciated. We are indebted to the fiscal administrative and oversight skills of Patricia Glynn, our Office Manager, and Kathy Braue, our Financial Administrator. We have received another very good financial report from our certified public accountants.

None of these achievements would have been possible without the exceptional dedication and productivity of our staff, headed by John Markowicz. On behalf of our Board of Directors, I extend our sincere thanks to all staff members. I am also extremely grateful to you, the seCTer Board of Directors, for your efforts on behalf of the corporation's mission during this past year. An active, engaged Board of Directors is critical as we move to deal with our region's future challenges. Thank you for this opportunity to serve as your Chairman.



*J. W. "Bill" Sheehan*  
Chairman of Board of Directors

# SouthEastern Connecticut Enterprise Region Corporation (seCTer)

## Report of the Executive Director

Fiscal Year 2009 was truly financially challenging. Most unsettling were funding and contractual issues associated with the state match for the Procurement Technical Assistance Program (PTAP). In late January 2009, the Department of Economic and Community Development (DECD) significantly reduced its financial commitment to PTAP while concurrently directing seCTer to continue existing statewide staffing and operations from corporate assets. This resulted in an unplanned and significant investment from seCTer, and necessitated a complete revision to the fiscal year budget and the reprogramming of resources for the balance of Fiscal Year 2009 and first quarter of Fiscal Year 2010. Subsequently, in mid-April, the Defense Contract Audit Agency reported a potentially significant shortfall in non-federal matching PTAP funds for the five contract years prior to 2008. This new development has been thoroughly addressed and awaits final resolution by the cognizant federal agency officials.

Notwithstanding these challenges, Fiscal Year 2009 included the continuation of significant projects from Fiscal Year 2008 and several new undertakings that will continue into Fiscal Year 2010, as will be highlighted in the following sections of my report.

Financial responsibility and integrity continued to remain paramount in all corporate activities. Gothie, Hoyt, and Filippetti, LLP performed our Annual Audit and noted no material findings. The financial position of the corporation remains stable with Total Assets of \$7,380,152 (including Unrestricted Assets of \$640,199) and Total Liabilities of \$108,899.

### MARKETING PROGRAM

The Marketing Program, ably managed by Director Deborah Donovan with the support of the Business Development Committee, which is chaired by Tricia Cunningham, continues to promote and support development in the region, internally and externally, providing research and outreach support to municipal development offices, and monitoring progress on regional CEDS projects and initiatives.

seCTer, through membership in CERC (the Connecticut Economic Resource Center), provides a wide range of services to members and to interested businesses, including Data Finder, a robust database of demographic information; SiteFinder, an informational web site listing of available buildings and land; and E.D.D.I, or the Economic Development Data Information database, developed by leading site consultants to determine the feasibility of areas for development and business location. This year we completed compilation and submission of 100% of the E.D.D.I. data for our member municipalities. Data from these programs are all accessible via links on [www.secter.org](http://www.secter.org). A new platform for this information was created by CERC late in the fiscal year and at the time of this report, there are still some access “bugs” to be addressed, but all information continues to be available.

The Marketing Department supports retention and expansion of existing and start up businesses in the region by:

- Assisting Site Consultants, Developers, and local and regional businesses in locating properties and buildings for start ups, expansions or re-locations,
- Listing available municipality owned or non-broker represented properties on SiteFinder at no charge, including the Ft. Trumbull and Norwich Hospital Sites,
- Providing market research information for new, relocating and expanding businesses, and for local government, businesses, and regional organizations,
- Providing assistance for new and existing businesses on site location, business plans, marketing strategies and, with the seCTer Loan Officer, on financing needs.

# SouthEastern Connecticut Enterprise Region Corporation (seCTer)

## **MARKETING PROGRAM (con't)**

We continue to enhance functions of the organization's web site, which was launched in January of 2008. Events, newsletters, news releases, demographic data and programs of interest to business are updated on a continual basis by the marketing department. Some features on the site include:

- Information on seCTer municipalities with links to their home pages, their town profile, and special development sites available (i.e. Ft. Trumbull and the Norwich Hospital Site),
- Regional Demographic, Labor and Economic Information, including industry clusters and major employers, and reports from seCTer and its partner organizations,
- A Calendar of Events, including seCTer meetings and training events for businesses and municipal leaders,
- A press section with business newsletter, seCTer press, local news from member organizations and links to local print media,
- A database on available sites and buildings for developers using our links to CERC's SiteFinder,
- A section for entrepreneurs and start up businesses offering information on "how to" start and manage a business, with links to on-line help and contact information for local agencies offering assistance.

In 2009 we are planning to update our home page with an interactive map and to add *RSS* feeds to our Events Calendar and News pages.

Our presence in state and regional development organizations' events and training sessions is ongoing, allowing us to monitor and share market trends, business news and economic development research both with constituent municipalities and interested developers and businesses. We continued as a sponsor of the Award Winning Community Builders Institute (CBI) of Northeast Utilities and Ms. Donovan served on the planning committee for these training sessions promoting best practices and excellence in various aspects of economic development. Because of our participation in the Institute we were able to arrange for a session of the CBI on the Basics of Economic Development to be held in September 2009 in Groton, to better serve the needs of our constituents.

With the seed money provided by a generous \$10,000 grant from Northeast Utilities, with considerable in-kind participation by CERC, MYS-TV, Mystic Seaport, Peter Pan Bus Lines, the Town of Stonington, Pfizer and with additional monetary contributions from Groton Utilities, Norwich Public Utilities, DECD and Dominion, we organized a September 2008 Familiarization Tour of the area for Site Consultants. A dozen consultants from the New York, New Jersey, Boston and Hartford regions toured southeastern CT during the three day event. At local venues, including the Nautilus Museum, Pfizer New London, Norwich City Hall, and Mystic Seaport, guests met with local municipal leaders and planners, and representatives of local workforce groups, colleges and universities, utilities and businesses. They were also given a coach tour of New London County to see and consider available development sites. The results of this event have been mixed, as the economy faltered in the days and months following its conclusion, but the relationships that have developed are positive and on-going. We intend to repeat the program in fall of 2010.

A video showcasing the area and available properties was produced by MYS-TV and viewed during the Site Consultants event. A copy was sent to all attendees as a Holiday gift in December. In the up-coming fiscal year we intend to update the video adding interviews with local business leaders. Clips from both videos will be prepared to add to our web site as "YouTube" movies. We are also reviewing additional "new" media functions to promote visibility of Southeastern CT to businesses and developers.

# SouthEastern Connecticut Enterprise Region Corporation (seCTer)

## LOAN PROGRAM

FY 2009 was a very busy and challenging time as we worked to market our Loan Programs effectively and to develop mutually advantageous partnerships with other funding sources. seCTer's Revolving Loan Programs play an important role in the economic development and vitality of Southeastern Connecticut by providing funding that is not readily available through traditional lenders. This year, our products and services were in great demand as traditional funding options were limited due to the realities of the economy and financial regulations and oversight.

The active loans in our portfolio on June 30, 2009 represent the manufacturing, service, commercial fishing, retail and the biotech/biomedical industries and provided for new jobs created and jobs retained; but more importantly, the emergence of the biotech/biomed sector in our loan portfolio helps to keep highly skilled and educated scientists here in our region. The Loan Programs portfolio had an outstanding balance on 6/30/2009 of \$5,419,172 and reflected a total investment (seCTer, other funding sources and equity) of \$20,069,443. seCTer provided funding commitments of over \$850,000 in 2009; this represented three new relationships and one refinance. The most significant portion of this funding went to a Biotech business and to a Manufacturer/Agribusiness. While the economy certainly had a significant impact on our Borrower's cost of doing business and ability to generate equity, most have managed to maintain their payments as scheduled and thus our delinquency rate is minimal. We incurred no losses this year and I am happy to report that as of this writing, the one significant pending delinquency has been resolved.

Highlights of the year include:

- We expanded our partnership with Connecticut Community Investment Corporation (CTCIC), a Connecticut Certified Development Company, to participate in the SBA 504 Loan Program. At the end of the year, we had two 504's in process representing over \$750,000 in total funding commitments to two businesses, one a manufacturer/fabricator, to allow them to purchase real estate and expand their businesses in Southeastern Connecticut. We are excited to participate in the 504 Program as it allows seCTer to preserve capital while maximizing our investment.
- We are in the process of applying for authorization to be a SBA Micro-Lender. As of this writing, our application was in process and Congress was deliberating a bill that would increase the size of Micro-Loans from \$35,000 to \$50,000.
- We responded to several requests for modifications and two payoffs as we sent program "graduates" to our regional bank lenders.
- We received approval for the Loan Committees to purchase *Portfol*, a loan portfolio management software program and plan to have it fully utilized by December 31, 2009.

The record of steady performance and growth is attributable to the continued guidance of the Loan Administration Board chaired by Naomi Otterness and the Loan Review Committee chaired by Wayne Fraser. 2010 will also be a challenging year as we address the impact of the national and world economy on our region. Our experience and ability to counsel businesses will be vital as will the network of referral sources that we have established over the years. We are further challenged by the good/bad fact that most of our loan funding is extended. We will continue to look for new ways to provide funding to current and potential borrowers.

# SouthEastern Connecticut Enterprise Region Corporation (seCTer)

## CONNECTICUT PROCUREMENT TECHNICAL ASSISTANCE PROGRAM - CT-PTAP

The Procurement Technical Assistance Program (PTAP) continued to assist Connecticut businesses in their government contracting efforts. During the recently concluded fiscal year, the Program received 375 new inquiries from companies looking to explore government markets. Much of this interest was spurred by availability of American Recovery & Reinvestment Act (ARRA) dollars. Companies that traditionally avoided the government marketplace looked to this arena and sought PTAP assistance.

The Program continued its robust training seminars held at three community colleges, including Three Rivers Community College in Norwich. PTAP hosted a three-day business Matchmaker Conference with the Department of Defense, Small Business Council for Business Training and Advocacy, which attracted 119 prime government contractors from around the country and 349 Connecticut small businesses for one-on-one meetings to explore subcontracting opportunities.

The Program offered services to over one thousand businesses. This included training them on a wide range of topics associated with federal, state and municipal contracting. Focus was placed on assisting companies in developing GSA (schedules) contracts, understanding the State of Connecticut's contracting procedures, exploring federal and state set-side preference programs and various pre-qualification programs. PTAP collaborated with the City of Hartford in exploring contracting with the City and participated in numerous *Connecticut Business Connection* outreach events hosted by the Department of Economic and Community Development. The Program continued to partner with other small business programs such as the Small Business Administration and Chambers of Commerce and was called upon by numerous civic groups to explain government contracting.

Throughout the year, PTAP responded to prime contractors' requests for assistance in finding qualified small businesses for their subcontracting needs. This proved to be a winning situation for these companies and PTAP clients. The Army Corps of Engineers called upon the program to assist in organizing a networking conference for prime contractors and small businesses associated with the new Middletown Armed Forces Reserve Center. Now that the contract is awarded, PTAP will assist the general contractor in meeting its subcontracting goals.

PTAP clients were surveyed twice during the year and reported a 98% satisfactory rating! To date, the clients reported winning over \$267 million in government contracts. The Program received a "highly successful" rating in all categories in its performance review conducted by the Defense Contract Management Agency.

The Program recognizes and appreciates the strong financial support it received as a result of the midyear funding reductions, and has responded with additional efforts to support clients within the seCTer member municipalities.



# SouthEastern Connecticut Enterprise Region Corporation (seCTer)

## COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY (CEDS)

At the request of the Connecticut Economic Development Representative (EDR), a Pre-Application for matching funding to update the Southeastern Connecticut Economic Development Strategy (CEDS) was prepared and submitted in Fiscal Year 2008 to the Department of Commerce, Economic Development Administration (EDA). In November 2008, this Pre-Application was returned with the recommendation that it be resubmitted in accordance with newly revised EDA forms and instructions. In April 2009, we were further advised that applications for EDA funds would require a support letter from CT DECD and that priority was assigned to municipalities satisfying stipulated income and unemployment thresholds such as Hartford and Bridgeport. During recent discussions with both the EDR and DECD staff, we have learned that there is support in both agencies for the submission of a new Pre-Application for matching EDA funds to prepare an update to the Southeastern Connecticut CEDS.

## SUBASE REALIGNMENT COALITION (SRC)

The SUBASE Coalition Steering Committee, an ad hoc seCTer committee, met twice during this past year. Congressman Courtney and several other state officials attended both meetings. Progress continues on implementing the recommendations of the Governor's Commission for the Economic Diversification of Southeastern Connecticut, including the allocation of funds by the State of Connecticut for infrastructure improvement projects at the Submarine Base.

## THAMES MARITIME COALITION/HARBOR SAFETY COMMITTEE

In support of our marine industry cluster, we continue to host periodic meetings of the Thames Maritime Coalition/Harbor Safety Committee (TMC/HSC). This ten-year-old, U.S. Coast Guard (USCG) inspired initiative provides a forum for stakeholders along the Thames River to discuss items of mutual interest. Numerous members of the public and private sectors attend. These meetings have provided various government agencies with a sounding board for public safety, harbor security, and environmental issues. This has led to involvement in the Thames River AMTRAK Railroad Bridge Replacement Project, dredging issues, and participation in the Southeastern Connecticut Security Group (as a business/industry representative), the Long Island Sound Area Maritime Security Committee (AMSC), and the Long Island Sound Harbor Safety Committee (LISHSC).

## WORKFORCE TRAINING AND EDUCATION

Site developers/consultants have repeatedly told us that the composition, skills, and availability of a region's workforce are crucial to any business expansion or relocation decision. This places our Eastern Connecticut Workforce Investment Board (EWIB) and its programs on the forefront of future economic expansion in southeastern Connecticut. We have continued to work closely with the EWIB on training and education projects, with particular focus upon initiatives in science, technology, engineering and mathematics (STEM) and incumbent worker training (IWT). In addition, we provided a leadership position as a member of the Advisory Board for the Regional Innovation Grant (RIG), which undertook a comprehensive strengths, weaknesses, opportunities, and threats (SWOT) analysis of workforce education and training and southeastern Connecticut's "clusters of competencies."

## REGIONAL SUPPORT INITIATIVES

Infrastructure initiatives have remained a focus of our activities and during Fiscal Year 2009 we have participated in the New London Regional Intermodal Transportation Center (Union Station) Master Plan and Efficiency Study as a stakeholder member of the Advisory Committee. Similarly, we represented the corporation as a Stakeholder for the Transportation Strategy Board's Electronic Tolls and Congestion Pricing Study, and have participated in various meetings associated with Route 11 and local municipal initiatives such as the Salem Four Corners Roundabout.

# SouthEastern Connecticut Enterprise Region Corporation (seCTer)

## REGIONAL SUPPORT INITIATIVES (con't)

The tourism and entertainment industry cluster has also been an area of concentration in support of the Eastern Connecticut Regional Tourism District. In addition to representing the corporation as a Board and Executive Committee member, I have served as Co-Chairman of the Mystic Country Advisory Committee, a joint initiative between the Tourism District (public sector) and Mystic Coast and Country (private sector). This cooperative undertaking has produced a number of accomplishments including a mutually supportive strategic plan that is being implemented to produce enhanced structural and financial collaboration.

## CORPORATE INITIATIVES

There were a number of noteworthy corporate activities during Fiscal Year 2009:

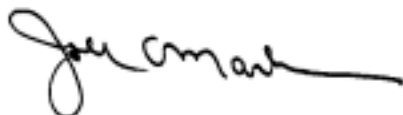
**Staff Total Compensation Study:** With the direction and guidance of the Personnel Committee and its Chairman, Richard Erickson, The Essex Group was retained to conduct a comprehensive analysis of staff salaries and fringe benefits. A Final Report, which included the results of a state-wide non-profit compensation study conducted by the Connecticut Business and Industry Association (CBIA) was completed and accepted by the Personnel Committee on June 11, 2009. Implementation of specific recommendations is planned for Fiscal Year 2010, pending the availability of associated financial resources.

**Corporate By-Laws Update:** At the direction of the Board of Directors, a By-Laws Committee was created and chartered to review and prepare recommendations to update this governing document. Proposed amendments were drafted and approved by the Members of the Corporation at the Annual Meeting on November 20, 2008.

**Loan Fund Investment Plan:** At the direction of the Loan Committees and their Chairmen, Wayne Fraser and Naomi Otterness, a review was conducted regarding the guidelines and processes associated with the investment of repaid loan funds. As a result a Standard Practice stipulating criteria and process was adopted and implemented on August 27, 2008.

**Section 403B Employee Retirement Plan:** The Internal Revenue Service issued revised regulations that imposed new requirements for non-profit Section 501c(3) sponsors of Section 403(b) Retirement Plans. With the assistance of a consultant firm, R.J. Michalski, Inc., the appropriate amendment to the seCTer Plan was prepared, adopted and implemented in January 2009.

In closing, I would acknowledge the hard work and dedication of our entire staff during this past year. A sincere thank you to Kathy Braue, Deborah Donovan, Ann Chambers, Pat Glynn, Linda Kennedy, Scott Reynolds, Brien Robertson, Laura Rowe, Debbie Smith, Joan Stanley, and Bernie Todisco. I gratefully also acknowledge the support and guidance we have received from the Business Development, Personnel, Financial Resources, Loan, and Nomination Committees. My most sincere gratitude is also expressed for the continued sustaining financial support from the municipalities in southeastern Connecticut, and for the generous support from Northeast Utilities for special initiatives such as our Site Consultants Tour in 2008



John Markowicz  
Executive Director

**SouthEastern Connecticut Enterprise Region Corporation**

**(S E C T E R)**

***Nominating Committee Report***

***BOARD OF DIRECTORS***

**TERM EXPIRING DECEMBER 31, 2012:**

Thomas Wagner  
Director of Planning, Town of Waterford  
Council of Governments - Economic Development

Robert Mills  
Executive Director, Norwich Community  
Development Corporation  
Council of Governments - Economic Development

GD. "Denny" Hicks  
Director of Strategic Planning  
Chamber of Commerce of Eastern Connecticut  
Business Community - Chamber of Commerce

Robert Giffen  
Vice President, Dime Savings Bank  
Business Community - Banking

John W. "Bill" Sheehan  
IT Consultant  
Business Community - At Large

Wayne Fraser  
Development Manager, Readco Holdings, Inc.  
Business Community - At Large

George Galinsky  
Vice President, Mohegan Sun  
Business Community - Tourism

Maria Miranda  
Creative Director  
Business Community - At Large

**OFFICERS:**

CHAIRMAN:	Mark Oefinger
FIRST VICE CHAIRMAN:	Robert Giffen
SECOND VICE CHAIRMAN:	Mary Ellen Jukoski
SECRETARY:	John W. "Bill" Sheehan
TREASURER:	G.D. "Denny" Hicks

**NOMINATING COMMITTEE CHAIRMAN:** James Butler

**SouthEastern Connecticut Enterprise Region Corporation**  
**(S E C T E R)**

**BOARD OF DIRECTORS – 2009**

<i><b>POSITION</b></i>	<i><b>NAME</b></i>	<i><b>ORGANIZATION</b></i>
Chairman	John W. “Bill” Sheehan	IT Consultant
1 <sup>st</sup> Vice Chairman	Robert Giffen	Dime Savings Bank
2 <sup>nd</sup> Vice Chairman	Mark Oefinger	Town of Groton
Secretary	Mary Ellen Jukoski	Mitchell College
Treasurer	G. D. “Denny” Hicks	Chamber of Commerce of Eastern CT
Director	Dennis Bougie	Citizens Bank
Director	Tucker Braddock	Greater Norwich Area Chamber of Commerce
Director	John Brooks	New London Development Corporation
Director	Tricia Cunningham	Greater Mystic Area Chamber of Commerce
Director	Richard Erickson	Planning Consultant
Director	Wayne Fraser	Readco Holdings, Inc.
Director	Edward Haberek, Jr.	Town of Stonington
Director	Michael Caron	Pfizer Global Research & Development
Director	Linda Hodge	Town of Colchester
Director	Thayne Hutchins	Mohegan Tribal Nation
Director	Christopher Jennings	Mystic Coast & Country Travel Industry Association
Director	Carmelina Kanzler	Private Citizen
Director	Jerry Lamb	Naval Submarine Medical Research Laboratory
Director	Tom Marano	Northeast Utilities
Director	Robert Mills	Norwich Community Development Corporation
Director	Nicholas Mullane	Town of North Stonington
Director	Mark Oefinger	Town of Groton
Director	Mel Olsson	AF-CIO Community Service Representative
Director	Naomi Otterness	Private Citizen
Director	Brian Palaia	Town of Ledyard
Director	Charles Seeman	United Community & Family Services
Director	Donna Simpson	Connecticut East CVB
Director	Gabriel B. Stern	Connecticut Municipal Electric Energy Cooperative
Director	Paul Suprin	Savings Institute Bank & Trust
Director	Marjorie Valentin	Three Rivers Community College
Director	Tom Wagner	Town of Waterford Planner
Ex-Officio Director	John Beauregard	Eastern Connecticut Workforce Investment Board
Ex-Officio Director	James Butler	Southeastern Connecticut Council of Governments
Ex-Officio Director	Jenny Contois	Office of Congressman Joseph Courtney
Ex-Officio Director	John Markowicz	TECHCONN
Ex-Officio Director	Andrew Maynard	State Senator, 18th District
Ex-Officio Director	Vacant	CT Department of Economic & Community Dev.
Ex-Officio Director	Andrea Stillman	State Senator, 20 <sup>th</sup> District

SouthEastern Connecticut Enterprise Region Corporation  
(S E C T E R)

STAFF

DIRECTORATE:

Executive Director  
Director of Marketing  
Office Manager  
Financial Administrator

John Markowicz  
Deborah Donovan  
Patricia Glynn  
Kathryn Braue

LOAN PROGRAM:

Director

Ann Chambers

CONNECTICUT PROCUREMENT TECHNICAL ASSISTANCE PROGRAM (PTAP):

Director  
Database Manager  
Procurement Specialist  
Procurement Specialist  
Procurement Specialist  
Procurement Specialist  
Procurement Specialist

Brien Robertson  
Joan Stanley  
Debbie Smith  
Laura Rowe  
Linda Kennedy  
Scott Reynolds  
Bernie Todisco

BUSINESS INCUBATOR TENANTS

Synectechs  
TECHCONN  
York Tel

Xiu Chen, President  
John Markowicz, Chairman  
Stephen Anderson