

To: Finance, Revenue and Bonding Committee

From: Fernando G. Rosa, President and CEO, HEDCO, Inc.

Re: S.B. 461

I'm writing to you to support the above referred bill SB 461 – An Act concerning a Small Minority Business Revolving Loan Fund.

The passage of this bill SB 461 will provide **Small Minority Businesses** with adequate funding for their survival, growth and **sustainability**

The State of Connecticut has been and continues to be a major funder of the Small Minority businesses but this additional funding will provide sustainability to the existing programs that are constantly running out of funds. There is a major need for continuity. Loan providers need to keep come back every year to carve out some funds to continue the funding programs.

HEDCO, Inc., a Non for profit 501 (c) 3, became a statewide agency in 2011. Since FY 2011 HEDCO has been a lending partner with the State made a total of 331 loans with a face value of \$22 Millions dollars. That investment generated a total package value of \$32 Million.

- Loans funded with State funds 147 loans
- Loans from State funds to Minority 110 loans
- 1883 jobs were retained
- 704 created.
- Total Jobs impacted 2594

Our loan concentration is in the urban centers

- in Hartford 181
- New Britain 22
- New Haven 8,
- Willimantic 6

Small Minority Businesses need to continue to get support in order to make to the main stream.

Thank you for your support.

Date: March 28, 2016  
To: Finance, Revenue and Bonding Committee  
From: Kim Hawkins, VP/COO, HEDCO, Inc.  
Reference: S.B. 461

I am writing in support of Senate Bill #461 – An Act Concerning a Small Minority Business Revolving Loan Fund.

HEDCO has for the past 9 years has operated, the Business Resource Center. The center is a one-stop-shop where businesses receive assistance in all aspects of their business; (from the business plan development to funding and then implementation).

The BRC has serviced over 4,000 clients since our existence with business acumen training, financing and construction training. We have trained roughly 1,800 in general business courses and another 2,500 in construction related courses.

One of the major issues we tackle is bonding. This is a major impediment for minority construction firms. HEDCO's BRC developed, implemented and manages a partnership with DECD and a private insurer which created a successful bonding program. The bonding program provides 20 million dollars in bonding capacity which has a bond guarantee of 3 million dollars to support any losses. We have processed over \$43,334,000 in bond request of which \$36,466,440 was approved/written. We have experienced one... I repeat one loss of \$140,000. Our program is one of a kind, we provide the contractors, with training, financing, on the job support and bonding.

Providing a service has never been a problem for our small businesses ,getting paid for that service has. That is why this bill becomes so very important it provides the opportunity for funds to be available to support these businesses without the worry of funding to be available as they continue to build capacity and sustainability for years to come.

Businesses rely on us (HEDCO/SAMA) to be there. This bill will allow that to happen and happen without interruption.

## I. History – HEDCO, Inc.

HEDCO, Inc. in its 41<sup>st</sup> year, HEDCO has provided over \$100 million in loans to small businesses. HEDCO is a certified Community Development Financial Institution (CDFI), helping it to expand its community investment and small business technical assistance services. HEDCO is also a Certified SBA Micro Lender. In 2004, HEDCO created a new resource for SMB's and other small businesses entitled the Business Resource Center (BRC). The BRC has increased its services to SMBs and other small businesses each succeeding year. In addition, to loan packaging and other financial assistance, the BRC assists small businesses with regard to business planning, skills certifications, back office training, and other education and training. HEDCO works with a range of partners in the community, including commercial banks, municipal and state economic and community development agencies, other Hartford and regional non-profit economic development agencies, local business associations, and higher education institutions. HEDCO remains committed to increasing access and opportunity for small businesses and SMBs in the marketplace. In 2010, HEDCO, Inc. instituted a new strategic plan, which calls for increasing its financial assistance and small business development services to all Connecticut cities and towns.

The Spanish American Merchants Association (SAMA): In 1992 the Spanish American Merchants Association (SAMA) was incorporated in the State of Connecticut, creating a non-profit organization 501 (c) (3) aimed at developing a business network that would provide the Hispanic community with cohesion and strength. Since its inception, SAMA has worked towards bringing the issues and concerns of the Hispanic-owned business community in front of the state economic agenda.

Through its history, SAMA has enjoyed outstanding working relationships with member government and corporate sector. Through its network of more than 500 local Hispanic business owners and organizations, SAMA effectively communicated the needs and potential of the Hispanic business enterprise and its uniqueness to the public, government and private sector by: Advocating and promoting the advancement of multicultural small business owners, particularly Hispanic, in the State of Connecticut; increasing business relationships and partnerships between the corporate sector and small business owners; Monitoring legislation, policies, and programs that affect the Hispanic business community; Providing specialized technical assistance and training to multicultural businesses and entrepreneurs; Serving as a resource for merchants who have the potential and desire to create or expand their business ventures; Advocating for the merchants by bringing their business concerns to local, state, and federal agencies and to other private and public institutions; Promoting neighborhood and commercial revitalization (cleaning campaigns, reducing deterioration and crime fighting); and Providing funding to small businesses for equipment, renovation, inventory and cash flow through SAMA's loan program. Currently, SAMA offers business training and financial assistance to SBOs in ten cities: Hartford, New Britain, Meriden, New Haven, Willimantic, New London, Waterbury, Danbury, Bridgeport and Stamford.

## II. Mission / Vision:

HEDCO, Inc has developed Mission and Vision Statements as part of its Strategic Plan.

### MISSION

HEDCO, Inc is a 501 (c) (3) not for profit Community Development Financial Institution (CDFI). The Mission of The organization is to be the source of Alternative lending and technical assistance to microenterprises and small businesses in Connecticut, especially those segments of the demographics of Connecticut who experience difficulty gaining access to these services

HEDCO, using the capacity of its Business Resource Center (BRC) and its lending operation, will increase the number minority owned construction firms gain access to surety bonds, including bid, performance and payment bonds. Utilizing its experience of operating a Minority Bond Program since 2007, which include access to 20 million dollars of surety bond coverage from the Travelers and specific training program designed to increase the proficiency of minority firms management to the level necessary to create sustained business success. HEDCO's Minority firms have received 10 million dollars in surety bonds since 2007. The plan for use of funds will involve the expansion of the Minority Bond fund Guaranty Fund to provide inducement for additional support from The Travelers and other surety companies.

### VISION

***Connecticut's towns and cities are anchored by thriving and sustainable small businesses and nonprofits that meet local needs and employ local residents.***

**HEDCO, Inc** will be the acknowledged leader in assisting small business within the state of Connecticut to help develop business plans, acquire financing and achieve sustained successful growth. HEDCO will provide creative energy and superior loan administration services to a strategically diverse set of partners, including the City of Hartford, Connecticut's Department of Economic and Community Development and multiple community based development initiatives. HEDCO will be the steward for the leadership, professional skills, and infrastructure necessary to the success of our Mission.

## III. Goals and Objectives

- To accelerate the growth of Small Minority Businesses (SMBs) in Connecticut's most distressed major cities through a continuous SMB loan program overseen by HEDCO and SAMA and funded through the State of Connecticut;

- Creation of a Continuous funding source as a result of this new, long-term SMB loan program, to increase owner wealth generation and to create new employment opportunities for residents of Connecticut's most distressed cities;
- To establish stronger partnerships with State of Connecticut and municipal economic and community development agencies and HEDCO, Inc. and the Spanish American Merchants Association.

## **Objectives**

- To strengthen the partnership between HEDCO, SAMA and the appropriate state economic development agency to establish and manage the new multi-year SMB financial and technical assistance program, with clearly defined loan administration and technical service roles for both agencies.
- To expand loan origination and business development services to a greater number of SMBs and potential minority entrepreneurs un-served urban centers in Connecticut, particularly, Bridgeport, Waterbury, Danbury, New London, Norwich and Willimantic and all other cities outlined in the plan.
- To establish a management team to define and offer financial assistance and small business education and other technical services building on HEDCO and AMA program strengths and to use uniform computer-based recording of services provided through this new program.
- To close at least 80 loans to SMBs each year of the program and to offer technical assistance to new or expanded SMBs in the targeted cities.

## **IV. Strategic Focus Area**

### **1: Financing**

HEDCO will provide an alternative source of capital to small businesses and nonprofits with limited access to traditional sources.

#### Strategies

- 1.1. Lending: Provide loans to small businesses and nonprofits.

HEDCO continues to be the alternative lender of choice for small businesses and nonprofits that have limited access to traditional sources.

HEDCO continues to provide start up loans, micro loans, direct loans, and revolving lines of credit.

- 1.2. Loan Pools: Facilitate access to financing by securing additional capital for their own loan pools and the loan pools they manage for their partners.

HEDCO's loan pools are currently comprised of two models, their own loan pools and those they manage on behalf of their partners. Each loan pool is targeted for a distinct audience, based on geography, type of business, and/or bankability.

HEDCO works with current funders to expand the existing loan pools and to create new loan pools. Additionally, HEDCO will pursue other avenues to capitalize new loan pools. As appropriate, HEDCO will frame their approach so potential partners learn how they can increase their community impact by leveraging HEDCO's skills in managing loan pools.

1.3. Technology: Utilize technology to create client-driven and streamlined loan applications pathways.

In order to streamline the loan application process, HEDCO has implemented a client-driven system that allows a potential borrower to submit one common application that is directed to the loan pool(s) for which he/she is eligible. This technological upgrade will enable HEDCO to reduce data-entry time, allowing the organization to focus on building relationships with potential borrowers. Additionally, HEDCO will utilize this technology to run regular reports on its activities and impact for both internal planning purposes and external stakeholder reporting.

1.4. Bonding: Provide access to bonding for construction contractors.

HEDCO facilitates access to surety bonds for contractors, enabling these businesses to access additional work.

#### **IV. Strategic Focus Area**

##### **2: Technical Assistance**

HEDCO provides and facilitates access to consultation and training on general and specialized business best practices, and counseling for entrepreneurs.

##### Strategies

2.1. Trainings, Workshops, and Coaching: Provide and connect to trainings, workshops, and coaching on general and specialized business topics.

HEDCO will continue to provide a spectrum of trainings, workshops and coaching sessions to small businesses at HEDCO's offices and statewide at partners' facilities. Technical assistance programs for groups will include both general and specialized business topics, ensuring that small businesses have the skills they need to successfully launch, grow, and sustain. HEDCO also offer one-on-one sessions to address a clients' specific needs and to counsel a potential business owner on the entrepreneurial journey. HEDCO will also direct clients to the resources available at partner organizations as appropriate.

2.2. Specialized Construction Services: Offer specialized support coaching and training to contractors and owners' representatives.

HEDCO will continue to offer specialized support to contractors, sub-contractors, and owners' representatives, including blue print readings and reviews of technical specifications. HEDCO continues to explore the potential growth of its compliance work. To conduct this work, HEDCO will strengthen its partnerships with industry associations.

2.3. Incubator: Provide office space and shared services to start ups.

HEDCO continue to offer an incubation program for small businesses in the start-up phase. The incubation program, which will be available by application, will include office space and shared services, as well as access to additional technical assistance and networking activities. This program aims to increase the short- and long-term success rates for small businesses.

2.4. Business Formation: Guide start-ups through the processes required for business formation and regulatory compliance.

HEDCO guides start-up small businesses through the processes of business formation and regulatory compliance, including licensing assistance and tax identification number enrollment.

2.5. Referrals to qualified, necessary business services and professionals

HEDCO connect small businesses with other business services and professionals, such as accounting and financial management, strategic partners, advisory boards and mentors, and management team recruitment as needed.

### **3: Partnerships**

HEDCO continues to develop partnerships that combine their specialized expertise with local stakeholders' knowledge and leadership to stimulate economic development.

#### Strategies

3.1. Strengthen existing partnerships

One of the key distinguishing features of HEDCO's work is the strength of their partnerships with stakeholders at various levels, including neighborhood, city, regional and state, that provide on-the-ground expertise regarding local business needs. HEDCO will strengthen these existing partnerships in order to increase the access to, and impact of, its financing and technical assistance activities.

3.2. Establish new partnerships

HEDCO will proactively cultivate relationships with stakeholders that represent neighborhoods or towns where small businesses and nonprofits have limited access to traditional sources of financing and technical assistance.

HEDCO will seek opportunities to partner with organizations that wish to strengthen and sustain their members and customers by increasing access to financing and technical assistance.

## **V. ACTIVITY OBJECTIVES, OUTCOMES AND INDICATORS**

### **OBJECTIVES**

The Small Business Revolving Loan Fund (SMBRLF) will create ECONOMIC OPPORTUNITY for low and moderate income individuals by creating area jobs.

### **OUTCOME**

The Small Business Revolving Loan Fund (SMBRLF) will improve /increase AVAILABILITY or ACCESIBILITY for low and moderate income individuals by creating area jobs.

INDICATORS - The Small Business Revolving Loan Fund (SMBRLF)) outcome indicators quantify the results of the outcome by tracking and collecting data that captures the number of units produced or served by the activity – BUSINESS.

The proposed outcome statement

HEDCO will make a minimum of Seventy loans (70) loans to qualified Businesses from the first \$5,000,000 request, and the results will be replicate for the following 4 years. A total of 280 loans will be projected averaging \$60,000 per loan. The Business will be located in the entire state of Connecticut, with a concentration in the urban center where there is a large concentration of low and moderate population.

The Business Resource Center will provide Technical Assistance to approximate 800 businesses and thus a total of a 1000 businesses will be impacted as a result of the activity funded by this request.

The SMBRLF accomplishes this in the following manner:

Loans to merchants, throughtout the state in the low and moderate income neighborhoods provide the recipient business with funds necessary to improve the goods and services that they provide for the residents of their neighborhoods. Thus, residents receive better goods and services.

The recipient businesses provide some employment opportunity for low and moderate income residents of the neighborhood in which they operate.

Local business invariably hire local contractors to do their improvements and purchase necessary supplies and equipment from local sources. This gives other local businesses opportunities for sales of goods and services.

Thus, regardless of the availability of commercial credit in the neighborhood the SMBRLF is dealing with, deserving merchants receiving loans from the SMBRLF cannot access such commercial credit. Examples of business who would be shut out of existing commercial credit are start ups and marginal credit risk businesses.

Finally, a number of busines who have received loans from the repay such loans, build better businesses as a result of the loan and are then able to get credit from local commercial institutions as a result of having established a good credit history with the SMBRLF.

The program operates in tandem with the respective organizations. This unique structure of business approving loans to merchants provides a “peer to peer” lending approach which produces a self-policing of borrowers.

## **Section VII. LEVERAGING OTHER FUNDS**

### **Program Implementation and Leveraging of State Funds**

HEDCO and SAMA staff will work together to define specific roles for each organization. Primary program tasks will include: outreach and publicity about the program in all currently, un-served Connecticut cities; loan origination and loan closing assistance; and on-going post-loan closing services by both organizations; and tracking and recording progress and results. Considerable leveraged services and resources will be employed in the program. Only 10% of all State funds will be allocated for overhead cost. An additional 10% will be provided to Borrowers in a form of a grant to assist in the purchase of equipment, inventory and expenses. All direct loan and technical assistance services will be provided through HEDCO and SAMA funds. Other leveraged services and funds will include: Both HEDCO and SAMA private sector funding: services and assistance provided by municipal economic community development agencies; SAMA’s relationship with local merchant associations – U.S. Small Business Administration services.

HEDCO has the ability to utilize other funds to leverage SMBRLF loans and provide loan capital to for profit businesses servicing low/moderate areas.

|            |                 |
|------------|-----------------|
| Total Fund | \$29,300,000.00 |
|------------|-----------------|

The continuation of the proposed activity provides access to funding for those who may not be able to get funding through traditional banking or other alternative lending

programs. By having the SMBRLF program in place provides incentives for other funding i.e Federal sources.

If this proposed activity was not in place a void would occur for those at the bottom of the "credit ladder" and deny any chance to pursue entrepreneurship as a means of self-sufficiency. The presence of the program expands the opportunity for disadvantaged persons to access credit to fund their micro enterprises.

## **VI. Organizational capacity**

HEDCO, Inc. has 40 years of experience, since 1975, managing the program activity for which this request is made. During the course of this period HEDCO, Inc. has developed systems acceptable to many different partners.

HEDCO began operation in March of 1975 as a 501 (C) (4) non stock, non-profit Connecticut Corporation. On May 22, 2001, HEDCO was granted 501 (C) (3) status by the Internal Revenue Service. HEDCO is a Certified Development Financial Institution (CDFI), and a Certified Micro Lender under the United States Small Business Administration, (US SBA) and a Certified Lender for the Business Consortium Fund, the lending arm of the National Minority Supplier Development Council. Also is also a Lending partner with the State of Connecticut DECD

Originally, HEDCO's primary function was creating and retaining jobs and providing services to support economic development in the City of Hartford while creating of tax ratable property for the benefit of Hartford's economy. Over the years the method of accomplishing this task has evolved into two parts and expanded to the entire state since HEDCO, Inc. became a statewide organization in 2011.

The first part involves providing quality technical assistance at no charge to businesses located in or wishing to locate in the state. This consulting component has remained constant and is still the main function of the organization. Assistance is provided in the areas of finance, marketing, real estate decision analysis, locating property for specific client needs, loan packaging, etc. HEDCO also serves as a "one stop" center for information about available State and Federal business assistance programs.

The following will provide a reference as to the magnitude of this part of HEDCO's operation and represents numbers achieved during HEDCO's fiscal year.

HEDCO's staff consists of 8 professionals backed up by a volunteer Board of Directors composed of 28 members. The Board of Directors is responsible for the direction and management of the corporation.

HEDCO's current operating budget is slightly more than \$1.6 million per year. Funds to cover the operating budget originate from operating support provided by several area corporations, Foundation Grants, income from the administration and servicing of revolving loan fund and contract services that HEDCO provides third parties.

The second part of HEDCO's operation is the management of the Revolving Loan Funds including a Merchant Revolving Loan fund designated commercial corridors in Hartford. This program has been making loans since 1983 and it has made 248 Loans with the funds from the program.

The third part of HEDCO's operation is the Business Resource Center which began operation in December of 2004. This facility provides business training, OSHA training, Blue prints reading, bid estimates review of businesses plans, Incubator space and back office management training and assistance, and specialized training for startup and emerging construction firms. The Center also provides access to financing, resources and bonding.

HEDCO is unique in a sense that provides Loans and Technical assistance for the small business throughout the State. This uniqueness exists in the creation of revolving loan programs as funds repaid from the fund are reused for new loans for the local business.

- 1) HEDCO utilizes the QuickBooks Accounting System, Porfol software, Enterprise Solutions, BMI software augmented by the bookkeeping firm of Dixon and Company. Payroll is outsourced to ADP and under the supervision of Dixon and Company.
- 2) The HEDCO Annual Audits are conducted by the firm of Whittlesey and Hadley to confirm the proper handling of our operating and financial affairs. The Agency has continuously received "clean" opinions. A copy of the most recent Audit for the period ending May 31, 2015 is included in our request for funding.
- 3) HEDCO pursues funding from all sources that are potential funders including federal, state, municipal, corporate and foundations.
- 4) The Board meets on a regular monthly basis to discuss the issues of te Corporation. Reports are prepared and shared with the Loan Committees.T
- 5) The Agency maintains a working relationship with many organizations throughtout the State: City of Hartford Grants Administration. Hartford Foundation for the Public Giving, Merchants Associations, Chamber of Commerce, including Hartford (Chamber and Metro Alliance) New Britain, New Haven and Central Connecticut, NAACP, US SBA Enterpreneutial Center, Small Business Development Center (SBDC) Capitol Worforce Partners, CCSU ITBD Center, CEDAs and reSEt that provides reports of the activity for which funds are being requested.
- 6) HEDCO pursues funding from all sources that are potential funders including federal, state, municipal, corporate and foundations.

**HEDCO's Business Resource Center  
Report  
January 2006 – February 2016**

The following has been accomplished

|                                      |       |
|--------------------------------------|-------|
| <b>Total Contacts</b>                | 4,309 |
| <b>Construction Related Training</b> | 2,455 |
| • Bid Preparations/Estimating        |       |
| • OSHA10 Training                    |       |
| • OSHA 30 Training                   |       |
| • Blue Print Reading                 |       |
| • Business Plans                     |       |
| • AGC/partnership – training         |       |
| • Project Management                 |       |
| • Claims & Contracts                 |       |
| • Bonding Program                    |       |
| • Prequalification                   |       |
| • Certified Payrolls                 |       |
| • AIA Billings                       |       |
| • Cost Analysis                      |       |
| • Prevailing Wage                    |       |
| <b>General Business Training</b>     | 1,798 |
| • Cash Management                    |       |
| • Marketing/Branding                 |       |
| • Business Plan                      |       |
| • SBDC/Partnership                   |       |
| • QuickBooks                         |       |
| • Side Street to Main Street Seminar |       |
| • IRS Tax Workshop                   |       |
| • Credit Worthiness                  |       |
| • Insurance                          |       |
| • Certifications                     |       |
| • Social Media                       |       |
| • Legal Structure                    |       |
| • Financial Statements               |       |

**Outreach/Partners**

- Listening Tour Conversation
- Turner Construction
- Contractors Training Seminar
- Metropolitan Learning Center
- UConn Set-aside Program
- AGC (Association of General Contractors)
- U of Hartford
- NAWIC (National Assoc. of Women in Construction)
- SBDC (Small Bus Dev. Center)
- SBSC – New Haven
- Greater New Haven Business & Professional Assoc.
- WOIC (Waterbury Opportunity Industrialization Center)
- Travelers
- Greater New Haven NAACP Economic Development Committee

**MDC**

56

- MDC Surety Bond Clinic
- MDC Accessing Opportunities (E-Bid)
- Business to Buyer Match Maker Clinic
- MDC Clean Water Project
- MDC Trucking Business Outreach

**Loans**

**71 Loans approved for a Total of \$5,665,500.00**

**UIL Furnace Replacement Program**

46 homes (Total Replacement \$346,825,00)

**Bond Program**

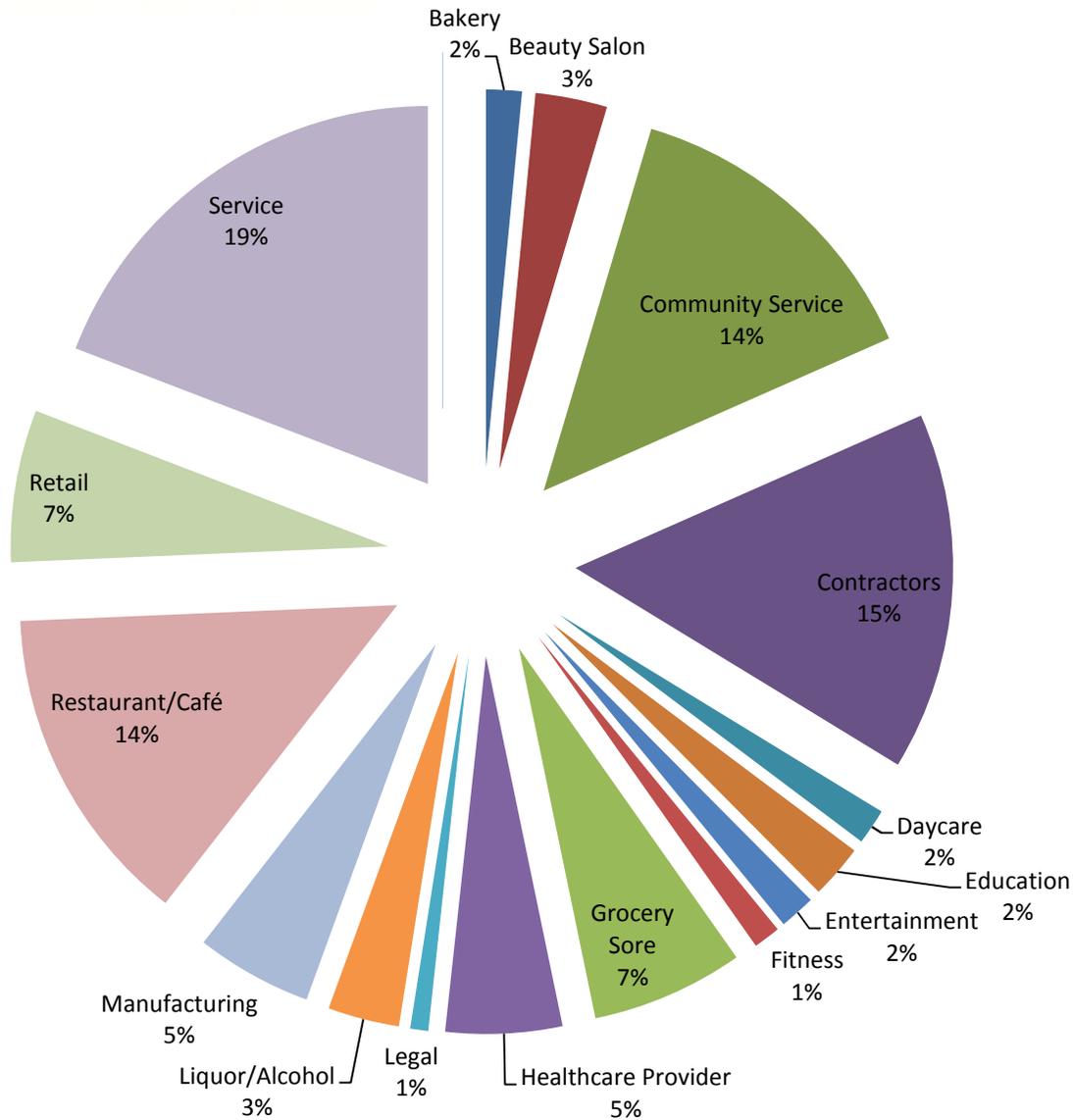
**103 contractors participated**

**\$43,334,062 bond requests**

**\$36, 466,440 approved/written**

## Types of Business

Loans closed between June 2010 - May 20145



| Industry         | # business |
|------------------|------------|
| Bakery           | 4          |
| Beauty Salon     | 8          |
| Community Servi  | 36         |
| Contractors      | 40         |
| Daycare          | 4          |
| Education        | 6          |
| Entertainment    | 4          |
| Fitness          | 3          |
| Grocery Sore     | 17         |
| Healthcare Provi | 13         |
| Legal            | 2          |
| Liquor/Alcohol   | 8          |
| Manufacturing    | 13         |
| Restaurant/Café  | 36         |
| Retail           | 17         |
| Service          | 50         |
| <b>Total</b>     | <b>261</b> |

## Statistical Report

For Loans closed between FY'11 and FY'15

Number of Businesses 261  
 Number of loans 335  
 Total Amount of loans \$22,051,486.00  
 Total Loan Project cost \$32,203,800.00

| Based on # of Businesses  |            |
|---------------------------|------------|
| Race                      | #          |
| African American          | 90         |
| Asian                     | 14         |
| Hispanic                  | 63         |
| White                     | 59         |
| Non-Profit                | 35         |
| <b>Total # Businesses</b> | <b>261</b> |

| Based on # of Businesses  |            |
|---------------------------|------------|
| Gender                    | #          |
| Male                      | 128        |
| Female                    | 98         |
| Non-Profit                | 35         |
| <b>Total # Businesses</b> | <b>261</b> |

| Based on # of Loans |                     |              |             |            |             |
|---------------------|---------------------|--------------|-------------|------------|-------------|
| Town                | # Loans             | Amount       | Exit. Job   | New Job    | Total job   |
| Avon                | 1                   | \$10,000     | 4           | 3          | 7           |
| Bloomfield Count    | 9                   | \$708,589    | 30          | 11         | 41          |
| Brandford Count     | 1                   | \$25,000     | 6           | 4          | 10          |
| Bridgeport Count    | 1                   | \$80,000     | 3           | 1          | 4           |
| Bristol Count       | 6                   | \$311,084    | 61          | 43         | 104         |
| Broad Brook Count   | 1                   | \$100,000    | 7           | 3          | 10          |
| Canton Count        | 2                   | \$85,000     | 12          | 0          | 12          |
| Cheshire Count      | 2                   | \$150,000    | 6           | 1          | 7           |
| Danbury Count       | 1                   | \$100,000    | 17          | 3          | 20          |
| East Hartford Count | 7                   | \$335,346    | 36          | 14         | 50          |
| East Windsor Count  | 1                   | \$4,104      | 4           | 0          | 4           |
| Enfield Count       | 4                   | \$95,000     | 21          | 5          | 26          |
| Farmington Count    | 4                   | \$290,000    | 23          | 8          | 31          |
| Glastonbury Count   | 3                   | \$127,344    | 3           | 4          | 7           |
| Guilford Count      | 1                   | \$1,576      | 1           | 0          | 1           |
| Hamden Count        | 3                   | \$75,390     | 3           | 2          | 5           |
| Hartford, Count     | 181                 | \$12,769,144 | 984         | 280        | 1271        |
| Hebron Count        | 1                   | \$75,000     | 10          | 0          | 10          |
| Killingworth Count  | 1                   | \$300,000    | 1           | 10         | 11          |
| Longmeadow Count    | 1                   | \$2,212      | 2           | 0          | 2           |
| Manchester Count    | 3                   | \$150,000    | 37          | 6          | 43          |
| Marlborough Count   | 3                   | \$440,000    | 1           | 25         | 26          |
| Meriden Count       | 1                   | \$75,000     | 2           | 0          | 2           |
| Middletown Count    | 4                   | \$155,000    | 181         | 5          | 186         |
| New Britain Count   | 22                  | \$1,132,000  | 81          | 31         | 112         |
| New Haven Count     | 8                   | \$290,000    | 18          | 63         | 81          |
| New Milford Count   | 1                   | \$180,000    | 13          | 4          | 17          |
| Newington Count     | 5                   | \$457,539    | 31          | 40         | 71          |
| Plainfield Count    | 1                   | \$11,718     | 2           | 0          | 2           |
| Putnam Count        | 2                   | \$60,091     | 6           | 4          | 10          |
| Rockville Count     | 1                   | \$50,000     | 10          | 0          | 10          |
| Rocky Hill Count    | 2                   | \$150,000    | 33          | 18         | 51          |
| Sandyhook Count     | 1                   | \$25,000     | 7           | 3          | 10          |
| Seymour Count       | 1                   | \$20,000     | 2           | 3          | 5           |
| Simsbury Count      | 2                   | \$117,453    | 5           | 5          | 10          |
| Somers Count        | 1                   | \$45,000     | 2           | 3          | 5           |
| South Windsor Cour  | 3                   | \$230,000    | 3           | 1          | 4           |
| Southbury Count     | 2                   | \$250,000    | 3           | 3          | 6           |
| Southington Count   | 1                   | \$50,000     | 3           | 0          | 3           |
| Storrs Count        | 1                   | \$10,000     | 0           | 10         | 10          |
| Torrington Count    | 1                   | \$20,000     | 0           | 5          | 5           |
| Trumbull Count      | 2                   | \$120,000    | 5           | 2          | 7           |
| Vernon Count        | 2                   | \$80,000     | 10          | 4          | 14          |
| Wallingford Count   | 2                   | \$216,000    | 1           | 2          | 3           |
| Waterbury Count     | 2                   | \$300,000    | 7           | 3          | 10          |
| West Hartford Count | 13                  | \$817,484    | 114         | 30         | 144         |
| West Haven Count    | 1                   | \$20,000     | 8           | 6          | 14          |
| Westbrook Count     | 1                   | \$50,000     | 1           | 14         | 15          |
| Willimantic Count   | 6                   | \$360,551    | 38          | 8          | 46          |
| Winchester Count    | 1                   | \$200,000    | 1           | 4          | 5           |
| Windsor Count       | 6                   | \$305,000    | 22          | 10         | 32          |
| Wolcott Count       | 2                   | \$18,860     | 2           | 0          | 2           |
| <b>335</b>          | <b>\$22,051,486</b> |              | <b>1883</b> | <b>704</b> | <b>2594</b> |