



SOUTH CENTRAL REGIONAL COUNCIL OF GOVERNMENTS

*Planning for Our Region's Future*

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Bethany Branford East Haven Guilford Hamden Madison Meriden Milford  
New Haven North Branford North Haven Orange Wallingford West Haven Woodbridge

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Carl J. Amento, Executive Director

**EXECUTIVE COMMITTEE**  
**MEETING NOTICE & AGENDA**  
**Wednesday March 23, 2016 – 9:00A.M.**

**Location: 127 Washington Avenue, 4<sup>th</sup> Floor West  
North Haven, CT 06473**

**Full agenda materials can be found at our website – [www.scrkog.org](http://www.scrkog.org)**

1. Call to order – Mayor Benjamin Blake, *Chairman*
2. Adopt Minutes of November 18, 2015 Executive Committee Meeting Pages 2, 3  
First Selectman Joseph Mazza, *Secretary*
3. Preliminary Review of FY 2016-2017 SGIA Work Plan Page 4
4. Review of Request for \$10,000 Contribution to Costs of REX/EDC New Haven, Attending Pages 5-19  
Hannover, Germany Trade Show
5. Review of Determination of Which Organization (SCRCOG or REX) will Manage SGIA Projects  
Approved at February SCRCOG Board meeting (Internship Program, IEDC Data Standards,  
Site Feasibility Studies)
6. Review of Budget Revision #4 (FY 2015-2016) – Regional Election Monitoring Funding - \$11,111 Pages 20-22
7. Other Business
8. Adjournment

The agenda and attachments for this meeting are available on our website at [www.scrkog.org](http://www.scrkog.org). Please contact SCRCOG for copy of agenda in a language other than English. Auxiliary aids/services and limited English proficiency translators will be provided with two week's notice.

*“Necesidades especiales: a las personas con discapacidad auditiva se les proveerá con medios auditivos y/o intérpretes de signos. Igualmente intérpretes para personas que hablan poco inglés, pero será preciso avisar con dos semanas de antelación. Se puede solicitar la agenda en otro idioma que no sea inglés comunicándose con SCRCOG”.*

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Carl J. Amento, Executive Director

TO: **SCRCOG Executive Committee**  
FROM: **Mayor Benjamin Blake, Secretary**  
DATE: **December 20, 2015**  
SUBJECT: **SCRCOG Executive Committee Minutes of November 18, 2015**

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**Present:**

East Haven	Mayor Joseph Maturo
Guilford	James Portley, <i>proxy for First Selectman Joseph Mazza</i>
Madison	First Selectman Thomas Banisch
Milford	Mayor Benjamin Blake – <i>Secretary</i>
New Haven	Serena Neal-Sanjurjo, <i>proxy for Mayor Toni Harp, Treasurer</i>
North Haven	First Selectman Michael Freda – <i>Chairman</i>
Wallingford	Mayor William Dickinson
Woodbridge	First Selectwoman Ellen Scalettar
SCRCOG Staff	Carl Amento, <i>Executive Director</i> , Al Ruggiero, <i>Business Manager</i>

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1. **Call to order** –  
The Executive Committee meeting was called to order at 9:10 a.m. by Chairman Freda.
2. **Adopt Minutes of October 28, 2015 Executive Committee Meeting** –  
Mayor Blake presented the minutes of the October 28, 2015 Executive Committee meeting, which were on Pages 2-3 of the agenda packet. Mayor Blake moved for their acceptance. First Selectman Mazza seconded. All were in favor of acceptance of the minutes.
3. **Review and Accept Audit Report for FY2014- 2015-**  
Brian Borgerson, C.P.A. with Kircaldie, Randall & McNab, LLC reviewed the Audit found as “Attached” in the agenda packet for the Executive Committee. Mayor Blake moved for acceptance of the Audit. First Selectman Freda seconded. The motion passed unanimously.
4. **Review of Resolution Authorizing Executive Director to Execute Renewal of Lease with Candid Group LLC-**  
Executive Director Amento reviewed the lease negotiated with SCRCOG’s landlord for the next 5 Year found at Pages 4-6 of the agenda packet. The lease has better terms, fewer rental increases, and obliges the landlord to repaint the office, install new carpets, and create three new offices and a kitchen area. Amento also distributed an analysis performed by a commercial realtor showing that the transaction negotiated compared favorably to other commercial leases in the area. Mayor Mazza moved to recommend approval of the new lease. Mayor Blake seconded and the vote was unanimous.

5. **Review of Budget Revision #1 (FY 2014-2015 SGIA Carryover)** –  
The proposed Budget Revision #1 found at Pages 7-24 was reviewed. There was consensus to recommend approval of all items in the Budget Revision except the conversion to the new Deltek accounting system. Mayor Dickinson moved to recommend approval of all items in the Budget Revision except that the item relating to the accounting system conversion be tabled to the next meeting pending submission of more information regarding the advantages and the safety of the conversion. First Selectman Mazza seconded the motion and it was approved unanimously.
6. **Review of Resolution Authorizing Executive Director to Negotiate and Execute Agreement with Deltek, Inc. to upgrade SCRCOG's Accounting/Project Management Software**  
Given the tabling of the portion of Budget Revision #1 dealing with the accounting system conversion, the consensus was to table this item as well. First Selectman Mazza moved to table this matter pending the submission of additional information. First Selectwoman Scalettar seconded the motion. It was approved unanimously.
7. **Review of Regional Legislative Agenda-**  
The Regional Legislative Agenda, developed by several regional organizations including the Greater New Haven Chamber of Commerce, REX Development, the Regional Alliance, the Arts Council of Greater New Haven, the New Haven Manufacturing Association, and Workforce Alliance, was reviewed. The consensus was that the agenda was vague and not realistic given the budget crisis facing the state. Mayor Dickinson moved to table consideration of the agenda to a later meeting.
8. **Other Business** –  
None
9. **Adjournment** –  
Motion to adjourn was made by First Selectman Mazza and seconded by First Selectwoman Scalettar. It passed unanimously. The meeting was adjourned at 9:55 a.m.

Respectfully submitted,

Mayor Benjamin Blake, *Secretary*

## **Preliminary Review of FY2016-17 State Grant-in-Aid Work Plan**

The charts below show the current FY 2015-16 State Grant-in-Aid (SGIA) Work Plan, a proposed FY 2016-17 SGIA Work Plan for your review and advice preliminary to consideration of the overall SCRCOG budget for FY 2016-17, and, for illustrative purposes, an estimated FY 2017-18 SGIA Work Plan.

### **2015-16 State Grant-in-Aid**

Regional Planning	124,171
Transportation Planning (Match)	20,073
Coastal Resilience Project (Match)	15,656
Capital Region Purchasing Council	7,500
Shared Services Consultant	15,000
Regional Oblique GIS Imagery	92,500
Internship Program	20,000
IEDC Data Standards	25,000
Site Feasibility Studies	90,100
<b>Total</b>	<b>410,000</b>

### **2016-17 State Grant-in-Aid**

Regional Planning	120,000
Transportation Planning (Match)	30,000
Hazard Mitigation Planning (Match)	45,000
Capital Region Purchasing Council	7,500
Shared Services Consultant	12,500
Regional Stormwater	50,000
Regional Plan of Conservation & Development	75,000
Internship Program	20,000
<b>Total</b>	<b>360,000</b>

### **2017-18 State Grant-in-Aid**

Regional Planning	130,000
Transportation Planning (Match)	30,000
Hazard Mitigation Planning (Match)	25,000
Capital Region Purchasing Council	7,500
Shared Services Consultant	12,500
Regional Stormwater	95,000
Regional Plan of Conservation & Development	110,000
<b>Total</b>	<b>410,000</b>

# Hannover Messe Meetings Proposal for: EDC New Haven Ms. Ginny Kozlowski, Executive Director OXFORD INTELLIGENCE – March 8, 2016



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## 1. EXECUTIVE SUMMARY

EDC New Haven (NH) is seeking to work with an established business development consultant who will provide investment lead generation services at the Hannover Messe to identify companies with expansion plans into the North Eastern US from Europe and other locations within the United States.

Oxford Intelligence (OI) is uniquely qualified to deliver the required results of this project based on the following:

- Strong track record –over 20 years of delivering real investment leads
- Lead conversion rate of 5:1, which is higher than the industry average
- A sophisticated methodology for identifying investment leads, and a robust system for communicating, tracking, and providing analysis on these companies for delivery to our clients - Investment Promotion Agencies (IPAs)
- Oxford Intelligence has a deep knowledge of the needs of IPAs, having worked with over 300 of the world's leading agencies
- A longstanding and strong network of analysts across Europe
- Local client support team based in Boston to coordinate the project
- Oxford Intelligence has delivered quality meetings at the Hannover Messe for many years



## 2. EDC NEW HAVEN REQUIREMENTS

Based on discussions with the New Haven team on March 4<sup>th</sup>, Oxford Intelligence has been asked to provide a proposal to generate investment leads and meetings with qualified companies at the Hannover Messe in Hannover, Germany during the week of April 25<sup>th</sup>.

- Establish a series of inward investment meetings with target companies at the Hannover Messe – April 25 to 29, 2016
- Target sectors need to be defined with NH
- Can be either foreign or domestic companies.
- Their investment timeline is immediate to 2-3 years.
- Briefing notes to be provided on each company with whom NH meets, including company background, purpose of meeting, appropriate contact info, any major issues or concerns to be aware of.
- A pre-show briefing or conference call to review the meeting schedule and company details.

## 3. OUR APPROACH TO YOUR PROJECT

Oxford Intelligence has developed a world class lead generation approach that has been consistently refined since our founding in 1996. Details on our lead generation methodology may be found in Section 8.

The chart below provides an overview of a typical OI investment meetings program regardless of geography. Meetings programs generally run for a minimum of 90 days in order to achieve the best results for the client. In this case we will need to condense our operations to 45 days. Based on specific client inputs, the program may change slightly to accommodate these items.

## Project Calendar

Week commencing:	Mar 14th	Mar 21st	Mar 28th	Apr 4th	Apr 11th	Apr 18th	Apr 25th
Kick off call, detailed review of New Haven's proposition and production of analyst briefing							
Research of key target companies at Hannover Messe							
Targeting of companies for meetings with New Haven at Hannover Messe							
Production of meetings report, including detailed company investment profiles							
Delivery of final meetings report and investment profiles							
Event - Hannover Messe (April 25 - 29th 2016)							

Project communication will be through periodic telephone calls, emails as well as a monthly written report regarding the status of the project.

## 4. DELIVERABLES

### Up to 20 Meetings at Hannover Messe

- Oxford Intelligence will deliver a minimum of **10 meetings (“A meetings”)** with **qualified investment leads at Hannover Messe** in April 2016. These companies will have qualified investment plans for North America in the next 24 months, be willing to consider New Haven as an investment location, and have confirmed they are willing to meet with New Haven executives at Hannover Messe to discuss their investment plans for the region.
- In addition, up to **10 companies will also be identified at Hannover Messe as secondary targets/meetings at Hannover Messe (“B Meetings”)**. These companies will either have plans for North America outside the allotted timeframe of 24 months or consider it too premature to enter into detailed discussions with New Haven executives.
- Full project reporting and client interface will be provided during the project



## 5. PROJECT COSTS

The project fee includes all consulting fees and operating expenses.

**Project Fee.....\$18,000**

### **Payment terms:**

Payment Terms are 50% on commission of the project and 50% on successful completion.  
Payments are due 30 days from invoice.

## 6. PROJECT TEAM

The proposed project organization for the NH project is as follows.

Project Director:	Andrew Clutz – Boston
Project Leader:	Lucy Jones – United Kingdom
Research:	Oliver Jones – United Kingdom

### **Andrew Clutz – Project Director, North America (Boston, MA, USA)**

Andrew heads up Oxford Intelligence's North American operations and is based in the company's office in Boston. He understands the challenges facing economic development organizations from his 19 years of work with such organizations as the Welsh Development Agency, Invest in Denmark, Alsace Development Agency, Copenhagen Capacity, Amsterdam Airport Area, Think London, The World Bank as well as many others.

Andrew has worked on numerous trade and investment missions, both in and outbound, and has worked for many US companies helping them in their European development, as well as working in reverse with European companies helping them in the US market.

*Andrew will be the local point of contact for NH on the assignment and will co-ordinate closely with Lucy and her team.*

### **Lucy Jones – Head of Corporate Location (UK)**

Lucy has more than 10 years' experience working in the economic development research industry. Prior to joining Oxford Intelligence, Lucy was a Research Manager for East of England International, the regional trade and investment agency. Here she was responsible for tracking and researching key sectors, such as ICT and Renewable Energies, at a regional, national and international level. Lucy also developed and managed the organisation's business information portal, which enabled both corporate and sector intelligence to be shared with partners throughout the region. These contributions led Lucy to be involved in a large number of key inward investment projects into the East of England. Lucy joined Oxford Intelligence in March 2008 and was promoted to the role of Head of Corporate Location in January 2013; she manages the production of the company's Lead Generation services, with a particular focus on identifying companies in expansion mode and liaising with the company's analyst network. She also works on bespoke research projects and is involved in business development.

*Lucy will lead all of the key aspects of lead generation program including research, the analyst network and reporting.*

**Oliver Jones – Lead Generation, Research and Intelligence**

Oliver joined Oxford Intelligence in 2013 to manage and co-ordinate research and information requirements to provide a lead generation service to Oxford Intelligence clients. Prior to this, he had four years' experience in inward investment and trade, working for the economic development consultancy IBDG, where he was responsible for project managing clients such as New York State Development, Invest in Essex, the Welsh Government, East of England Development Agency, Washington State, Invest in Iceland, Copenhagen Capacity and Capexil India.

*Oliver will be responsible for coordinating all research activity related to the identification of target companies. He will also liaise with the analysts' network regarding engagement with companies and co-ordinate the meetings programme.*

**Global Analyst Team:**

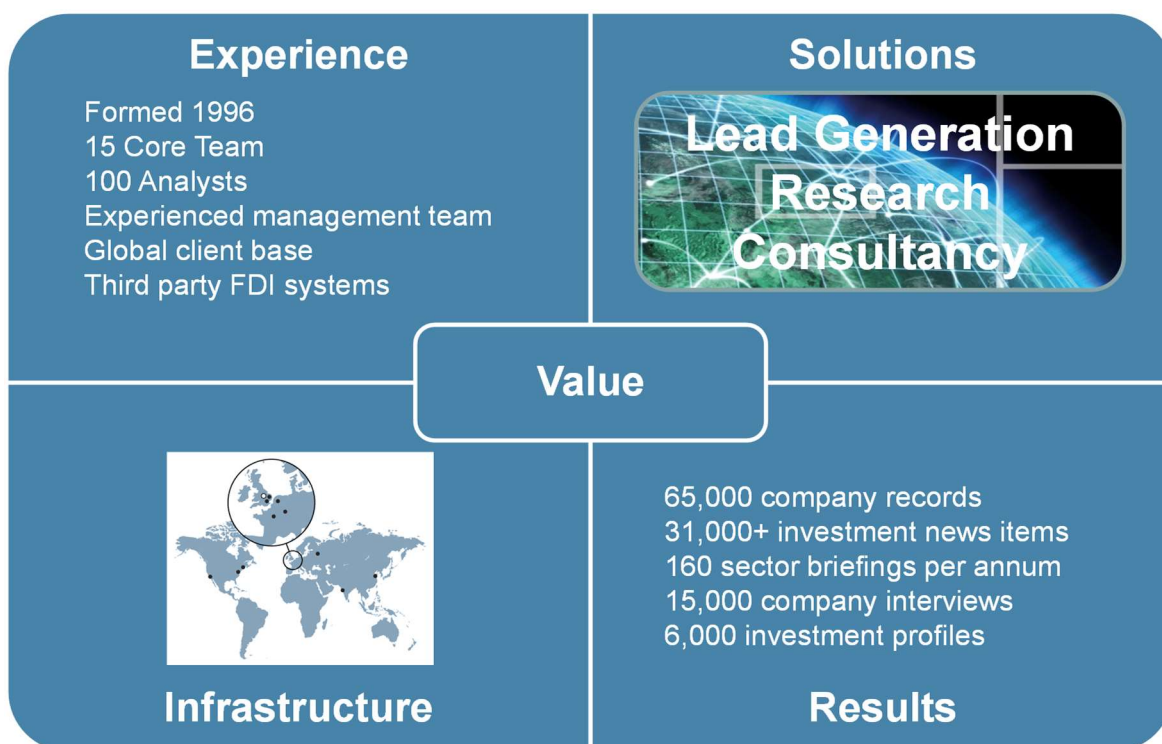
There is an extensive team of analysts located across the globe who would be called upon to follow up investment lead opportunities and qualify each to determine if the lead is appropriate for NH. The analyst team reports in to Lucy Jones – Head of Corporate Location.

## **7. OXFORD INTELLIGENCE EXPERIENCE**

Oxford Intelligence is an international consultancy organization specializing in the area of Foreign Direct Investment (FDI). Established in 1996, and headquartered in the UK, it operates around the globe via a network of offices in Oxford, London, Boston, San Diego, Paris, The Hague, Frankfurt, Moscow, India and China. The company has grown to become the global leading independent consultancy:

- Strong track record –over 20 years of delivering real trade and investment leads
- Oxford Intelligence has a deep knowledge of the needs of Investment Promotion Agencies (IPAs), having worked with over 300 of the world's leading agencies.
- Oxford Intelligence has consultants based in all of the core North American and European markets of the US, Canada, UK, France, Germany, Nordics, Italy and Benelux, and also within the emerging markets of Spain, Russia and Israel, enabling it to liaise directly and meet target companies in each market.
- Oxford Intelligence maintains an active database of over 65,000 companies involved in cross-border investment and trade activity.
- Oxford Intelligence has identified almost 4,000 investment projects of companies with future cross-border projects for its clients.
- Oxford Intelligence's operational team has a combined total of over 75 years of FDI experience.
- Oxford Intelligence has specialist research teams of analysts in North America and Europe focusing on aerospace and defense, engineering, automotive, medical technology, life sciences, service sector, logistics, renewable energy, creative industries and IT / ICT.

- Comprehensive integration of analysis, research, corporate tracking and intelligence and database access into a focused lead generation process
- Rigorous approach to company identification, targeting and face to face engagement, backed by world-class intelligence and research
- Powerful systems to streamline the integration of research, analysis, corporate tracking, intelligence and database access, enabling highly-focused lead generation
- Dedicated online reporting and intelligence tool across all markets ensuring consistent and comparable reporting data



## **8. DETAILED LEAD GENERATION METHODOLOGY**

Below is an overview of the Oxford Intelligence approach to international investment lead generation.

### **Oxford Intelligence data sources**

Oxford Intelligence adopts a methodical and highly-organised approach to targeting companies. Companies are contacted only once they have been comprehensively screened – initially against a client's criteria, but subsequently against criteria that indicate that they have the capability and motivation to expand overseas. Once a company has passed these criteria, it is targeted by analysts. However, companies that do not show the key internationalisation criteria, but do meet the client's needs in all other aspects are also continuously tracked. Once an announcement regarding a potential trigger for investment is made, the company is then targeted for analysis.

A key element of the screening process is to have access to relevant corporate information databases.

Oxford Intelligence not only has access to many of the world's leading corporate information databases (such as ZEPHYR, AMADEUS, OneSource, Factiva etc – see below), but also holds significant proprietary databases that it has developed, based on companies in the process of internationalising.

### **Oxford Intelligence Proprietary Databases**

#### **IPAWorld**

IPAWorld, owned and powered by Oxford Intelligence, is the leading news resource on companies expanding around the world. This database is researched 24x7 and contains details of well over 20,000 companies that have undertaken cross-border investment. This database is currently building at the rate of 300 companies per month.

#### **European Investment Monitor**

Established in 1997, this flagship business information tool - powered by a team of foreign direct investment research specialists at Oxford Intelligence - is the most comprehensive source of cross-border investment projects and trends throughout Europe. The data is released to subscribers only quarterly, but the fact that it is researched by Oxford Intelligence means that the team has daily and real-time access to all intelligence on European companies establishing facilities within Europe. This tool will provide one of the screening mechanisms for targeting companies. The EIM database contains over 28,000 detailed records of investment projects in Europe.

#### **Lead Generation Corporate Database**

Oxford Intelligence maintains an in-house database of companies that have been identified and interviewed by in-house researchers regarding their international investment plans. All interviews have been conducted at senior (C) level and verified independently with the companies.

Established in 1996, this is a unique data source and contains in-depth profiles and records of over 3,800 key international companies, many with multiple investment plans. In many cases, these companies can be termed 'serial investors'. It will provide a key initial source rapidly to identify and screen companies that have been considering potential investment projects.

## **Commercial Databases**

As a leading intelligence and lead generation company, Oxford Intelligence subscribes to several key corporate databases which provide differing details on companies. All these data sources can be sorted by geography, SIC and sector code, size and expansion markets.

### **ZEPHYR**

ZEPHYR is a global information solution containing M&A, IPO and venture capital deals with links to detailed financial company information. It contains information on over half a million transactions and up to 100,000 new deals are added each year. ZEPHYR has five years of global coverage and includes deals involving European or American companies going back to 1997. As the database is part of the Bureau van Dijk group, each record is linked to the wider BvD databases.

This database is used to track companies that have made overseas acquisitions rather than establishing direct facilities and is a very rich source of initial screening.

### **AMADEUS**

AMADEUS is a comprehensive, pan-European database containing financial information on over 10 million public and private companies in 38 European countries. It combines data from over 30 specialist regional information providers. This database can be used to screen companies by sector, origin, size, growth etc and provides financial and background information on the companies selected. It is used by Oxford Intelligence as part of its initial country and sector screening.

### **OneSource**

OneSource's in-depth company profiles provide users with detailed corporate and financial information on over 17 million global companies and 21 million executive profiles. This database is used by Oxford Intelligence for in-depth company screening.

### **Tornado Insider**

This is a database of funding raised by technology companies across Europe. It is used by Oxford Intelligence in combination with Zephyr and the Oxford Intelligence internal databases to identify key early-stage and high-growth technology companies in Europe.

### **Factiva**

This is a news database enabling Oxford Intelligence to track over 14,000 news sources around the world on a continuous basis. Using key search strings developed for each specific client, Oxford Intelligence is able to track breaking news on companies matching our clients' needs on an industrial scale. This database supplies continuous intelligence that is assessed by the central and in-market analyst teams.

The combined annual cost of subscribing to the commercial databases outlined above is well over £100,000 per annum. The Oxford Intelligence in-house proprietary databases cost over £200,000 to produce each year.

Oxford Intelligence's lead generation approach for identifying qualified leads comprises of a combination of;

- Continuous research of investment plans and opportunities of companies within the target sectors and regions by analysing the above data and intelligence sources. This is then followed up by
- Direct contact by OI's in market research teams with the key decision makers of those companies identified by OI to qualify those leads – i.e that the company has a project within a certain timescale and they would consider an investment.

OI's lead generation model is made up of these two activities operating on a continuous basis.

### **Lead Generation Campaign Tools**

Initially the in market analysts use the following tools to identify companies who have an overseas investment project;

- Continual 24/7 Corporate monitoring
- Continual 24/7 Media monitoring
- Rigorous analysis of in-house databases (see above)
- OI sector research reports (key investors)
- Direct interview contact with companies
- Trade shows – national and regional
- Direct contact with multipliers and referrals

There are two clear drivers used to ensure that these leads identified are of high value, namely;

Firstly, the nature of the companies to be targeted and, secondly, the types of projects being identified. The key focus of the lead generation work undertaken by Oxford Intelligence over the last 10 years has been on high-growth, high technology companies from the ICT, Financial Services, Medical Technology and Advanced Engineering sectors. These companies routinely require more sophisticated and advanced employee skills than companies from more traditional industry sectors.

The second driver is the types of investment projects that are being identified. These are typically in added-value activities such as R&D centres, technical support facilities, technical service centres, sales and marketing offices, testing centres, and manufacturing centres. All of these types of projects demand skilled employees, and usually skills of a graduate nature.

### **OI Lead Generation Process**

OI operates a unique lead generation approach. Essentially OI maintains a number (over 100) of research associates globally who continually research and identify companies who could have an overseas investment project. These analysts are well known to OI and indeed have worked / do work for OI on a regular basis. In short – the research teams have been originally trained by OI and are sector focused in identifying FDI leads.



The process is described in more detail below.

### **Continual tracking of companies around the world**

#### **Lead Generation Mix**



These research associates have a programme of continually tracking target companies by utilising conventional methods such as press watch, key sectoral event attendance, company investor relationship attendance, and networking.

OI's sector research teams look for a number of 'hooks' that indicate that those companies are in expansion phase. These hooks are:

- The companies tracked have stated an intention to establish a new operation in an overseas market.
- They have appointed business development personnel who are likely to be involved in international expansion.
- They have raised significant funding, either publicly or privately.
- They have won large contracts in a target location.
- They have entered into alliances that require them to operate locally.
- They are undergoing restructuring and may need to consolidate into new facilities.

OI has strict stipulation on the type of companies to target, these cover the following areas:

- The company should have a minimum of 100 employees.
- 30% or more of the company's business should be generated from outside the company's country of incorporation.

- The company's sales should be greater than \$25 million per annum.
- The company's annual sales or profit growth should be greater than 30% per year.

This applies to companies in all sectors EXCEPT the Biotech sector - companies in the biotech/pharma sector tend to be special cases. The time to market pipeline is often very long and they are often dynamic at early stages in their growth cycle.

When we identify and profile companies in this sector, we look for:

- Evidence of products at an advanced stage of clinical trials.
- The intent to form licensing, technology-transfer and contract manufacturing arrangements in international markets.
- The intention to manufacture products in-house.
- Sales and marketing plans for new products.
- Science, technology and research partnerships that would mean overseas research institutes and universities would be involved in research and development work.
- Note – the financial parameters of companies in this sector also differ as companies are invariably loss making during the R&D phase and rely heavily on VC funding

The aim of this is to identify those companies who appear to have an investment project in the coming 6-18-24 months and which locations are being considered.

## **Research**

Once the long list of companies is identified as explained above a process of research is then applied to each target company this is done to ensure that there is actual potential for international expansion.

Checks are made with regard to the company's news releases, trading statements, annual reports, etc, to check its viability. Consideration is also given to the location and function of the company's current international operations. This research will identify those companies foreign investment strategy, company structure, past investment activity, key decision makers within the company.

## **Qualification**

- Once the research phase is completed, OI's sector research associates will then contact the key decision makers of each company identified. This will be someone with decision-making responsibility and authority. In a large company this will be the;
  - Vice President of Business Development
  - Director of International Affairs
  - Head of Global Strategy
  - Vice President of Marketing

- Americas President/Managing Director
- Property or Real Estate Director
- Director of Site Selection division

In smaller companies, we will target the following personnel;

- CEO/Managing Director
- Chief Financial Officer
- Chief Operating Officer

OI recognises that FDI decisions are handled at the highest level within companies, as such we always identify and speak to individuals with real decision-making responsibility, who have the authority to act as a spokesperson regarding future strategy.

OI's in market teams will have a direct conversation and / or individual meeting with those individuals identified which will cover the following specific areas:

- Whether the company would consider a particular for their investment project?
- If so, then what kind of facilities will the company require in that location (e.g. sales and marketing offices, manufacturing facilities, distribution/logistics centres customer service/call centre operations, research and development facilities, etc.)
- In what time frame will the company undertake this investment? What level of investment might be involved and how will it fund this?
- How many new jobs do they expect to create?
- What are the company's key drivers/factors (e.g. location of customers, industry clusters, labour pool, fiscal conditions, availability of financial incentives, market size, market maturity, labour costs, presence of suppliers, infrastructure, etc)? Which of these factors is most important?
- Who are the company's existing/future customers and where are they located?
- What is the company's preferred model for developing its business (e.g. direct offices, greenfield investment, licensing agreements, partnerships, outsourced manufacturing, etc)?
- Who else in the company is responsible for taking decisions regarding its investment plans?

## 10. BACKGROUND & CREDENTIALS

### **Oxford Intelligence**

Established in 1996, with offices in Oxford, Paris, The Hague, Moscow and Boston, Oxford Intelligence ([www.oxint.com](http://www.oxint.com)) is a specialist research and consultancy organization dedicated to the economic development community. In particular, it focuses on research that has an international and foreign direct investment dimension, tracking and interviewing companies about their international location strategies.

Oxford Intelligence has developed online tools for a variety of clients and has focused these on intelligence and data gathering. Our combined databases of investors and international movers comprises circa 55,000 companies.

Oxford Intelligence conducts dedicated lead generation programs and consultancy work, interviewing and profiling companies with future investment plans for Europe, North American and Asia-Pacific.

Oxford Intelligence has also produced a number of sector reports in the past seven years, examining the key industry drivers for companies to undertake such investment.

Our recent detailed studies into the future direction of foreign investment include: Indian Key Investors, Indian Outbound Study, Renewable Technologies, Pharmaceuticals, Medical Devices, Biotechnology, Performance Engineering, Shared Services, Advanced Engineering, Automotive Industry, Software and ICT. These are significant reports evaluating regions' performance in attracting investment; the issues which will affect future investment from the industries; and the requirement of corporates from these industries when making such investments.

Oxford Intelligence powers Ernst & Young's European Investment Monitor ([www.eyeim.com](http://www.eyeim.com)). The European Investment Monitor (EIM) is the leading online information provider tracking inward investment across Europe from the world's Global companies.

Oxford Intelligence is the publisher of the investment promotion business' only dedicated information service IPAWorld ([www.ipaworld.com](http://www.ipaworld.com)), which has been in existence since 1999, and which supports trade and investment professionals around the world.

## Credentials – Sample Client List

Advantage West Midlands (UK)	Invest in Sweden Agency (Sweden)
Austrian Business Agency (Austria)	ITD (Hungary)
Amsterdam Area (Netherlands)	ITP (Italy)
Berlin Partners (Germany)	IVEX (Valencia - Spain)
Bordeaux Regional Agency (France)	JAPTI (Slovenia)
Business Stockholm (Sweden)	Latvian Development Agency (Latvia)
Business Umbria (Italy)	Locate in Kent (UK)
CAD (France)	Lithuanian Investment Agency (Lithuania)
CAPEM (France)	Groningen NOM (Netherlands)
CIDEM (Catalonia - Spain)	gwSaar (Germany)
Cincinnati Partnership (USA)	Locate in Switzerland (Switzerland)
City of Amsterdam (Netherlands)	Promo Madrid (Spain)
City of Newcastle (UK)	Marseilles (France)
City of Helsinki (Finland)	Mersey Partnership (UK)
Copenhagen Capacity (Denmark)	MIDAS (UK)
CzechInvest (Czech Republic)	Ministry of Trade (Canada)
East Midlands Development Agency (UK)	NFIA (Netherlands)
Empire State NY (USA)	Nord France Xperts (France)
English Partnerships (UK)	Northeast Utilities (USA)
Essonne Development (France)	North West RDA (UK)
ICEP (Portugal)	NV BOM (Netherlands)
Georgia (USA)	Paris Regional Development Agency (France)
Govt. of Ontario (Canada)	Polish Agency for Foreign Investment (Poland)
Hartford Springfield Economic Partnership	Schiphol Airport (Netherlands)
FFIO (Belgium)	Scottish Development International (UK)
Franche Comte (France)	State of Connecticut (USA)
Invest New Zealand (New Zealand)	State of New South Wales (Australia)
Investissement Quebec (Canada)	State of Nordrhein Westfalen (Germany)
IDA (Ireland)	State of Oklahoma (USA)
Invest NI (Northern Ireland)	State of Victoria (Australia)
International Business Wales (UK)	Thailand Board of Investment
Invest Australia (Australia)	Think London (UK)
Invest Canada (Canada)	UK Trade & Investment (UK)
Invest in Denmark (Denmark)	West Holland (Netherlands)
Invest in France/ AFII (France)	Yorkshire Forward
Invest in Germany (Germany)	Zurich Network (Switzerland)
Invest Hong Kong (China)	

#### ***FY 2015-16 Budget Revision # 4***

Budget revision # 4 increases SCRCOG's approved FY 2015-16 budget by \$11,111 to incorporate the funding for the Regional Election Monitoring Program. These funds will be provided to SCRCOG upon execution of the Memorandum of Understanding with the Office of the Secretary of the State (resolution authorizing Executive Director to sign Memorandum of Understanding approved by the SCRCOG Board during the February 24, 2016 meeting). Connecticut Public Act 15-5, Sections 442, 443 and 444, requires a regional monitor in each planning region.

Actual line item revisions are below, followed by a resolution authorizing Budget Revision #4.



<i>Revenue</i>	<i>Current Budget</i>	<i>Proposed Change</i>	<i>Revised Budget</i>
<b>Municipal Contribution</b>			
Municipal Contribution	154,200		154,200
<b>Transportation Planning</b>			
U.S. DOT - FY 2015-2016	935,538		935,538
U.S. DOT - Mobility Management	87,006		87,006
CDOT - FY 2015-2016	116,943		116,943
CDOT - Mobility Management	21,751		21,751
CDOT - LOTCIP	232,320		232,320
<b>Regional Planning</b>			
CT OPM - State Grant-in-Aid (SGIA) - FY16	410,000		410,000
CT OPM - State Grant-in-Aid (SGIA) - FY15 (carryover)	211,547		211,547
Regional GIS Program	126,000		126,000
CT Secretary of the State - Regional Election Monitoring	-	11,111	11,111
<b>Coastal Resilience Planning Grant</b>			
NFWF - Coastal Resilience Planning Grant	608,447		608,447
<b>Investment Income</b>	1,000		1,000
<b>TOTAL</b>	<b>2,904,752</b>	<b>11,111</b>	<b>2,915,863</b>

<i>Expenses</i>	<i>Current Budget</i>	<i>Proposed Change</i>	<i>Revised Budget</i>
<b>Salaries</b>	504,825	1,111	505,936
<b>Benefits</b>	209,378		209,378
<b>Travel</b>	14,600		14,600
<b>Computer Supplies &amp; Software</b>	59,750		59,750
<b>Rent</b>	107,700		107,700
<b>General Office Expenses</b>	77,250		77,250
<b>Transportation Consultants</b>	525,000		525,000
<b>Other Consultants</b>			
GIS Consultant	15,000		15,000
Shared Services Study Implementation	15,000		15,000
Capitol Region Purchasing Council	7,500		7,500
Coastal Resilience - Nature Conservancy	179,045		179,045
Coastal Resilience - GBRC	58,923		58,923
Coastal Resilience - Environmental Eng. Firm	131,077		131,077
Mobility Management	89,422		89,422
Recreational Trails Mapping Consultant	103,000		103,000
Regional Human Services Coordination	9,500		9,500
Regional Housing Data Analysis	16,547		16,547
Regional Oblique Imagery	174,000		174,000
Shared Services - Economic Development	30,000		30,000
Regional Election Monitoring	-	5,000	5,000
<b>Capital</b>	35,000		35,000
<b>Contingency</b>	233,155		233,155
<b>Reserved for Future Operations</b>	3,500		3,500
<b>Reserved for Coastal Resilience Planning Grant (future FYs)</b>	207,981		207,981
<b>Reserved for Shared Services - Economic Development FY 16-17</b>	97,600		97,600
<b>Reserved for Regional Election Monitoring FY 16-17</b>	-	5,000	5,000
<b>Total</b>	<b>2,904,752</b>	<b>11,111</b>	<b>2,915,863</b>



**SOUTH CENTRAL REGIONAL COUNCIL OF GOVERNMENTS**

*Planning for Our Region's Future*

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Bethany Branford East Haven Guilford Hamden Madison Meriden Milford  
New Haven North Branford North Haven Orange Wallingford West Haven Woodbridge

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Carl J. Amento, Executive Director

***Resolution***

**South Central Regional Council of Governments  
Fiscal Year 2015-16 - Budget Revision # 4**

- Whereas: South Central Regional Council of Governments on May 27, 2015 adopted an operating budget for Fiscal Year 2015-2016;
- Whereas: SCRCOG approved Budget Revision #1 on November 18, 2015;
- Whereas: SCRCOG approved Budget Revision #2 on January 27, 2016;
- Whereas: SCRCOG approved Budget Revision #3 on February 24, 2016; and
- Whereas: SCRCOG will receive \$11,111, through the Memorandum of Understanding with the Secretary of the State approved by the SCRCOG Board on February 24, 2016, for the Regional Election Monitoring Program.

Now, therefore be resolved by the South Central Regional Council of Governments:

That Fiscal Year 2015-16 Budget Revision # 4, which incorporates \$11,111 for the Regional Election Monitoring Program, is adopted.

Certificate:

The undersigned duly qualified and acting Secretary of the South Central Regional Council of Governments certifies that the foregoing is a true and correct copy of a resolution adopted at a legally convened meeting of the South Central Regional Council of Governments on March 23, 2016.

Date: March 23, 2016

By:

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First Selectman Joseph Mazza, *Secretary*  
South Central Regional Council of Governments