Exhibit 1

Project Summary

The Antillean Manor Co-op was a failing HUD coop both physically and financially. HUD requested that Carabetta Management Companies (Carabetta) take over management of the complex. Over the past two years, Carabetta organized the tenants and helped reconstitute the Board of Directors (Board). It also helped identified counsel to represent the Board which resulted in the Board amending the Bylaws, executing a purchase and sales agreement, and negotiated a Relocation Plan. The building is structurally obsolete and mechanical systems are failing or have reached the end of their life cycles. Therefore, the proposed project includes the demolition of the existing building, as well as environmental remediation of any hazardous materials during demolition. Currently the building consists of 31 units and is 100% subsidized by a Section 8 Project Based Subsidy and all the units will be set aside for households earning less than 50% of the Area Median Income. There will be no commercial space within the development however the project does include common area amenities for use by the residents. The property will be owned by Antillean Manor Estates, LLC.

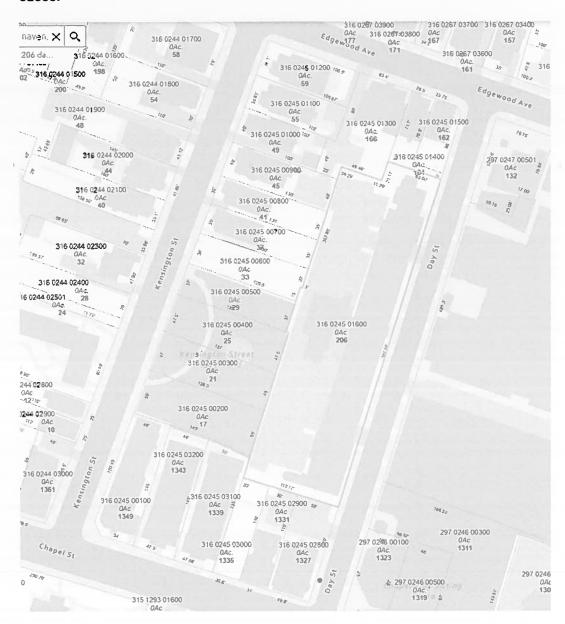


CITY OF NEW HAVEN APPLICATION FOR TAX ABATMEMENT FOR LOW INCOME, MULTI-FAMILY RESIDENTIAL DEVELOPMENTS

I.	APPLICANT INFORMATION					
A.	APPLICATION DATE: December 11, 2020					
В.	APPLICANT NAME: Antillean Estates, LLC					
C.	IF DIFFERENT, OWNER'S NAME: Antillean Manor Co-op, Inc.					
D.	PROJECT NAME: Antillean Manor					
Ε.	PROJECT ADDRESS(S): 206 Day Street, New Haven, CT 06511					
F.	KEY CONTACT INFORMATION:					
	Name: Helen Muniz					
	Title: Development Officer					
	Address: 200 Pratt Street, Meriden, CT 06450					
	Phone Number: <u>203-639-5130</u>					
	Email: Helen.muniz@carabetta.com					
II.	APPLICATION SUMMARY					
Α.	Project Type:					
	 □ Renovation of Existing Structure X New Construction □ Conversion of existing commercial, industrial or mixed income property □ Existing multi-family dwelling(s) 					
В.	Total Number of Units: 31 Total Number of Buildings: 1					
r	Total Number of Affordable Units: 31					

- D. Percentage of Affordable Units: 100%
- E. Will Affordable Units be subsidized with federal or state or local rent subsidies, i.e. Project Based Section 8, RAP, etc.? X Yes No If yes, provide documentation in Exhibit 12.
- F. Description of the Property for which the tax exemption is sought, identified by metes and bounds, tax map block and lots and corresponding street address, including a surveyor plotting from the tax map;

The property located at 206 Day Street is a .99 acre site with an existing 31 unit building that is obsolete. The building is slated to be demolished and a new building constructed. The site is bounded by Chapel Street, Kensington Street and Edgewood Avenue. The MBLU is 316 0245 01600.



G. A copy of the deed or lease as applicable. If the Property is not owned or leased at the time of application, the applicant shall provide a copy of the contract to purchase or the proposed form of lease.

See Exhibit 4 for a copy of Purchase and Sale Agreement and all amendments.

III. PROJECT SUMMARY

A. Statement of the nature of the proposed project: low and moderate income housing, market rate residential, commercial, industrial, etc., and whether the Property is to be owned or leased.

The Antillean Manor Co-op was a failing HUD coop both physically and financially. HUD requested that Carabetta Management Companies (Carabetta) take over management of the complex. Over the past two years, Carabetta organized the tenants and helped reconstitute the Board of Directors (Board). It also helped identified counsel to represent the Board which resulted in the Board amending the Bylaws, executing a purchase and sales agreement, and negotiated a Relocation Plan. The building is structurally obsolete and mechanical systems are failing or have reached the end of their life cycles. Therefore, the proposed project includes the demolition of the existing building, as well as environmental remediation of any hazardous materials during demolition. Currently the building consists of 31 units and is 100% subsidized by a Section 8 Project Based Subsidy and all the units will be set aside for households earning less than 50% of the Area Median Income. There will be no commercial space within the development however the project does include common area amenities for use by the residents. The property will be owned by Antillean Manor Estates, LLC.

- B. Proposed term or duration of the tax exemption is _____ 15 years or X 17 years (per Sec. II: Tax Abatement Agreements, Para. 3).
- C. A detailed description of the improvements to be made to the Property, including approved site plans and, if appropriate, architectural drawings;

The existing building will be razed and a new building will be reconstructed, consisting of 31 affordable housing units, using modern energy efficient wood framed construction assemblies. The unit breakdown is as follows:

- 5 one-bedroom units
- 11 two-bedroom units
- 14 three-bedroom units
- 1 four bedroom unit

The redevelopment will ensure a 50 to 75-year lifespan for the complex. Common amenities for all residents include an outdoor patio, resident services offices and space for provision of wellness services. The Property will also be improved upon with a bicycle parking area and landscaping. The redevelopment will also allow for the acquisition and repositioning of the property as a multifamily rental. The project is in the transitioning Dwight neighborhood and is located directly across the street from the Amistad Academy and borders a park. The project is in the West River

Neighborhood Revitalization Zone and within New Haven LCI's development strategy area. The project is an eyesore and in need of redevelopment. LCI has identified the redevelopment of this building as one of the key elements in its strategy for the transitioning neighborhood and has worked cooperatively with Carabetta to get this project done.

See attached plans from Schadler Selnau Architects.

D. Estimate of the total cost of the project, including an estimate of construction costs, certified by a qualified architect, engineer, general contractor, or 3rd party construction estimator;

The estimated total development cost (TDC) of the project is \$15,128,892. The total hard costs including contingency are estimated to be \$10,410,278 based on cost estimates from SRC Construction Services, LLC, the General Contractor. The remainder of the TDC is comprised of architecture & engineering fees, surveying, environmental engineering, legal fees, financing costs, real estate taxes & insurance, and other soft costs. Please see attached estimate from SRC Construction Services, LLC. Please see Exhibit 7 for a copy of the project cost summary.

E. Fiscal plan outlining the schedule of annual gross revenue or gross shelter rents, the estimated expenditures for operation and maintenance, interest, amortization of debt and all reserves.

The total annual gross revenue is \$633,969 which assumes the rent levels indicated below.

# of Bdrms	Units	Tenant to Pay Portion	Utility Allowance	Subsidy per unit	Monthly Rent	Annual Gross Revenue
4	-	-			Ć1 271	
1	5	\$308	\$65.05	\$1,028	\$1,271	\$76,257
2	11	\$500	\$84.89	\$1,118	\$1,533	\$202,371
3	14	\$600	\$101.43	\$1,455	\$1,954	\$328,200
4	1	\$800	\$120.17	\$1,582	\$2,262	\$27,142
					Total	\$633,969

Vacancy rate is 2.5%, net revenue after vacancy is \$618,120. The total operating budget for the project anticipates \$8,454/unit in operating expenses, or \$262,080 in annual expenditures. This includes operating and maintenance costs as well as reserves for the property and is based on securing tax relief set at \$1,372.70/unit which is exactly what the project currently pays. Based on our anticipated income, the property can support a mortgage of \$6.2 million at 3% interest for a 42-year term and 42-year amortization schedule. The scheduled annual debt service on the loan would be approximately \$249,078 (this is in addition to the operating expenses noted above). Please see the 3-year operating proforma included in Exhibit 8.

F. A construction schedule indicating a certain commencement date which must occur no later than one (1) years from the date of the application.

The project has received all its funding commitments and expects to close on all of its financing by June. Assuming a construction start in Summer 2021, the project anticipates the following schedule:

Construction Start: June 2021 50% Completion: December 2021 100% Complete: June 2022 Close-out/Conversion: July 2022

Fully Leased: July 2022

G. Copies of all government approvals such as zoning, city plan, etc. granting the Project final site plan approval;

See zoning approval.

H. Disclosure statements as to all parties, including principals, partners, parent and subsidiary companies, having any interest in the Property or the Project or any other Financial Agreements then in force and effect in which any of such parties have any interest;

Below are the following entities with an interest in the project.

•	City of New Haven	\$400,000
•	Regions Affordable Housing	\$4,354,954
•	United Illuminating	\$87,188
•	Operating Reserve	\$54,893
•	Connecticut Housing Finance Authority	\$6,200,000
•	State of CT, Department of Housing	\$3,500,000
•	Antillean Estates, LLC	\$531,857

It should also be disclosed the SRC Construction Services, LLC has an identity of interest as it is affiliated with Carabetta Management Co. The construction contract is valued at nearly \$10 million.

I. If new construction, conversion or significant renovation project, the Developer's good faith estimate of the number and type of temporary jobs to be created by the Project during construction and the number and type of permanent jobs to be created by the Project within one year after construction is completed.

In coordination with the General Contractor, the developer estimates that the construction of Antillean Manor will create approximately 50-100 temporary jobs across all trades. Upon completion, the project will create approximately 3 permanent jobs through its property operations. This will include a property manager, on-site maintenance, a resident service coordinator and a part-time office administrator.

J. The Applicant for new construction, conversion or significant renovations projects shall also set forth the proposed Project Employment Plan of the Developer and a certification by the Developer that such plan complies with the City's employment policies;

See attached Project Employment Plan.

K. Certification by the Developer that he/she confirms the accuracy of all information contained in the application and that the information is true and correct to the best of the Developer's knowledge. The certification shall contain the original signature of the Developer notarized or witnessed. In the case of a corporation, the Developer shall submit a notarized corporate resolution, with the seal of the corporation and the signature of the Secretary of the corporation, authorizing the signatory to bind the corporation or similar bona fide evidence of authorization. In the case of a partnership the Developer shall submit a copy of the partnership agreement, certified to be a full force and effect, authorizing the signatory to bind the partnership. In the case of a limited liability corporation or any other lawful business organization, the Developer shall submit other similar bona fide evidence of the signatory's authority; and

Please see attached Developer's Certification included with this exhibit. Corporate Resolutions as well as evidence of signatory authority have been included in Exhibit 10.

L. Payment in full of the applicable application fee payable to the Controller. This fee is found in the New Haven Code of General Ordinances, Article XX: Section 17-201: Permit Licenses and User Fees.

The check was mailed via UPS and accepted by security. The envelope was addressed Albert Lucas.

IV. REQUIRED DOCUMENTATION

- A. Unless otherwise provided by the Applicant in response to previous requests for information in the application, the Applicant shall provide the City with the following information as part of request for a Tax Abatement. Additional information may be requested as deemed necessary by the Board of Alderman or the City for part of their review of the applicants request for tax abatement.
 - **★** 6 copies of application and all required documentation with tabs labeled with appropriate Exhibit identified.
 - Exhibit 1: Project Summary Response. Included on page 3 of this document.
 - Exhibit 2: Organizational Documents including Certificate of Incorporation, Articles of Incorporation, etc. **See attached.**
 - **▼** Exhibit 3: Certificate of Good Standing. See attached.
 - Exhibit 4: Evidence of site control by the applicant (Deed, Option/Purchase Sale Agreement) if Applicant does not yet have ownership of the property. **See attached.**
 - Exhibit 5: Copy of recorded Affordable or Restrictive Covenants, if applicable. See attached.
 - Exhibit 6: Evidence that Property and all real estate owned by principal(s) are current on New Haven taxes. See attached.
 - Exhibit 7: Development budget for new construction, conversion and significant renovations projects to include all sources, method and amount of money to be subscribed through public or private capital, to fund the construction of the Project, including the amount of stock or other

- securities to be issued therefore, or the extent of capital invested and the proprietary or ownership interest obtained in consideration therefore. Documentation of all commitment letters is required. **See attached.**
- **★** Exhibit 8: Three (3) year proforma assumptions for the development. See attached.
- Exhibit 9: If the applicant is requesting an abatement for a scattered site multifamily rental, than the Applicant must provide proforma, budget and tax information for each property that is requesting an abatement form and provide the Board of Alders and the City with a consolidated set of budget, proforma and financial information for the properties for which the abatements are being requested. **Not Applicable.**
- Exhibit 10: Corporate resolution authorizing the Development to enter into a tax abatement agreement with the City of New Haven. **See attached.**
- **※** Exhibit 11: Attach, any and all, letters of support. **See attached.**
- **★** Exhibit 12: Documentation of any rental subsidies, if applicable. See attached.

TEE SHEET

ANTILLEAN MANOR

5 waterville road, (960) 677-9620 bas-ambutecta.com grahmertur – pleming – interiors 5 weterville road, fermingran, ct. 06092 Schadler Seinau associates, p.c.

SHEET LIST SHEET NAVE

ANTILLIAN MANOR

OO-OF HOUSING

ETER DIFERENCE

VIIV HAVIIN, CONNICHOLI

CARABETTA ORGANIZATION, LTD. 200 PRATT STREET,

DEVELOPER:

MERIDEN CT 06450.

ARCHITECT:

SCHADLER SELNAU ASSOCIATES 5 WATERVILLE ROAD, FARMINGTON CT 06032 (860) 611-4620

CONSULTING ENGINEERS: CABEZAS-DEANGELIS, LLC ENGINEERING & SURVEYING

BRIDGEPORT, CT 06604 (203) 330-8100

18 ELM STREET

SZEWCZAK ASSOCIATES

200 FISCHER DRIVE

AVON, CT 06001 (860) 671-4570

206 DAY STREET

REVISION NO DESC | DATE

HI.

ANTILIEAN MANOR

CE LOCATION PLAN OF

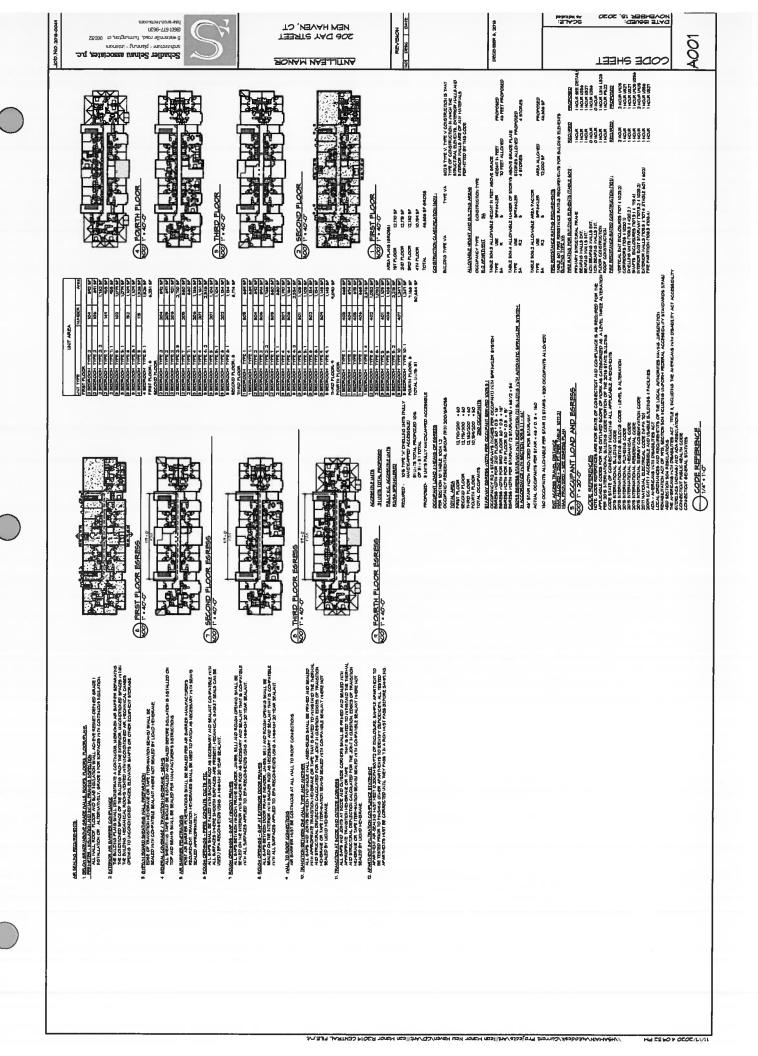
S LOCATION PLAN 02

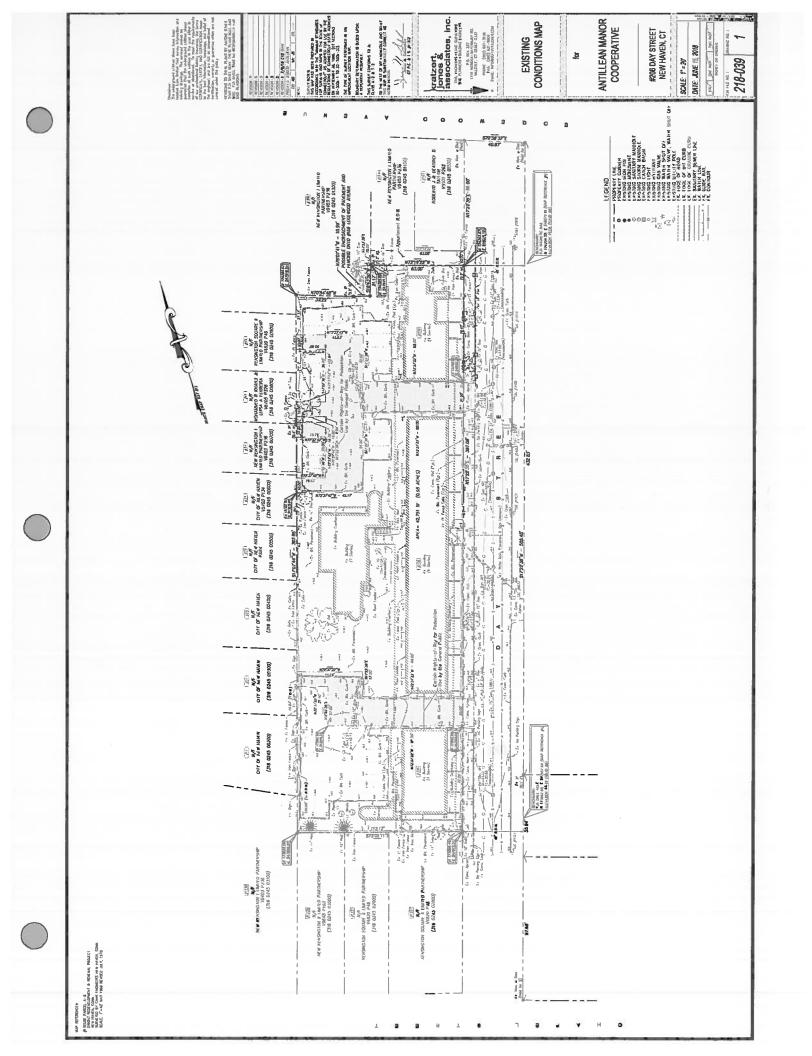
ACORN ENGINEERING 244 FARMS VILLAGE

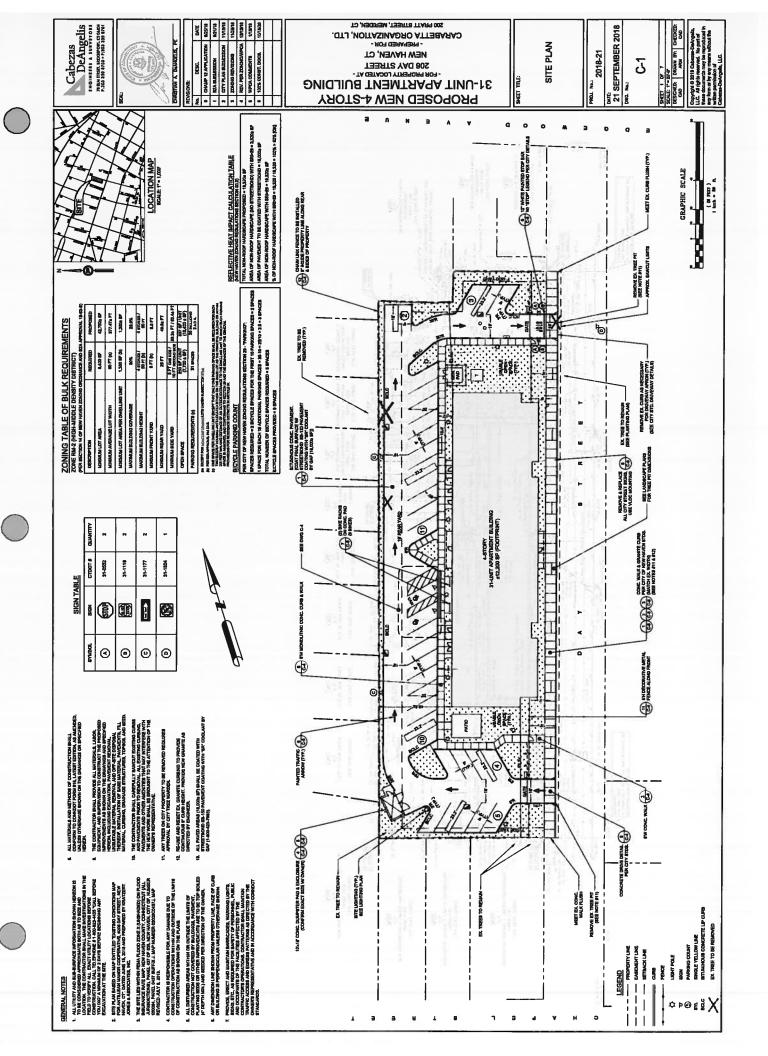
CONSULTANTS

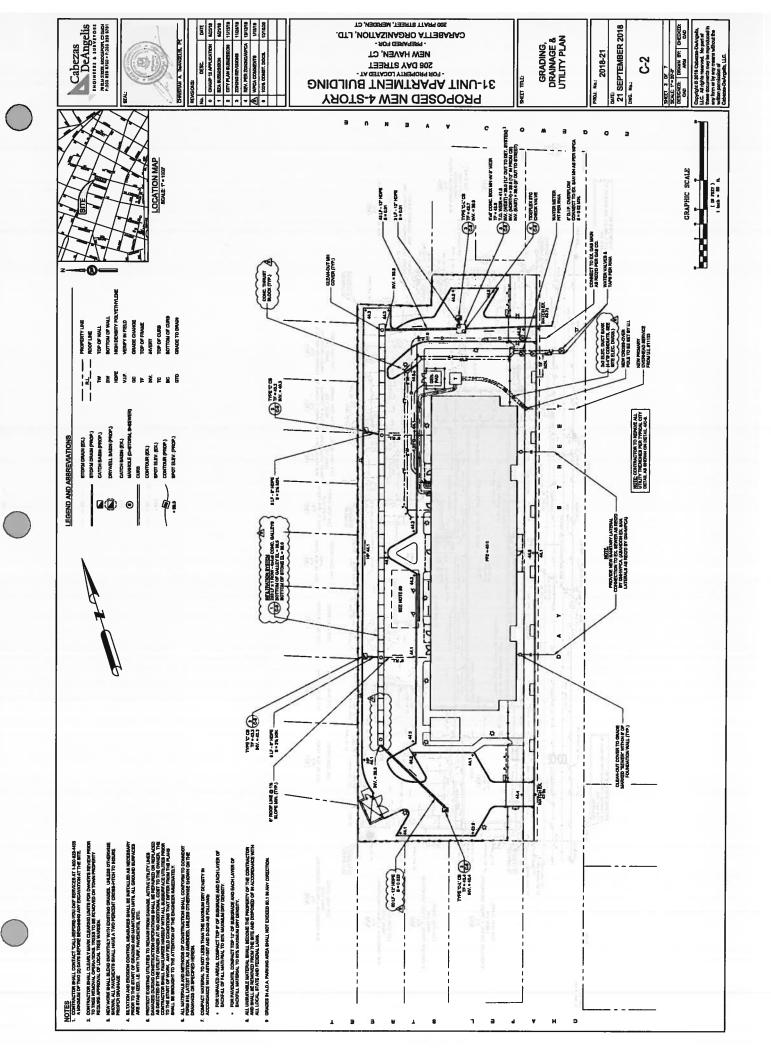
WEST SIMSBURY, CT 06092 (860) 651-1949

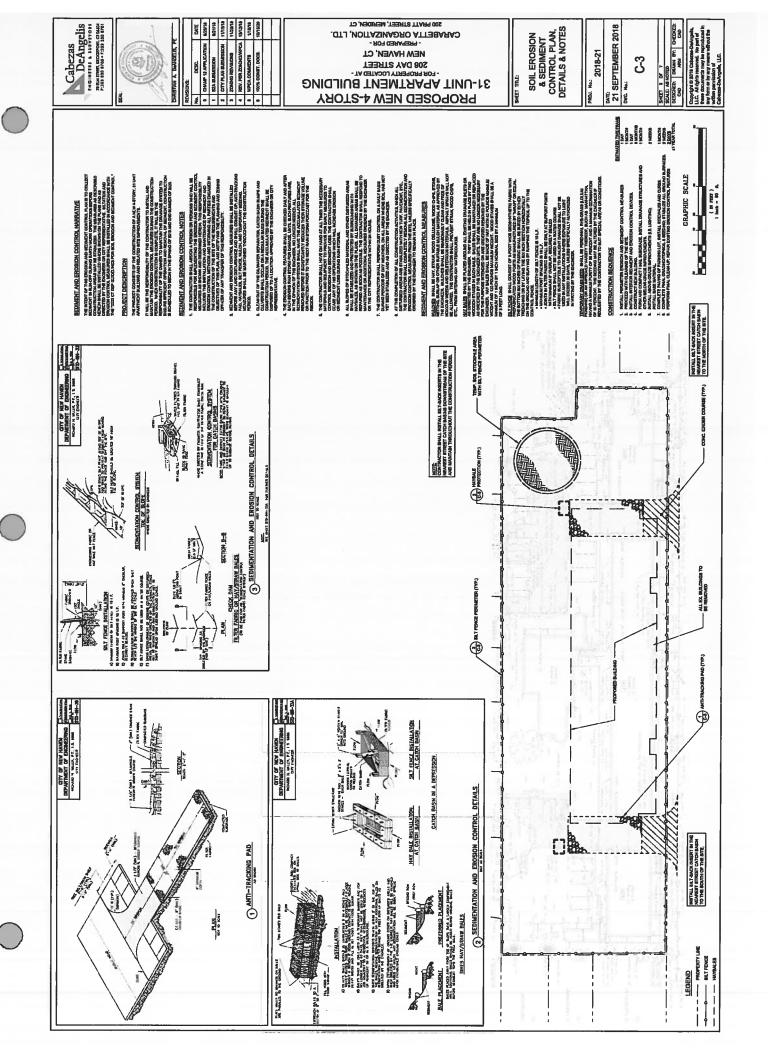
ROAD

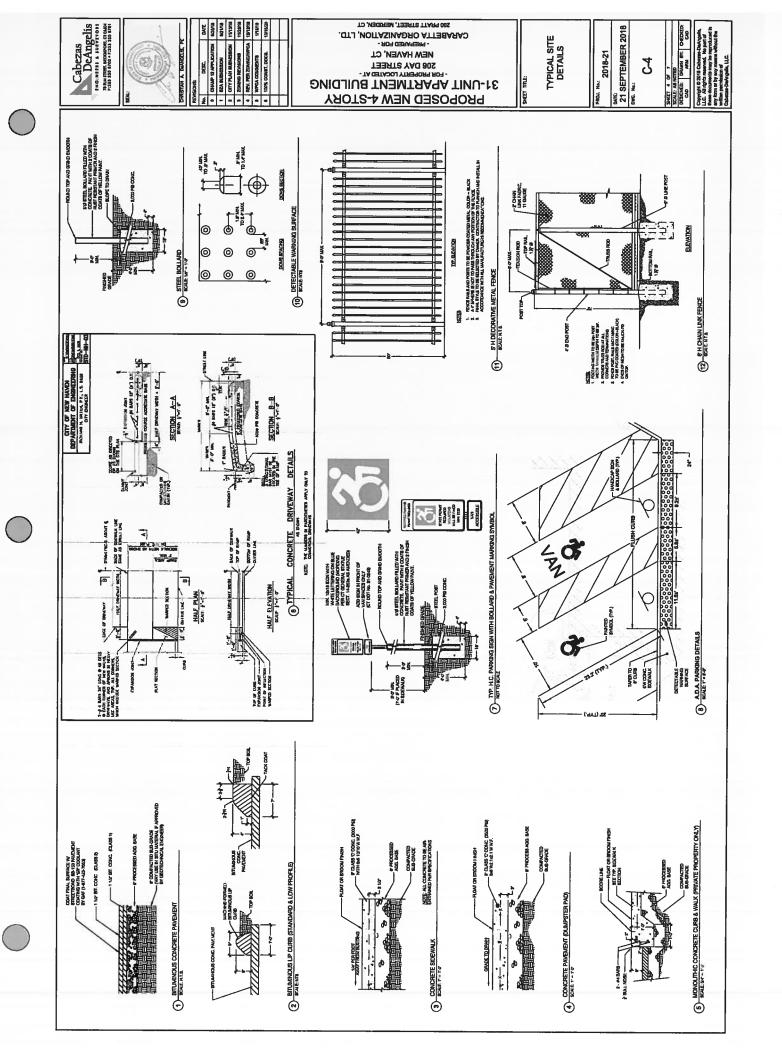


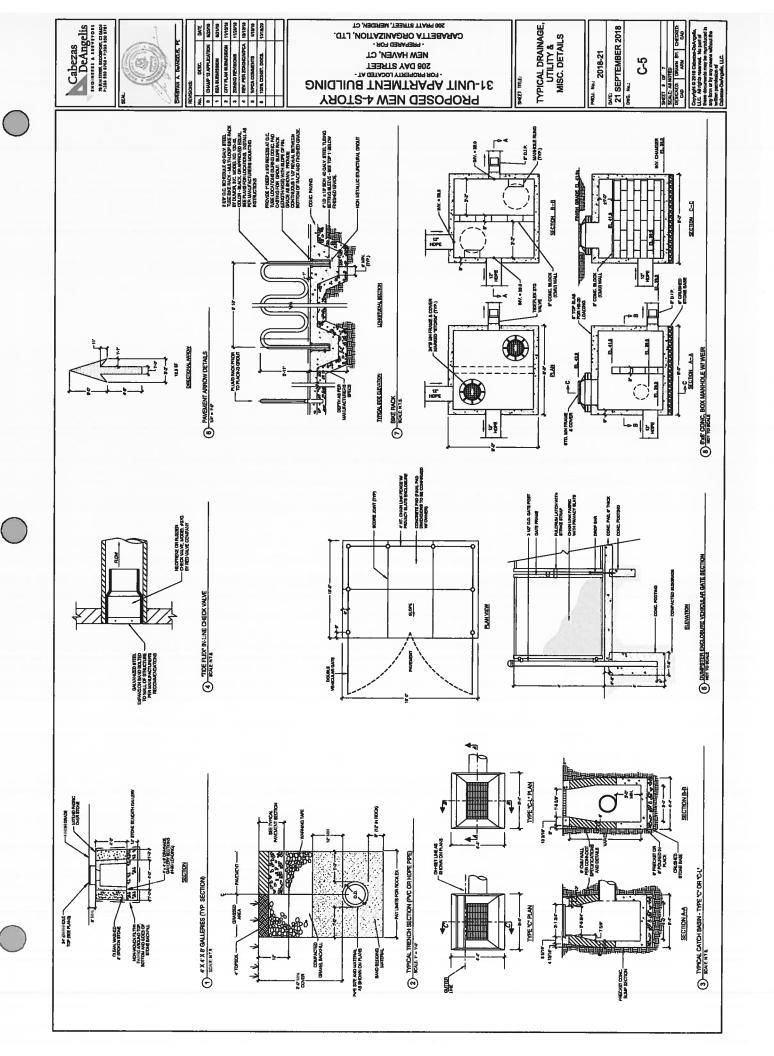


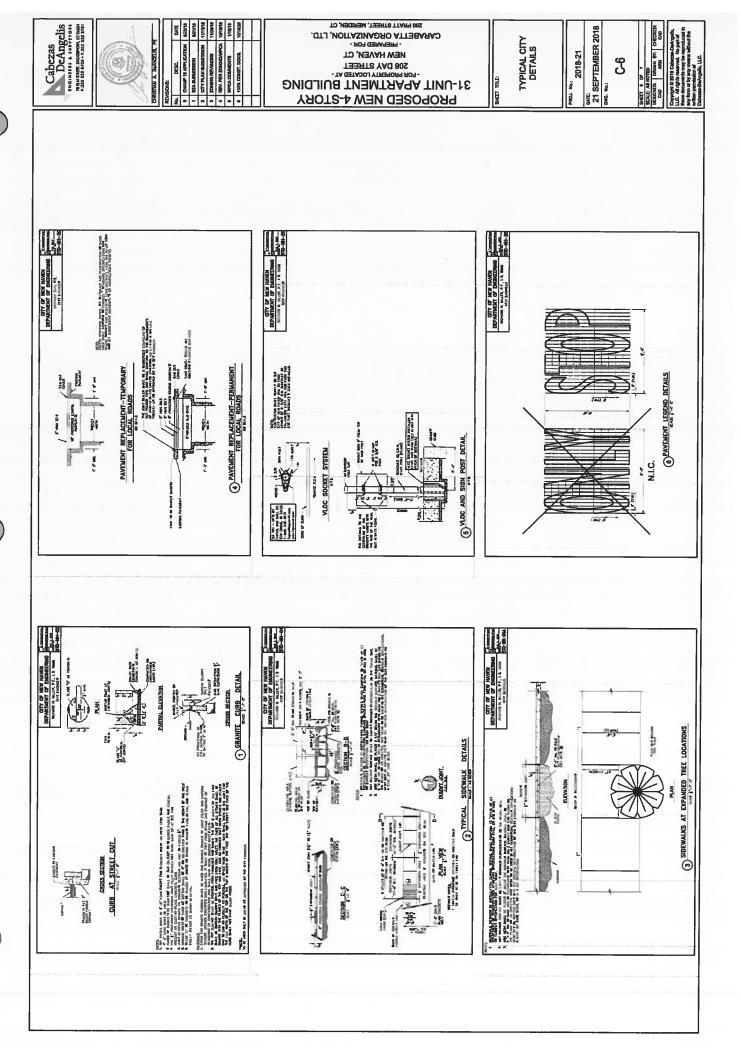


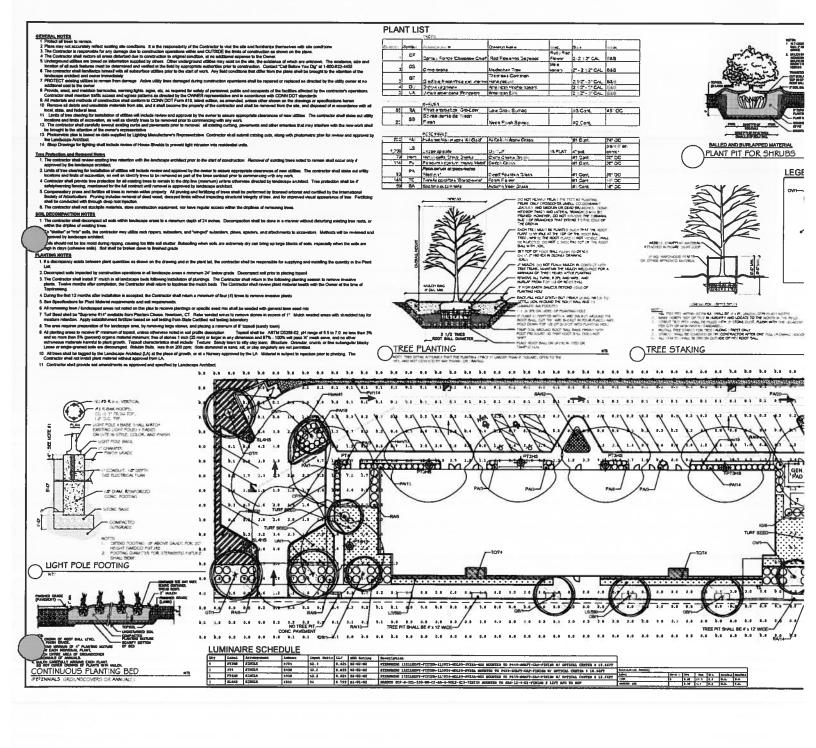












SERENGE, STREAMTHE SOUTHE THE BIS PAR CONTROL OF HALL FOLLOW HAL AMPLICABLE COST E AND PLEMENTERS COMPLY FRIT GOVERNOUS COSTS AND RESIDENCE HE DISCONSINE LIFT PRINCES FOREIGE AS Be dissipal contractor ones and aposts of shall must privile strolling contractor and contractor of the strolling property of strolling and shall present the strolling occurs of shall strolling and shall present the strolling occurs of shall strolling according to the strolling score of the the score of the strolling score of the score of the strolling score of the score of the

MANDAR AREAS OF HOME HILL HOT IS OCCUPED DURNO MILLICING DINOUT IT IS THE CONTRACTORS IN SPONSESLITY TO DESIRE THE DISCIONS IS HEREFARED IN A CONDITION SHE FROM HOME IN DISCIONS DISCIOUS AND CONSTRUCTION HOP IT STONESSLITY FOR DISCIONOS AND STRUCTIONS TO BE CHECKED OF THE SE ASSECTED BY THE DISCION OF HEREFOR

TO BE OF A CHAIN OF ALL ME ARREST OF THE OTHER OF A MODIFIED THAN SET THAT A THE A T

G AN OF RATIONS I PUBLIC SAINTY OF ROMANNES STRUCTUR. IF AP I NORMAL FID HYSPOTHI ILI HORMAY COPRIETING HEARING UNITE ON RATIONS CAN BE CONTINUED PROPRIET.

STL COMPON ALTS, LANDSCHING AND VILLTED WHILL BE PROTECTED DATHS DIHOLITON THAT CONTINUED PROTEST INSCHOOL

BTL COMPAS AT IL VERSIONING NO DITATES SHALL BY DOOR IS A HAVER 2 AS 10 PRINTED TO DESIGN THAT COMPAS OF THE PRINTED THE COMPAS OF THE PRINTED THAT COMPAS O

The company medical, and are plants in lateral, and all produces of the company o

Limits . If Rich capt to from Court to from the power of recovery t and t

EVERTAL SHIETT. PROVIDE FRANKS MORE PROTECTIVE SHARE THE AND INFORMAL LIGHTS AS EACH SHAPF ADJACK TO THE ROTHE AS APPROVED OF RECIPIED. HERITAN THESE TEMPORPHISE THE DIAMETERS PERSON.

THE DISEASE HE WAS BEITTED BOT TO CONTINUE ATT. BL. HE GAMELS AND ELECTRONIC TO CONTINUE ATT. BL. HE GAMELS AND ELECTRONIC TO CONTINUE ATT. BL. HE GAMELS AND ELECTRONIC TO CONTINUE ATT. BL. HE GAMELS AND AND ELECTRONIC TO CONTINUE ATT. BL. HE GAMELS AND AND ELECTRONIC TO CONTINUE ATT. BL. HE GAMELS AND AND ELECTRONIC TO CONTINUE ATT. BL. HE GAMELS AND ELECTRONIC TO CONTINUE ATT. BL. HE G

PERMOVAL READY, ALL DEEMS FROM THE STRUCTURES DIRECT DESCRIPTION AND DO NOT ALLOW DESCRIPTO ACCUMUNE ON YOU ALL DEEMS WALL DE 1917 DRICCLY BYD DIAMENT READY TRANSPORTE LOUPING IT

NCC 18. PROVIDE 1944 ACC 36 TO AND ECO 188 FROM ALL PROTECTS AN AS AS ALL THE S WITH ADECUALL PROST, CYCH PROM PALLENG WATER, WE THAT

PP WHIT ACCIDATE, HONDON!

LEATHER PROMOT, AD GENT LEATHER AT ALL THE BORSE IS HOLITICH

CLOSED IN PLAS. CLOSE AR LAS BLOCKERS AT ALL THE BORSE IS HOLITICH

GENERAL REPLASED.

CLOSED IN PLAS. CLOSE AR LAS BLOCKERS HOLITICH POPER TO INVIDE THE REPLACEMENT.

CLOSED IN PLAS. CLOSE AR LAS BLOCKERS AND THE REPLACEMENT.

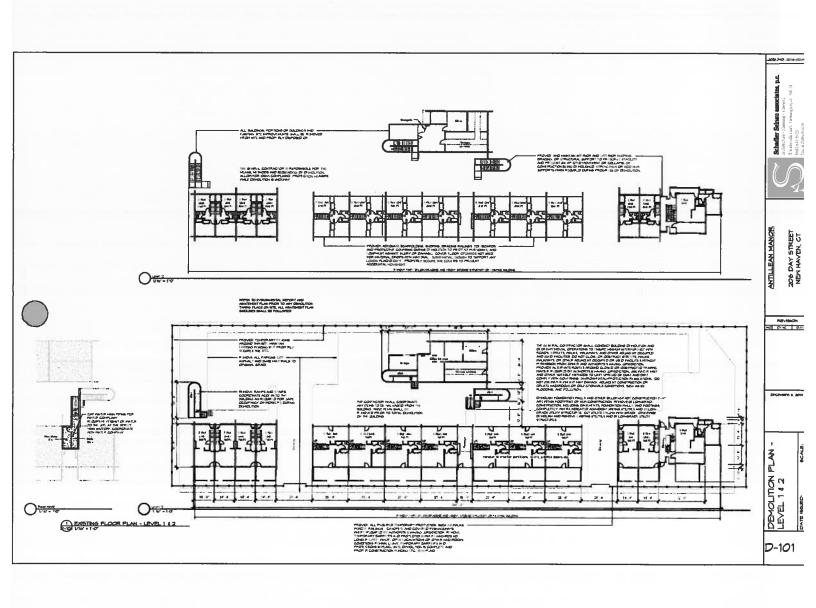
DIFFORM, OF HATI TALLS A THAL TIMOVING TIMOVE ALL DIGTH, FRIENDS SOFT FLO & FLUTHNIT, NOR HATI RALLS RESULTED FROM THICH BULLTON JALLS OTHERWISS SOCIATED TANKS. TITLE TO HAZILITON HALLS SOCIATED TANKS. TITLE TO HAZILITON HALLS SOCIATED SOCIATED TANKS.

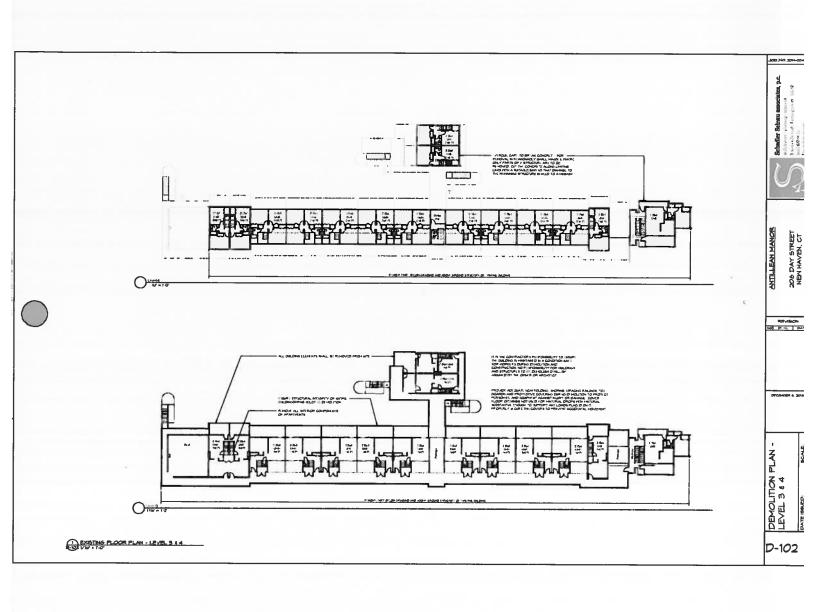
PLOLATORY PLOMITETTO COMPLY REPORTED HOW UPARED CITY OF THE HANTH HOTEFCATION
FLORATION OF HOSE SIGNATURE OF CONTINUE CONFLY FITH HARRY AND DESCRIPTION FLORATION
OF AUTHOR OF HARRY LIPERCATION.

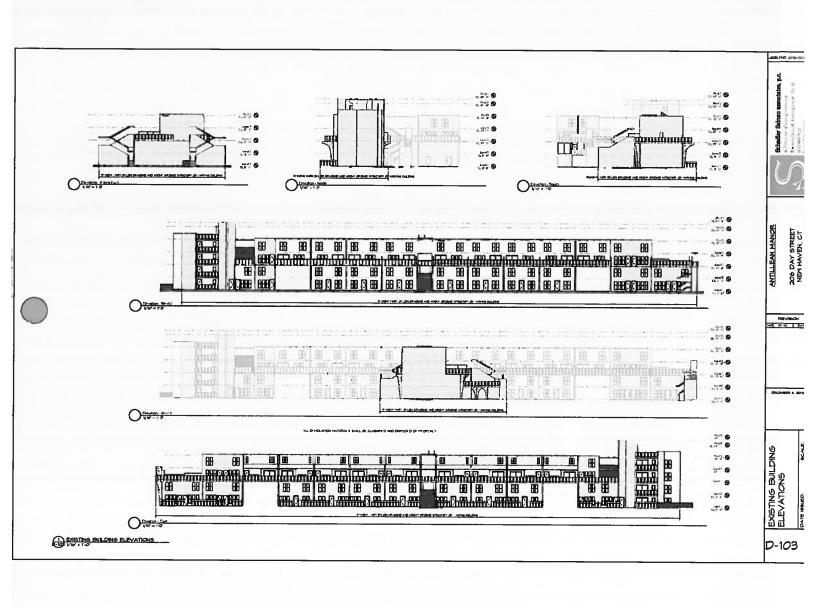
ANTILLEAN MANOR 206 DAY STREET NEW HAVEN, CT

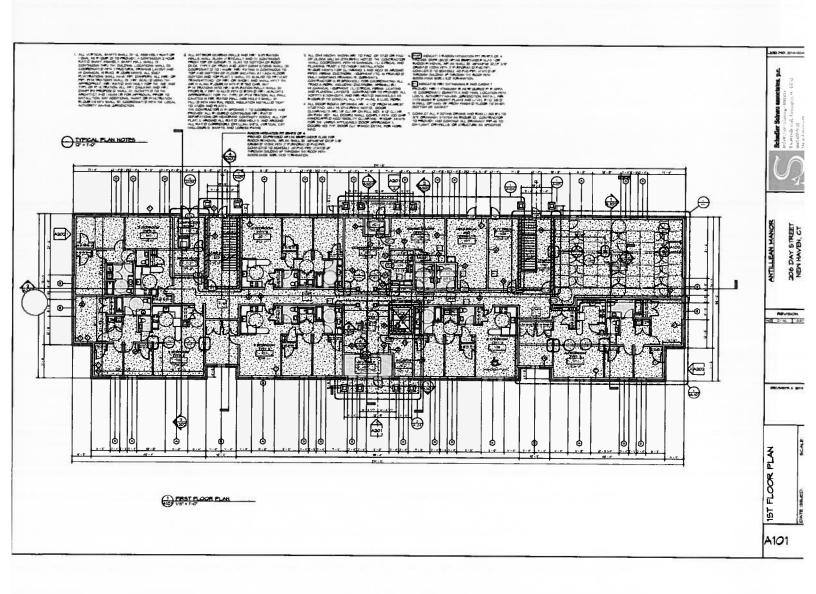
DEMOLITION NOTES

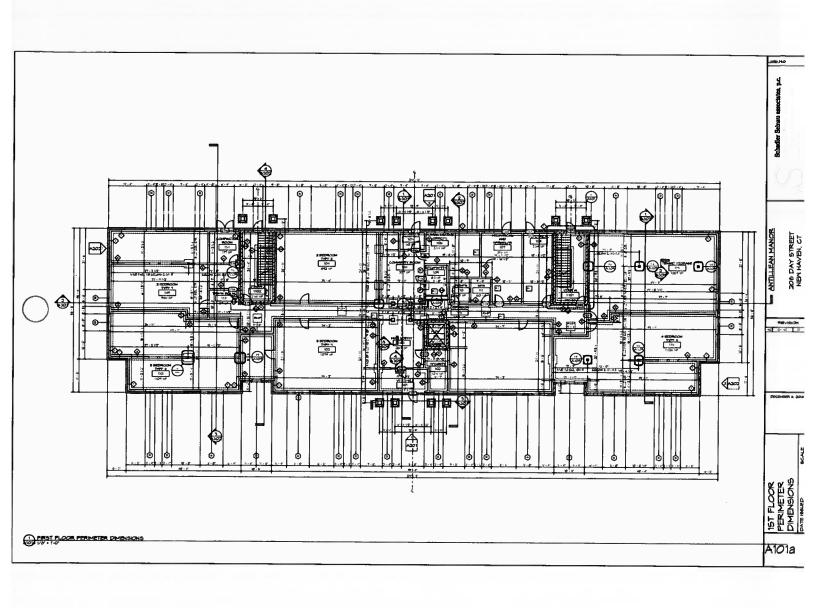
D-100

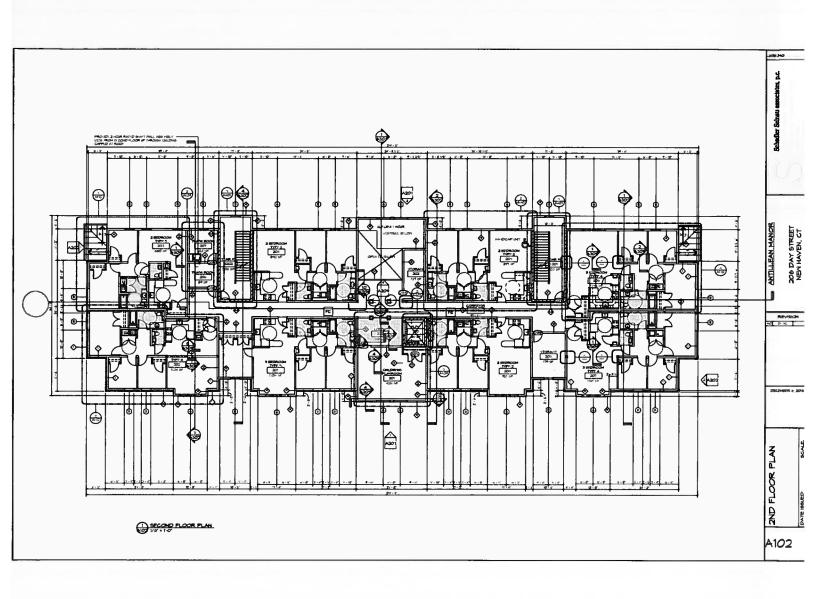


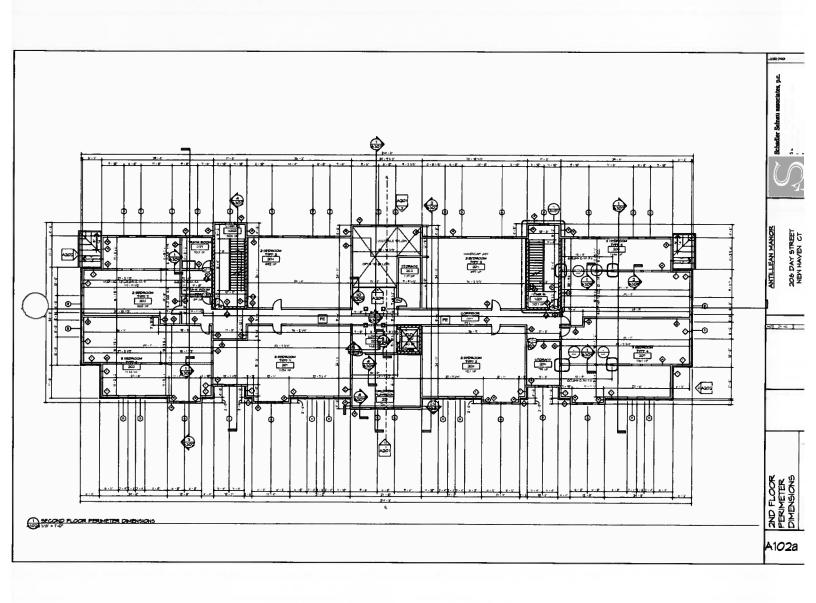


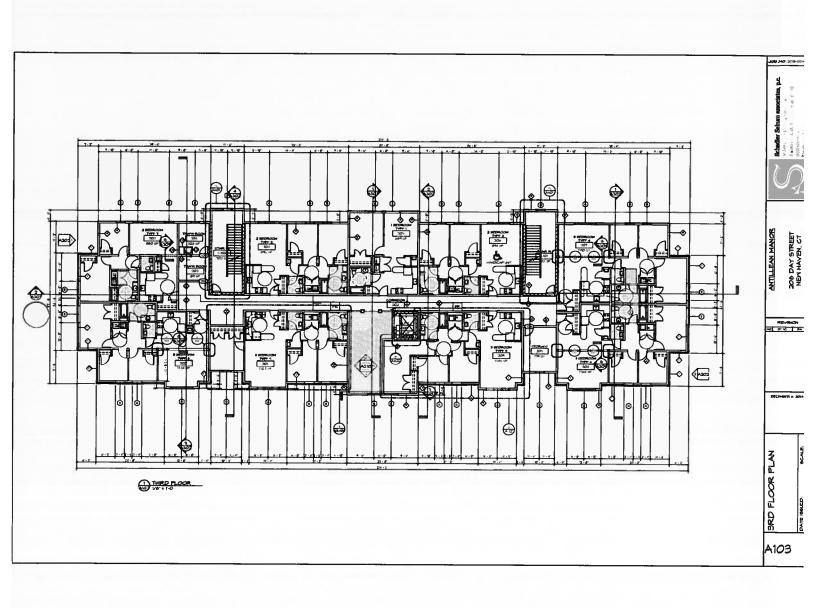


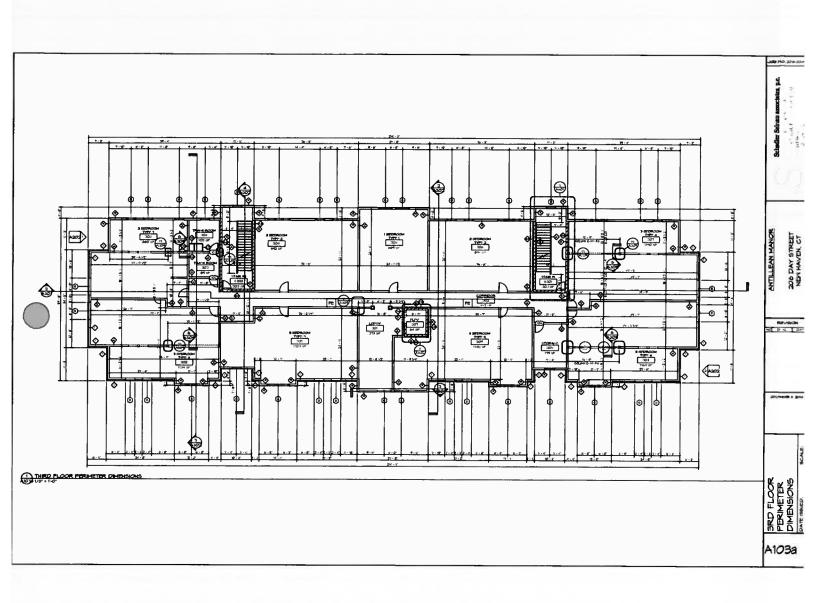


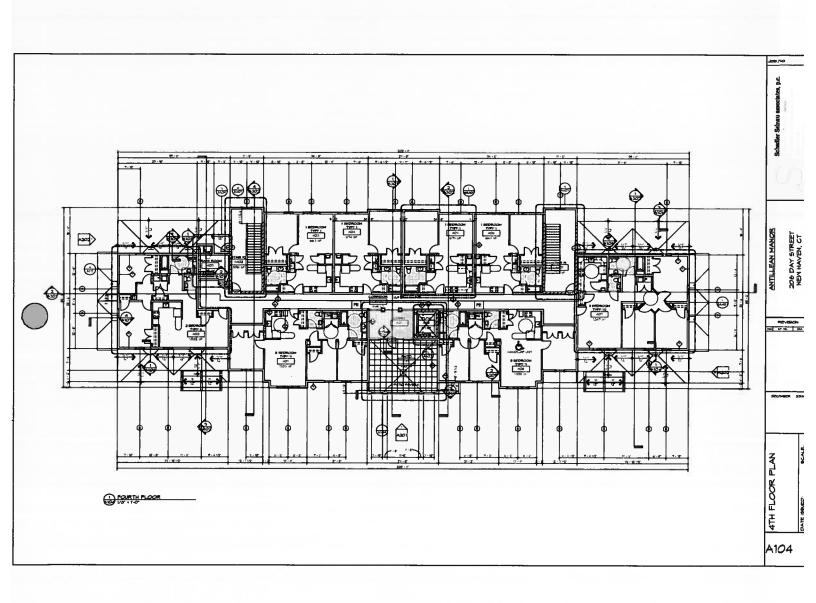


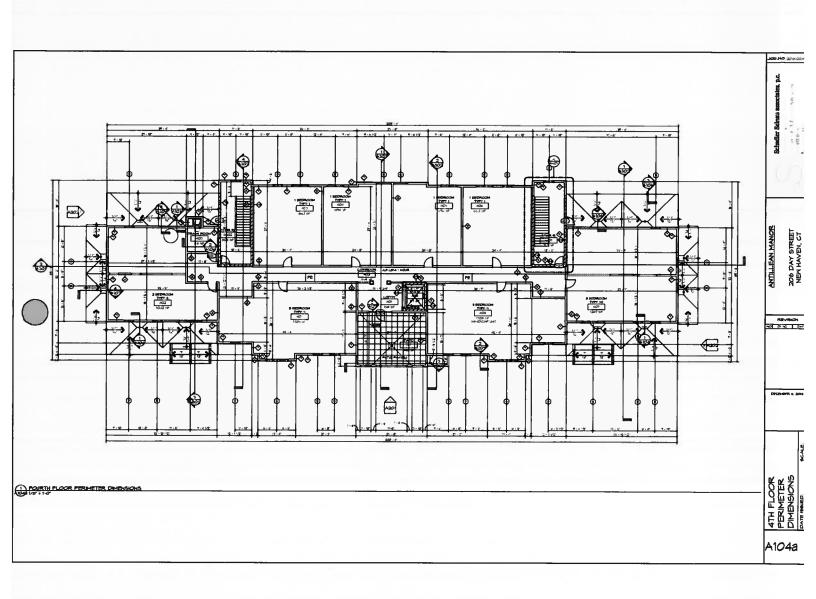


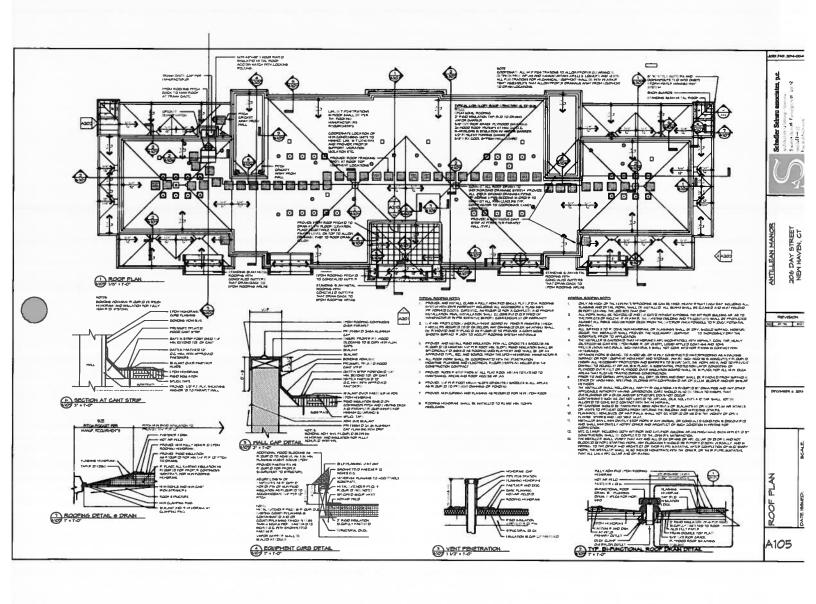


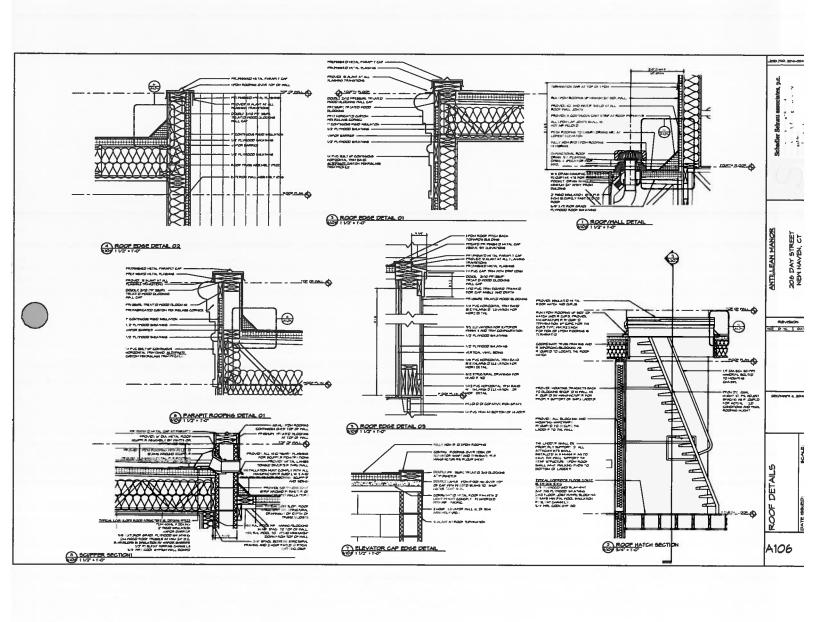


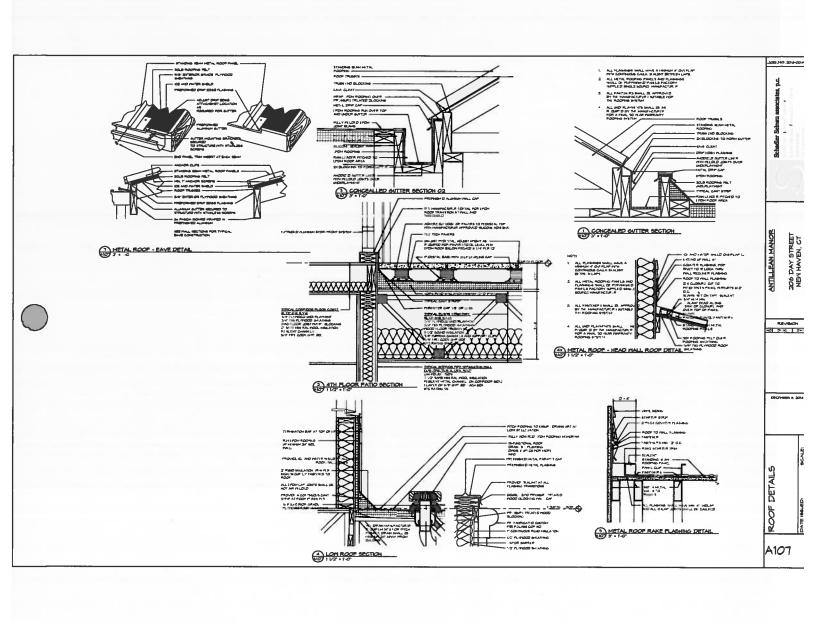














BOARD OF ZONING APPEALS ROOM 501 HALL OF RECORDS 200 Orange Street New Haven, Connecticut 06510

CITY OF NEW HAVEN New Haven, Connecticut www.cityofnewhaven.com



Toni N. Harp Mayor

Certified Return Receipt # 7018 0680 0000 7673 8041

November 15, 2018

James H. Segaloff 59 Elm Street, 5th floor New Haven, CT 06510

RE:

206 Day Street Appeal: 18-63-S

Owner: Antillean Manor Co-Op Inc.

Dear Mr. Segaloff:

Your appeal seeking a special exception to permit a 31-unit residential Planned Development Unit in an RM-2 District was considered by the Board of Zoning Appeals on November 13, 2018. The appeal was considered to be in accordance with Section 63 of the New Haven Zoning Ordinance. Permission is hereby granted.

Permission granted by the Board will become null and void one year after the effective date of this decision, unless:

- 1. The grant of relief has been recorded on the Land Records of the City of New Haven within 120-days of the date of publication of approval; and,
- 2. A valid permit has been issued and construction diligently pursued; or
- 3. A Certificate of Occupancy has been issued; or
- 4. The appeal is renewed.

The effective date is considered the date of publication of the decision in a newspaper having substantial circulation in the municipality. Publication is scheduled for November 16, 2018. An appeal by any person aggrieved by the decision must be taken to **Superior Court Judicial District of New Haven** within fifteen (15) days after the date of publication.

206 Day Street Appeal: 18-63-S Page 2 of 2

A copy of the Board's decision is required to be recorded on the Land Records at your expense. Enclosed are two copies of this decision letter, one to be recorded on the Land Records in the Office of City-Town Clerk (2nd floor, 200 Orange Street), and one to be returned to this office showing proof of recording.

An application for renewal must be made in writing not less than 30 days and not more than 60 days prior to the lapse of the original approval. Only one extension of the original approval, for a period of not more than one year, may be granted.

Please be advised that the request granted is to be exercised in strict accordance with the relief sought and the plans submitted in support thereof. Any deviation from this approval required additional approval from the Board. A permit from the City of New Haven Building Department, at 200 Orange Street, Room 502, is required before commencing any work. Please bring a copy of this decision letter showing the volume, page number, and when it was recorded on the Land Records with you when applying for a building permit. No Building permit can be issued without proof of zoning and recording.

Sincerely yours,

BOARD OF ZONING APPEALS

Wilshel Welendez,

Mildred Melendez, Secretary

Proposed Employment Plan Antillean Manor 206 Day Street, New Haven, CT

Antillean Estates is committed to using its best efforts to achieve and/or exceed the City of New Haven's Commission on Equal Opportunities Goals and intends to hire 25% minority owned contractors and 6.9% women-owned businesses. In addition, we will require the same goals of the subcontractors that we engage.

This plan identifies the project's goals and SRC Construction Services marketing strategies to achieve these goals. Our goals will be measured by the number of minorities, women and low-income persons that are contracted and/or employed as a result of the construction of Antillean Manor. The goals also seek to stimulate the local economy by using New Haven based firms.

Our efforts will include the following:

- Identify and outreach to MBE and WBE enterprises located in New Haven for potential subcontracting opportunities documenting our efforts.
- Create a bid environment that facilitates and encourages participation by City of New Haven area firms and creates opportunities to secure contracts.
- Initiate subcontractor awareness program to facilitate the use of City of New Haven-area businesses, minority or women owned businesses, Section 3 businesses and local hiring (including socially disadvantaged groups and other minorities, women and low-income individuals).
- Advertise contracting opportunities in the local news and business publications, including the Spanish language publication "La Voz."
- Contact the Greater New Haven Business and Professional Association (GNHBPA) about the project and W/MBE and Local Hiring goals.
- Encourage the formation of joint ventures between and among local and other M/WBE and/or Local firms and between such firms and non-socially disadvantaged, M/WBE and/or Local firms.
- Clearly identify trades and subcontracting opportunities (type of work) being made available in advertisements and communications.
- Make drawings and specifications available in a timely manner following outreach initiatives and prior to deadline for subcontracting responses.

One of the key goals of this plan is to create a bid environment which aligns with the capabilities of MBE, WBE and Local firms in the City of New Haven environment. The Contractor will implement the following purchasing and bidding practices:

- Examine each subcontracting bid opportunity and develop appropriate bid package scopes of work to enable local participation and other M/WBE participation and Local business participation.
- Seek to create subcontracting opportunities for firms which reflect the racial/ethnic diversity of the City of New Haven community.
- Seek to create opportunities for local participation and other M/WBE participation and Local business participation in the subcontracts providing highly skilled, as well as less skilled, trades.
- Include requirements for M/WBE and Local hiring plan for second tier subcontracting and purchasing in all bids packaged.
- Consider all proposals received from M/WBE and Local firms responding to the various outreach efforts. Report on proposals received pursuant to the Construction Contract.
- Create opportunities to meet with M/WBE and Local firms in order to provide assistance in reviewing plans, specifications, insurance, scheduling, quality assurance, safety, accounting and reporting requirements and other elements of the proposed work.
- Periodically (at least quarterly) evaluate the success rate of M/WBE and Local firms in getting bid awards in order to identify patterns or items which might be addressed to increase socially disadvantaged and other M/WBE and Local firm participation.

Comply with any outreach and good faith efforts requirements of the City of New Haven. Supervision of Selected Subcontractors Many of the firms involved in the construction process may lack exposure to some of the requirements and goals of a project such as this, where the construction program seeks to implement policy goals as well as build a high-quality structure. Contractor will implement the following steps with respect to subcontractors who have been awarded a portion of the work:

• Initiate subcontractor awareness program to encourage the use, through second tier contracting, of minority or women owned business, local area businesses and to encourage and facilitate local hiring (including socially disadvantaged groups and other minorities, women and low-income individuals).

- Upon request, meet with subcontractors to review and provide assistance regarding project control requirements, job scheduling, job management and financial controls, reporting and submission requirements.
- Monitor achievement of subcontracting firms to identify problems early, creating opportunities for technical assistance to overcome challenges.
- Encourage M/WBE firms that are not registered as such with the State of Connecticut to get its certification promptly.

This Plan also seeks to ensure that Contractor and its subcontractors implement this policy to the greatest extent possible. Towards this end, Contractor and its subcontractors will:

- Initiate and participate in subcontractor awareness programs to facilitate local hiring (including socially disadvantaged groups and other minorities, women and low-income individuals).
- At the job site, visibly post at all times a sign indicating a place and time, to occur at least monthly, when Contractor and its subcontractors will accept additional job applications.
- In advance of any hiring initiative, identify crew sizes, including number of positions
 needed to be filled and necessary qualifications, and identifying the number of the
 subcontractor's current employees who are minorities, women or community residents.
- Require hiring entity to contact those job applicants (identified through the job fair or otherwise) interested in the trade being hired with sufficient time for such applicant to respond and be considered for the hiring.
- Establish training programs, either directly or through subcontractors, to assist low-skill laborers learn a trade.
- Monitor the job performance of recent entries into the construction industry to identify
 problems early, creating opportunities for guidance rather than termination. Maintain
 records tracking performance, intervention efforts, terminations and the reasons for
 termination.
- Periodically (at least quarterly) evaluate the success rate of minority, women and low-income applicants in getting employment in order to identify patterns or items which might be addressed to increase employment opportunities. Monitoring and Tracking Practices Contractor will implement a monitoring program to track subcontractor's and Contractor's progress towards meeting and exceed the community outreach goals set forth in the contract.

- Contractor shall provide the Owner with the name and other MBE or WBE status of each subcontractor asked to bid on the work prior to award of the contract.
- All subcontractors will be monitored to ensure compliance.
- Contractor shall maintain a database of all firms, the outreach to such firm, the response, the follow-up, any subcontracting or hiring, and any termination actions, including reasons for such actions. This database shall be in a form to permit reporting of outreach efforts.
- Contractor shall require subcontractors to identify all of their employees by name at the time of Contractor's acceptance of the subcontractor's bid. Subcontractor's employment lists shall be tracked by comparison to this baseline.
- Contractor will develop a formal report of local hires, subcontractors, participation and results, which report will be delivered to the Owner together with each payment request.
- Contractor will periodically update its databases and renew outreach efforts to include any changes in availability