

# HARTFORD

## HBJ BUSINESS JOURNAL



PAGE 6

### Second Act

In season No. 2, the Hartford Yard Goats are back with more entertainment and sponsors.

GREATER HARTFORD'S BUSINESS NEWS      WWW.HARTFORDBUSINESS.COM      VOLUME 26 • NUMBER 14      \$3.00      APRIL 2, 2018





## WOMEN IN BUSINESS AWARDS

Meet this year's class of top women business leaders.

PAGE 19



PAGE 8

### Hartford's Storyteller

New MetroHartford Alliance CEO David Griggs wants to share the region's economic message globally.



PAGE 10

### Hiring Spree

Indian IT firm Infosys' plan to hire 1,000 workers in Hartford will test the state's and region's tech talent pipeline.



### Newsmakers

Samantha Wanagel, General Manager, Upward Hartford. PAGE 3

### THE LIST:

Largest women-owned businesses in Greater Hartford



# YOU DESERVE LESS

LESS HASSLE — LESS HEADACHE — LESS REGRET

## YOUR BUSINESS DESERVES MORE

If you've been pushed past your limits with the service you get—or don't get—from your communications company, maybe it's time to reevaluate your expectations. At Cox Business, you get scalable, reliable services backed by 24/7 business-class support from a trusted provider. That means less headache, less hassle and more time to focus on what matters most, your business.

**SWITCH TO COX BUSINESS.**

25 Mbps INTERNET

**30-DAY MONEY-  
BACK GUARANTEE**

**\$74**  $\frac{99}{\text{mo}}^*$

for 6 months with a 2 or 3-year agreement

**SWITCH TODAY. CALL 800-367-1762 OR VISIT [coxbusiness.com](http://coxbusiness.com)**

\* Offer ends 4/30/18. Available to new Cox Business data subscribers in Cox service areas. \$74.99/month includes Cox Business Internet<sup>SM</sup> 25 for months 1-6, then \$84.99 for months 7-36. Prices based on 2 or 3-year agreement. Early termination fees may apply. Standard rates apply thereafter. Prices exclude equipment, installation, construction, inside wiring, taxes, surcharges and other fees, unless indicated. Offer is nontransferable to a new service address. Uninterrupted or error-free Internet service, or the speed of your service, is not guaranteed. Actual speeds vary. Rates and bandwidth options vary and are subject to change. DOCSIS 3.0 or higher modem may be required, unless indicated. See [www.cox.com/internetdisclosures](http://www.cox.com/internetdisclosures) for complete Cox Internet Disclosures. Services are not available in all areas. Discounts can't be combined or added with other promotions or applied to any other Cox account. \*30-day satisfaction guarantee limited to refund of standard installation/activation fees and the first month's recurring service and equipment fees (and equipment purchase fees if purchased from Cox) for the newly subscribed services only. Excludes all other costs and charges. Refund must be claimed within 30 days of service activation. Other restrictions apply. © 2018 Cox Communications, Inc. All rights reserved.

FPA105164-0027



## EDITORIAL

Greg Bordonaro | Editor, ext. 139, gbordonaro@HartfordBusiness.com  
Gregory Seay | News Editor, ext. 144, gseay@HartfordBusiness.com  
Matt Pilon | News Editor, ext. 143, mpilon@HartfordBusiness.com  
John Stearns | Staff Writer, ext. 145, jstearns@HartfordBusiness.com  
Joe Cooper | Web Editor, ext. 127, jcooper@HartfordBusiness.com  
Stephanie Meagher | Research Director  
Heide Martin | Research Assistant  
Steve Laschever | Photographer

## BUSINESS

Joe Zwiebel | President and Publisher, ext. 132, jzwiebel@HartfordBusiness.com  
Donna Collins | Associate Publisher, ext. 121, dcollins@HartfordBusiness.com  
Amy Orsini | Events Manager, ext. 134, aorsini@HartfordBusiness.com  
Shannon Vincelette | HBJ Office and Events Coordinator, ext. 122, svincelette@hartfordbusiness.com  
Jaime Rudy | Sales Director, ext. 124, jrudy@HartfordBusiness.com  
David Hartley | Sr. Accounts Manager, ext. 130, dhartley@HartfordBusiness.com  
Christopher Mazzaia | Sr. Accounts Manager, ext. 128, cmazzaia@HartfordBusiness.com  
Kristen P. Nickerson | Sr. Accounts Manager, ext. 133, knickerson@HartfordBusiness.com  
Karen Spatafora | Accounts Manager, ext. 131, kspatafora@HartfordBusiness.com  
Raki Zwiebel | Credit and Collections Manager  
Valerie Clark | Accounting Assistant/Office Manager  
Jill Coran | Human Resources Manager

## PRODUCTION

Christopher Wallace | Art Director, ext. 147, cwallace@HartfordBusiness.com  
Liz Saltzman | Creative Director, ext. 140, lsaltzman@HartfordBusiness.com

## New England Business Media LLC

Peter Stanton | CEO, pstanton@nebusinessmedia.com  
Joseph Zwiebel | President, ext. 132, jzwiebel@HartfordBusiness.com  
Mary Rogers | COO/CFO, mrogers@nebusinessmedia.com

## SUBSCRIPTIONS:

Annual subscriptions are \$84.95. To subscribe, visit HartfordBusiness.com, email hartfordbusiness@cambeywest.com, or call (845) 267-3008.

## ADVERTISING:

For advertising information, please call (860) 236-9998. Please address all correspondence to: Hartford Business Journal, 15 Lewis Street, Suite 200, Hartford CT 06103.

## NEWS DEPARTMENT:

If you have a news item: Call us at (860) 236-9998, fax us at (860) 570-2493, or e-mail us at news@HartfordBusiness.com.

Hartford Business Journal accepts no responsibility for unsolicited manuscripts or materials and in general does not return them to the sender.

Hartford Business Journal (ISSN 1083-5245) is published weekly, 49x per year - including two special issues in November and December — by new England Business Media, LLC, 15 Lewis Street, Suite 200, Hartford, CT 06103. Periodicals postage paid at Hartford, CT and at additional entry points.

THE ALLIANCE  
OF AREA BUSINESS PUBLICATIONS



COPYRIGHT CLEARANCE CENTER  
www.copyright.com

Tel: (860) 236-9998 • Fax (860) 570-2493

Copyright 2018. All rights reserved.

### Postmaster:

Please send address changes to:  
Hartford Business Journal  
P.O. Box 330, Congers, NY 10920-9894

# Newsmakers

## Samantha Wanagel

| General Manager, Upward Hartford

By John Stearns

jstearns@HartfordBusiness.com



Samantha Wanagel

Samantha Wanagel, who became general manager of coworking/networking/incubator space Upward Hartford last Nov. 13 after 12 years with Costco, feels like the job was written for her.

While Costco — for which she worked in four states, including Connecticut and helped open the New Britain store in 2015 — was fabulous, Wanagel said retail wasn't her end game.

At Upward Hartford, she combines her skills, including marketing, operations, event planning and hospitality (she has dual degrees in marketing management, and hospitality and tourism management). She recently helped establish an alliance between the Hartford Hilton and Upward Hartford.

"Working for Upward Hartford is like coloring with every crayon in the box, since the scope of my role is so broad and creative," she said.

### How do you explain Upward Hartford to someone who knows nothing about it?

First, I ask if they've ever seen pictures of the Google campus, which provides a visual marker. Then I explain how we brought that same innovative, creative energy to Hartford to support

the entire community. I touch on the organic nature of networking in our space and how easily it leads to ingenuity, invention and progress, no matter the individual or business.

### Biggest opportunity facing Upward Hartford?

There are so many ideas waiting to be born, products and services yet to launch and connections waiting to be made. Citizens we've met have voiced their desire to make Hartford the city of tomorrow. We like to call this the Upward City and see downtown Hartford as the perfect intersection for this evolution.

### Biggest challenge facing Upward Hartford?

There are many people who would benefit by being here at Upward. How do you reach everyone? We rely heavily on our members and partners who serve as strong advocates for the space.

### Most interesting startup idea you've encountered?

Wearable technology that identifies one's immediate nutrient levels, then sends the information to a 3D printing oven to provide the exact food and portion one should eat at that moment to satisfy what their body needs for optimal health.

### Something about you many people don't know.

I am passionate about agriculture and farming. In warmer months, I grow the majority of food our family eats in my backyard.

HBJ

## VERBATIM



### Absentee landlord

"Northland is an absentee landlord that has taken zero interest in contributing to Hartford's revitalization, and I wish Northland would step up or get out of Hartford altogether."

Mayor **Luke Bronin** on the city's frustration with Northland Investment Corp.'s blighted Jewell Street high-rise, formerly home to the YMCA.



### Troubled roads, bridges

"We cannot allow this to continue. The economic well-being of Connecticut, as well as the safety of Connecticut's 3.5 million residents is at stake."

**Don Shubert**, president of the Connecticut Construction Industries Association, lamenting the state's lack of infrastructure investment.

## SERVICE SOLUTIONS... ONE SOURCE

The company that builds and installs the critical systems in virtually every type of facility is the same company you can rely on to maintain them. For over 50 years, our clients have trusted us to deliver **end-to-end facilities solutions**, so they can focus on their core business.

We are experts in:

**Facilities Services**  
**Preventive Maintenance Programs**  
**Onsite Operations & Maintenance**



 **EMCOR Services**  
New England Mechanical

MECHANICAL • ELECTRICAL • PLUMBING • SHEET METAL • BUILDING AUTOMATION • FACILITIES SERVICES

860.871.1111 Toll Free: 800.741.6367 **nemsi.com**

License #'s: E1-104939 • S1-302974 • P1-203519 • F1-10498 • SM1-192 • MC-1134

# Week in Review

## BY THE NUMBERS

### \$550M

The amount of Hartford's general obligation debt the state has agreed to pay off over the next 20 years.

### 19

The number of votes cast in the state Senate that blocked the appointment of Andrew McDonald as chief justice of the Connecticut Supreme Court.

### \$27.7B

The total economic impact of the state's hospitals in 2016, up from \$1.5 billion a year earlier, according to the Connecticut Hospital Association.

### \$420M

The amount East Hartford jet engine maker Pratt & Whitney is being awarded for a defense contract that will produce 137 single-engine tactical fighter jets for several military branches.

## TOP 5 MOST READ

On HartfordBusiness.com

1. City cites ex-downtown YMCA for blight
2. Pratt & Whitney nabs \$240M defense contract
3. Trinity Health new pres., CEO Eadie begins Monday
4. Hartford councilors ink \$550M bailout offer from state
5. Hartford insurers, Bronin to discuss \$50M aid package

## STAY CONNECTED

For breaking and daily Greater Hartford business news go to [www.HartfordBusiness.com](http://www.HartfordBusiness.com)

HBJ on Twitter: @HartfordBiz

HBJ on Facebook: [www.facebook.com/HartfordBiz](http://www.facebook.com/HartfordBiz)

HBJ on LinkedIn: [www.linkedin.com/company/the-Hartford-Business-Journal](http://www.linkedin.com/company/the-Hartford-Business-Journal)

Daily e-newsletters:  
HBJ Today, CT Morning Blend  
[www.HartfordBusiness.com/subscribe](http://www.HartfordBusiness.com/subscribe)

Weekly e-newsletters:  
CT Health Care Weekly  
[www.HartfordBusiness.com/subscribe](http://www.HartfordBusiness.com/subscribe)

## TOP STORY

# Insurers, Bronin to discuss \$50M aid package amid Hartford bailout



The Hartford Chairman and CEO Chris Swift in January reiterated his company's financial support for the city of Hartford, pending a balanced budget.

Officials from three insurers and Mayor Luke Bronin said they will meet in the coming weeks to review the state's bailout of the city before the companies make good on their pledge to invest \$50 million in Hartford over five years.

The Hartford City Council on March 26 inked a contract assistance agreement, which sets the course for the state to pay off the city's \$550 million debt over two decades, with annual debt payments of about \$35 million.

With the agreement in hand, city leaders will look to begin collecting on the five-year, \$50 million aid package promised by The Hartford, Travelers Cos., and Aetna.

The insurers pledged the financial support in 2017 if Hartford adopted a stable and sustainable balanced budget. The insurers said they plan to review the bailout agreement with Bronin. The Hartford mayor, who confirmed the upcoming talks, said he will outline the "very significant progress" the city has made over the last year.

The Hartford's Chairman and CEO Chris Swift in January reiterated the insurers' \$50 million pledge to the city if its finances improved. Meantime, some GOP and Democratic state lawmakers have raised concerns about the size of Hartford's bailout, saying they would try to reduce future grants to the city to offset some of the debt assistance. It's not clear how that would impact Hartford's future budgets.

## Briefs

### Trinity Health new pres., CEO Eadie begins

Trinity Health of New England said its new president and CEO has officially taken over the recently formed regional system, which counts St. Francis Hospital and Medical Center as its flagship.



Dr. Reginald J. Eadie, President and CEO, Trinity Health of New England

Dr. Reginald J. Eadie, named to the position in January, succeeds Roger Spoelman who served in an

interim role after former President and CEO Christopher Dadlez resigned at the end of 2017.

With more than 20 years of healthcare experience, Eadie most recently served as chief operating officer at Detroit Medical Center, a seven-hospital, regional system in Michigan.

He previously led several of the system's hospitals as CEO.

### Hartford HealthCare to acquire St. Vincent's in Bridgeport

Hartford HealthCare said it has reached an agreement to acquire St. Vincent's Medical Center in Bridgeport, a deal that would add its first Fairfield County hospital.

HHC said it has signed a nonbinding letter of intent with Missouri-based Ascension, which counts St. Vincent's as its sole Connecticut hospital out of 153

across the country.

Terms of the deal were not disclosed.

St. Vincent's Medical Center and its subsidiaries reported a loss from operations of \$22.9 million in the fiscal year ended Sept. 30, 2016, according to data filed with the state Department of Public Health. Within that, the hospital reported an operating loss of \$6.1 million.

St. Vincent's has more than 3,200 employees and includes a 473-bed community teaching hospital, 76-bed inpatient psychiatric facility in Westport, large multispecialty provider group, and St. Vincent's Special Needs Services.

If the deal receives regulatory approvals, Hartford HealthCare said it would continue to operate St. Vincent's in compliance with Catholic traditions.

### City cites ex-downtown YMCA site for blight



A fence is up around Northland's 160 Jewell St. property.

The high-rise former downtown home to the Hartford YMCA has landed in the crosshairs of the city's blight enforcers.

According to city records, Hartford's anti-blight enforcement office since last summer has issued several notices to Massachusetts landlord Northland Investment Corp. about the vacant building's deteriorating condition amid signs that trespassers and some squatters regularly enter and exit the 11-story tower at 160 Jewell St., at the corner of Jewell, Pearl and Ann Uccello streets.

In the latest notice of violation in December, the city notified Northland via certified mail that blight inspectors' Nov. 3 inspection of the property found nine violations of the city's anti-blight ordinance. Those included unkempt walkways and sidewalks, broken windows and doors, and signs of rodent infestation, the notice said.

It was unclear whether the city has imposed any fines on Northland. But the city's notice states that anti-blight violations are subject to a \$100 fine per day per violation until corrected.

In December, city records show, Northland filed with the city for a permit for plumbing and other unspecified repairs to the building overlooking The Sailors' and Soldiers' Memorial Arch and Bushnell Park.





The F135 engine production line at Pratt & Whitney.

## Pratt & Whitney nabs \$240M defense contract

East Hartford jet engine maker Pratt & Whitney is being awarded a \$239.7 million defense contract for materials that will produce 137 single-engine tactical fighter jets for several military branches, according to the U.S. Department of Defense.

Pratt & Whitney, a subsidiary of Farmington-based United Technologies Corp., will acquire long-lead materials, parts and components to produce F135 propulsion systems for the Air Force, U.S. Navy, Marine Corps, U.S. Department of Defense, and others, the Defense Department announced.

The F135 system is the engine that powers the F-35 Lightning II aircraft.

About 67 percent of the production will be performed in East Hartford, and about 23 percent and 7 percent of the work will be handled in Indianapolis, Ind. and the U.K., respectively.

The project is expected to be completed by Jan. 2021, the Defense Department said.

## AG-led coalition demands answers from Facebook

Attorney General George Jepsen said he is co-chairing a bipartisan coalition of 37 state and territorial attorneys general in demanding answers from Facebook CEO Mark Zuckerberg after news reports indicate that personal information from at least 50 million profiles was given to software developers without notifying the users.

Jepsen said Facebook's policies had allowed third-party software developers to access personal data of "friends" of people, and the information was sold to data firm Cambridge Analytica without informing users.

"The situation involving Facebook and Cambridge Analytica raises significant concerns about Facebook's policies and practices relating to user privacy, as well as the truthfulness and clarity of representations made to users concerning the uses of their data," Jepsen said, adding the group is "engaging" Facebook to ensure their privacy concerns are addressed.

In a letter submitted to Facebook,

Jepsen's coalition is inquiring about the social networking site's policies and practices including the clarity of their terms of service, how they monitored what developers did with the data and Facebook's oversight of the data given to developers.

## WFSB promotes veteran news director to pres., GM

Meredith Corp. recently promoted its former news director to vice president and general manager of CBS affiliate WFSB.



**Dana Neves,**  
General Manager,  
WFSB

Dana Neves, a veteran at Rocky Hill-based WFSB, will begin her new post immediately after serving as the station's news director since 2006.

Neves began her career as a WFSB intern in 1995 before also working as the station's assignment manager, managing editor and assistant news director.

Neves will report to Patrick McCreery, the executive vice president of Meredith Local Media Group. McCreery said her years of experience and dedication to WFSB have prepared her for her new job.

Neves replaces Klarn DePalma, who was recently promoted to executive vice president of MNI Targeted Media Inc. in Stamford. Meredith is currently searching for a news director at WFSB, the company said.

## Insurer renews naming rights to XL Center

The XL Group insurance company recently renewed its naming rights for downtown Hartford's XL Center.

The Bermuda-based insurer, which has a major presence in Hartford and Stamford, will keep its name and brand attached to the sports and entertainment venue for at least five more years. Its current contract was set to expire on June 30, according to Chris Lawrence, XL Center's general manager.

Formerly the Hartford Civic Center, the arena sold the naming rights to XL Group in 2006.

Financial terms of the deal weren't released. "I think this shows the XL Group's commitment to the building and the community as a whole," Lawrence said.

HBJ

## SPOTLIGHT ON: COMMERCIAL



### Impact Plastics | Putnam, Connecticut

PDS recently designed and built a state of the art two story 12,000 square foot addition onto their existing facility. The new addition features office space, polished concrete floors, frameless glass conference room, work laboratories, second floor exterior patio and all energy efficient materials. This project was completed on time and within the owners budget.

### PROJECT SIZE: 12,000 SF

PDS ENGINEERING & CONSTRUCTION, INC.



107 Old Windsor Road, Bloomfield, CT 06002  
(860) 242-8586 | Fax (860) 242-8587  
[www.pdsec.com](http://www.pdsec.com)

PDS has been meeting the needs of the construction industry since 1965. Our dedicated team of design and construction professionals welcomes the challenge of serving its past and future customers on their most demanding projects.



big benefits  
for small business

Delta Dental of New Jersey  
and Connecticut





Tim Restall, president of the Hartford Yard Goats, is counting down to opening day this season at Dunkin' Donuts Park, where grounds crews already have the field in tip-top shape and front-office staff are preparing for another entertainment-filled season.

# Second Act

In season No. 2, Yard Goats are back with more entertainment, sponsors

By John Stearns  
jstearns@HartfordBusiness.com

**T**he Hartford Yard Goats return to action at Dunkin' Donuts Park on April 5 on the hooves of a stellar inaugural season that included being named 2017 Team of the Year by BallparkDigest.com out of 160 minor league squads.

Last season's 41 sellouts in 70 games and attendance of 395,196 — most

ever for any professional baseball team in Connecticut — will be a hard act to follow for Yard Goats President Tim Restall and his management team.

"Someone said, 'Well how are you going to top that in 2018?' " Restall said. "And I'm like, 'Well, you'll just have to come out and see.' "

The team is continuing much of what it did last year, but also tweaking and honing, and adding some new ingredients.

"You want to make it new and fresh

and exciting for people to come back," said Restall, who was promoted from general manager to team president for the Double-A affiliate of the Colorado Rockies after last season.

Look for some new promotions and giveaways (including goat yoga bobblehead night featuring a goat perched on a player's back); four new food options at the Neighborhood Flavors Cart that rotates local restaurants and food truck operators; two new mascots, Twirly — a "Whirly Bird" — and Goofy Goat Herder, to join Chew Chew and Chompers; and nights when the Goats will play as the Steamed Cheeseburgers, Whirly Birds or Los Chivos de Hartford, "The Goats of Hartford," in recognition of the region's Latin culture.

There will also be two on-field personalities (up from one last year), one doing more sideline reporting, another

doing overall presentation during the between-innings promotions.

Sponsorships are strong, Restall said, with three sponsors dropping from last season, but 36 new ones coming aboard, giving the team 139 total. Sponsorship revenues have exceeded goals, he said, but wouldn't disclose numbers.

One new sponsor is TineDale Electrical Contractors of Newington, owned by longtime business partners Tony D'Alessandro and Joe Tine.

"Joe and I both grew up in Hartford, we've seen our share of disappointments," D'Alessandro said, including the Hartford Whalers leaving and the New England Patriots coming, then not coming, to Hartford.

The park is good for the city and hopefully development around it takes off, attracting more businesses, he said.

"In the big picture, it looks like there's some excitement there; we want to be part of it," D'Alessandro said.

TineDale's sponsorship exposure includes a decibel meter on the scoreboard, electronic banners and directional signage.

The company has already done some electrical work at the park and hopes its sponsorship helps land it more jobs there, in addition to exposing its name to the general public and other businesses, he said.

Another new sponsor, Petro Home Services, has signage sponsoring a left field seating area and returning sponsor Hanging Hills Brewing Co. of Hartford increased its visibility with a new bar and signage on the right field porch.

Restall said the team plans sponsor appreciation events similar to last year, which included a day for sponsors to take the field for batting and shagging grounders and fly balls. More events will be added this season, he said.

## Higher ticket prices

Restall has seen a number of companies that held 18-game ticket packages last season increase those to 70 games this season to better accommodate staff, their families and customers.

Ticket prices were raised \$1 to \$2 for some seats this season, but not all. Tickets are \$6 to \$18 in advance, or \$8 to \$20 on game day. Prices increased \$1 for field box and The Hartford terrace seats, and \$2 for high top swivels, with all other sections the same as 2017, Restall said.

Season ticket sales are running ahead of expectations, up 24 percent in number sold, he said.

When nature calls, the Yard Goats also have installed foot stools in a stall of each concourse bathroom to, ahem, assist in bowel movements. Apparently, raised feet improves key colorectal performance.

The so-called Squatty Potty gives the Yard Goats another top billing, Restall joked, "No. 1 in the No. 2 business" by supposedly being the first ballpark with the potty perk.

There's no relief, though, for Restall and his busy staff of 30. "We never take our foot off the pedal, so we're always looking at ways that we can improve and keep things going," he said.

## Nectar of the Goats beer to be sold in stores

By John Stearns  
jstearns@HartfordBusiness.com

Nectar of the Goats, the popular pale ale beer sold at Dunkin' Donuts Park, is coming to store shelves.

Thomas Hooker Brewing Co. in Bloomfield, which brews the beer, hoped to get cans in stores by around opening day, April 5.

"There's a lot of craft beers out there and we're hoping that there's a lot of stores in the Greater Hartford area, anyway, that will carry it," said Curt Cameron, president of Thomas Hooker.

It's the first time Nectar of the Goats has been made available in package stores, but it was available on a limited basis in some bars and restaurants last season, albeit the

park absorbed most of the beer.

"We're really looking forward to seeing how well it does both in bars and restaurants, as well as package stores," Cameron said, noting the brewery can ramp-up production as demand dictates.

He said he was pleased by its popularity at the ballpark last season, ranking second best-selling beer behind Bug Light, which had more tap lines, Cameron said.

The beer "sort of dances on the line" between a pale ale and India pale ale (IPA), he explained. It's labeled as "deceivably flavorful," using Cascade and Centennial hops that give it "sort of a piney-citrus aroma."

It's purposely kept at 4.5 percent alcohol to be responsible, Cameron said,

noting the stairs in the ballpark.

The trick to a really flavorful beer at a lower alcohol percentage is the blend of hops used, he said.

Tim Restall, president of the Hartford Yard Goats, said the beer represents the team and brewer well, noting the colorful Yard Goats label screams fun.

"We have a good partnership with them," Restall said of Thomas Hooker.

Cameron said it's hard to put a value on his brewery's sponsorship of the team, but there's an intrinsic value being coupled with it.

"It's one of those things where we're invested in Hartford and this is sort of a new iconic brand of Hartford and we look at ourselves as a brand of Hartford," he said.

HBJ

HBJ





## Complexity re-envisioned.

There's an art to accounting. Yes, it is a precise and analytical profession. But there is also a great satisfaction for us in moving a large complex problem to a logical, elegant solution. We think this makes us a little different. Our clients tell us it makes us better. Federman, Lally & Remis – Not Your Typical Bean Counters.

**FLR** Federman, Lally & Remis  
CERTIFIED PUBLIC ACCOUNTANTS

231 Farmington Avenue, Farmington, CT 06032 | 860-678-7100 | [www.flrcpa.com](http://www.flrcpa.com)

**Why do Connecticut small businesses choose  
CBIA Health Connections for insurance?**

# Savings, Simplicity, and Service

CBIA Health Connections – Connecticut's leading small business insurance program – offers you the best combination of value, service, and choice in a single program. It's easy to administer and backed by industry-leading customer service.

- ▶ Medical plans from ConnectiCare and Harvard Pilgrim
- ▶ Group and voluntary dental, life, disability, and vision options
- ▶ Employee wellness program
- ▶ One bill; one number to call for personal service

Join the thousands of Connecticut small businesses who choose CBIA Health Connections.

**Contact your agent for a quote or visit [cbia.com](http://cbia.com).**



[cbia.com/insurance](http://cbia.com/insurance) | 860.244.1900



David Griggs is only the second CEO in the history of the MetroHartford Alliance, which promotes economic development in the Greater Hartford region.

# Hartford's Storyteller

New MetroHartford Alliance CEO Griggs seeks to globalize region's economic message

By Gregory Seay  
gseay@HartfordBusiness.com

**G**reater Hartford's diverse palette of "industry brands," from manufacturing to finance to insurance to bioscience, each has a story to tell, and David Griggs says it's one he's here to share more of worldwide.

"There's an opportunity to take on globally leading sectors and let more of the world know who we are," said Griggs, 52, the newest and only the second chief executive officer of the MetroHartford Alliance, the region's economic-development promoter. He succeeds R. Nelson "Oz" Griebel, who retired at the end of 2017 and is running as an independent candidate for governor.

"If you look at manufacturing as a whole," he said, "we have some of the best manufacturers in the world that I don't know the rest of the world knows about."

Griggs, an economic-development professional for nearly 20 years who was recently recruited to Hartford after working 6 1/2 years at the Greater Minneapolis-St. Paul Regional

Economic Development Partnership (Greater MSP), is known for his penchant for deep data analysis and other research to identify opportunities to recruit employers while enabling existing ones to thrive.

Griggs also is respected for his extensive Rolodex of global contacts that helped bring tens of thousands of jobs and nearly \$4 billion of investment to the 16-county Minneapolis-St. Paul region in the last six years.

"For every industry, there's a whole new group of people we need to know," Griggs said of his contact list.

Chief on that list, he said, is the global network of "site selectors," mostly real estate brokers-advisors and relocation and site consultants such as CBRE and Jones Lang Lasalle.

Firms like those, Griggs said, typically occupy the top rung of direct contacts and influencers with employers looking for regions like Connecticut and Hartford for expansion and/or relocation.

"We need them to understand," he

said of site selectors and their clients, "who we are and the kind of companies we're trying to attract. We need to specify why they should come to Hartford and what is our sales proposition."

In researching the Hartford region's economy, state data tracking Connecticut exports caught his attention, he said. The value of goods shipped from Connecticut to outside the U.S. totaled \$14.8 billion in 2017, up 2.5 percent from a year earlier.

"Some of the numbers that stuck out to me were about this state's exports,"

**"If you look at manufacturing as a whole we have some of the best manufacturers in the world that I don't know the rest of the world knows about."**

**David Griggs,**  
Chief Executive Officer,  
MetroHartford Alliance

he said, primarily manufactured parts and equipment. "This state exports way above its weight class. ... So this state is already globally connected, and this region is already globally connected."

On the same day (March 26) when he was publicly introduced as CEO at a packed MetroHartford Alliance breakfast at the Hartford Marriott Downtown, Griggs sat with HBJ at Alliance offices on Pratt Street for a wide-ranging conversation about his career, his vision of economic development and the opportunities he sees for the Hartford region.

According to Griggs and peers, he has crafted a career helping communities discern and communicate their economic-development identities. He landed at the Greater MSP after 8 1/2 years in Buffalo, N.Y., and several years in Niagara Falls and Orleans County, N.Y., before that.

"The opportunity, when I took the position in Minneapolis-St. Paul, we had some folks question my sanity in moving from Buffalo to a community that was relatively unknown," Griggs said.

Minneapolis-St. Paul, which shares with Hartford UnitedHealthcare and Travelers Cos. as major corporate tenants, has companies in manufacturing, aerospace and biomedical that, too, are global leaders in their sectors. However, Griggs said, they were "letting their neighbors [outside the region and Minnesota] tell the world who they are."

Griggs' success there drew attention to him from other U.S. communities, not just Hartford.

"I had options," Griggs said. "I'd got-



ten to a point in my career where the things we were doing in Minneapolis-St. Paul were successful and other communities were taking note and wanted that experience, too."

So why Hartford?

"We wanted to find a community that met my professional needs and opportunities, but also a place where my family could feel great," he said of his wife, daughter and son. "And we found that in Hartford."

The feeling is mutual among MetroHartford Alliance's staff and investors, including some of Hartford's best-known corporate brands like Travelers Cos.

Travelers Executive Vice President and Chief Administrative Officer Andy Bessette sits on the boards of both the MetroHartford Alliance and the Greater MSP. Bessette says he knows Griggs from his work with the Minneapolis-St. Paul economic partnership.

Griggs stood out among the 75 applicants for the MetroHartford CEO post, Bessette said.

"The thing that impressed us most about him is he is a nice person," Bessette said. "He's a smart person and he has good interpersonal skills. He's very intellectual. He loves data."

Even more impressive, Bessette said, is that Griggs, working alongside the CEO and staff of Greater

MSP, recruited employers who brought 20,000 to 30,000 jobs to the Minneapolis-St. Paul region in the last six years.

Rob Camoin, president and CEO of Camoin Associates, the Saratoga Springs, N.Y., consultancy the Alliance hired to aid in its CEO search as well as a reset of its mission, said today's more progressive economic-de-

velopment entities are sifting deeper into market data to better identify opportunities and potential -- Griggs' strengths.

"His skill set just aligned so well

with where we were suggesting [the Alliance] head as an organization," Camoin said.

Michael Langley, the Greater MSP's CEO and Griggs' boss when he arrived from Buffalo, describes Griggs as "a consummate economic-development professional."

"He grew a lot into this role," Langley said. "This was a bigger region [than Buffalo]. A bigger organization. He understands how to position the region for success with industries and industry clusters."

#### CEO advisory panel

Griggs has a particularly strong background working with companies' back-office operations and data centers, Langley said. Current and former city of

Hartford officials have expressed a desire to tout the city as a haven for New York City companies to relocate their information-technology operations.

"We're pulling for him to make a huge difference in the Greater Hartford region," Langley said.

Along with jobs, Bessette said Griggs' marching orders require he reach out to businesses, state and local government leaders, and other regional stakeholders. To that end, the Alliance has formed a "CEO advisory panel" made up of Hartford region business leaders who will be a

sounding board for the Alliance's staff and board, Bessette said.

As part of that, Bessette said he personally will be taking Griggs around to meet as many local CEOs as possible, so he can get to know them and their concerns.

"Over the past few years, we've focused on the chamber-of-commerce part

of it and less on regional economic development," Bessette said. "We said we want a world-class leader who can collaborate" with local and state economic development leaders.

HB



## David Griggs

Age: 52

Hometown: Michigan City, Ind.

Personal: Married, two children

Education: Bachelor of science degree in urban planning and regional analysis, State University of New York, Buffalo State College; master of planning degree, University at Buffalo.

"The thing that impressed us most about him is he is a nice person. He's a smart person and he has good interpersonal skills. He's very intellectual. He loves data."

Andy Bessette, Executive Vice President and Chief Administrative Officer, Travelers Cos.

# Quality Construction + Butler Manufacturing = Repeat Customers



Dupont Storage Systems, Bristol, CT | 2009 | 32,500 sq. ft., 46' tall  
2012 | Addition — 15,300 sq. ft.



Contact us at 860-482-7613 or visit us on the web.



ENGINEERS • DESIGNERS • CONTRACTORS

[www.borghesibuilding.com](http://www.borghesibuilding.com)

©2011 BlueScope Buildings North America, Inc. All rights reserved. Butler Manufacturing™ is a division of BlueScope Buildings North America, Inc.

2155 East Main Street • Torrington, Connecticut 06790



## This Could Be Your Office For The Day Plan Your Next Meeting at Saybrook Point Inn



SAYBROOK  
POINT  
INN • MARINA • SPA

Let our professional Meeting Planners customize your next meeting or event. Experience what our unique meeting spaces can offer with team building opportunities and farm to table menus. Located only two hours from New York and Boston. Learn more at [Saybrook.com](http://Saybrook.com).



2 Bridge Street, Old Saybrook, CT 06475 | 860.388.0000





Gov. Dannel P. Malloy at a press conference last month announcing that Infosys plans to hire 1,000 workers for its new Hartford hub. Beside him (left) is DECD Commissioner Catherine Smith and (right) Mayor Luke Bronin, Hartford HealthCare's Elliot Joseph, Infosys President Ravi Kumar, Cigna's Mark Boxer and State Rep. Matt Ritter.

# Hiring Spree

Infosys to test Connecticut's tech talent pipeline

By Matt Pilon  
mpilon@HartfordBusiness.com

State officials and employers alike cheered last month as Indian IT giant Infosys announced plans to hire 1,000 information technology employees in Hartford by 2022.

But given that local companies often complain of a tech skills gap being a hurdle to hiring, can Connecticut provide enough talent?

Bruce Carlson, CEO of the Connecticut Technology Council, which among other things helps employers connect with tech students, said it's a question worth asking.

It wasn't long ago that both General Electric and Aetna both stated their desires to move their corporate headquarters out of Connecticut in search of larger tech talent pools in Boston and New York, respectively. (Aetna canned its planned move after announcing its pending merger with CVS Health.)

"For them to get 1,000 employees in a Hartford headquarters means they may have to cannibalize a lot of other companies that are here," said Carlson, who added that there's a lot of talent at state colleges and employers.

And it's not just Infosys that has an appetite for more workers, Carlson said. Norwalk IT firm Datto, for

seeking tech talent, is finding candidates with four-year degrees and three to five years of experience. They are considered the "holy grail" of the tech workforce.

"I understand why you want that, but we need to give students a chance," Carlson said.

Infosys' stated intention to train community college grads and others in a months-long "finishing school" program may help ease any potential talent shortage, as would developing training programs with area colleges, like Infosys has done in connection with its North Carolina tech hub.

Meanwhile, two major Greater Hartford employers that helped court Infosys (and that operate in several of its key customer spaces)

downplayed any concerns about the talent pipeline.

Executives at Hartford HealthCare and Cigna, which both have sizable IT staffs and a growing focus on apps and other tech offerings, say they aren't sweating a run on their IT teams.

"At the end of the day, students go where jobs are, and if we can create an economic environment where they will choose to go to colleges and

universities, that tide will lift all ships," said Mark Boxer, global chief information officer at Cigna. "The more comers, the better, in my mind."

In fact, since Infosys' announcement, Boxer said he's already received several inquiries about the state from other tech companies, which he did not name. He calls that interest part of the halo effect.

Hartford HealthCare CEO Elliot Joseph shared similar sentiments.

"We don't think of it as a poaching situation," Joseph said. "We see it as a farm system."

Meantime, both Boxer and Joseph perceive plenty of potential benefits for their organizations, one of which pays for healthcare services while the other provides them.

Bloomfield-based Cigna already has a business relationship with Infosys that included an undisclosed number of Infosys contract employees working at Cigna locations.

"We've had a chance to kick the tires on their capabilities," Boxer said.

The relationship has led Cigna to hire some Infosys employees over the years.

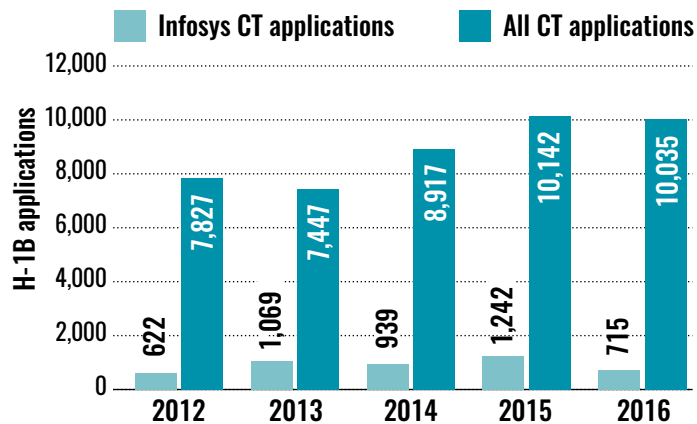
Boxer said Infosys has broad expertise because it works across multiple industries and with multiple clients. Proximity is increasingly important for tech partners, because it fits into a rapid software development approach called "agile methodology," which Boxer says emphasizes in-person collaboration and frequent testing.

A stronger local presence also makes it easier for companies that use Infosys' services to boost manpower during times of high need and to draw it down during slower periods.

So, while nothing is guaranteed,

## Infosys H-1B applications

While its domestic hiring could surpass its use of foreign labor in Connecticut in the coming years, as of 2016, Infosys remained the most prolific user of H-1B visa labor in Connecticut, as measured by the number of related applications (LCAs) filed with the U.S. Department of Labor.



Source: MyVisaJobs.com

example, has also stated a need to ramp-up hiring of tech workers. Of course, a competitive market could benefit workers with those skill sets, but companies may be left wanting or having to raise salaries.

"It's important that we stand up and try to figure out how we can put the current (workforce) pipelines on steroids," Carlson said.

One problem some companies face in



Cigna's and Infosys' arrangement could expand.

"It's not a quid pro quo, but it helps them be (more) competitive when they bid with us for work," Boxer said.

Meantime, Hartford HealthCare has invested many millions of dollars into its electronic medical record system. It has also

forged a new tech partnership with General Electric focused on radiology imaging, and has integrated a mobile app for patients using its expanding GoHealth urgent-care network.

"Health care as an industry is moving to digital in a very significant way," Joseph said.

He said Hartford HealthCare and Infosys have no existing business relationship, and he can't yet say whether or not that will change when the company builds out its presence in the Capital City.

At least for now, many of the direct benefits for Hartford HealthCare stem from the broader economic impact of Infosys' move.

"The reason I like it is primarily, if not solely, around the opportunity for economic development in the state," Joseph said. "That in and of itself is a remarkably important driver of the health of my organization."

If the state's budget is healthier because of a new business and its employees and the taxes they pay, it could mean hospitals like Joseph's, which have battled the state over its provider tax, see increased funding in



**Infosys CEO Salil Parekh is leading the Indian IT company's strategy to hire more American workers at its U.S. job sites.**

the future.

"I assure you that is the central issue here," he said.

#### **DECD: No outsourcing concerns**

The Department of Economic and Community Development's offer of \$14 million in incentives to entice Infosys to Hartford stands in contrast to a controversial situation just four years ago.

In 2013, several Connecticut politicians — including current House Speaker Joe Aresimowicz (D-Berlin) and U.S. Sen. Richard Blumenthal — publicly shredded an outsourcing deal involving Infosys and Ever-source predecessor Northeast Utilities.

Approximately 200 IT workers lost their jobs after the merger of Northeast Utilities and NStar, with some — including one former employee who appeared on the TV program "60 Minutes"

— reporting they had been required to train their lower-cost replacements, including those on H-1B visas, in exchange for a severance package.

DECD Commissioner Catherine Smith said Infosys plans to hire U.S. workers for its Hartford hub. She also

said she has no concerns that there will be outsourcing activity, which could diminish the net economic value of the 1,000 jobs.

"I really don't think this is going to be people saying 'we're going to let go of 10 people and hire Infosys,' or 'we're going to outsource a whole department,'" Smith said.

The formal contract between Infosys and DECD is not yet complete, but Smith said she doesn't expect it to include a provision limiting H-1B labor.

"It really was not a central topic," Smith said. "We were sure from day one that the jobs being created were hiring American citizens and putting them to work in Connecticut."

Infosys declined to be interviewed for this story, saying it was in a quiet period leading up to its next earnings report. Smith said the biggest reason area employers want to see Infosys expand here is to strengthen the state's pool of tech workers.

"That's number one, they need more tech talent and they felt having Infosys here would help them attract that talent," Smith said.

The commissioner has experience with Infosys. In her previous job as an executive at ING, she visited the company's Bangalore headquarters in 2005. Though its business model has shifted since then, she said Infosys had a strong reputation among big companies, as it does now.

"These guys are incredibly good at training people," she said.

Cigna's Boxer sees Infosys' U.S. hiring move — and ramp-ups in hiring among some of its Indian peers in recent years — as part of an evolution aimed at meeting the demands of clients here. He says it's more about talent and depth than using low-cost labor.

"When these pure plays all started, the labor arbitrage was a strong motivator," Boxer said. "That's all gone by the wayside."

HBJ

## **Construction coalition ad campaign spotlights CT's infrastructure crisis**

A coalition of construction unions and trade associations has launched a seven-figure advertising campaign to bring attention to Connecticut's infrastructure crisis.

Move CT Forward plans to underscore how poorly state leaders have managed Connecticut's infrastructure, while allowing it to "deteriorate." A television ad titled "Broken Windows" began airing March 28, in addition to new ads on radio and online, they said.

The coalition comprises the Connecticut Construction Industries Association, International Union of Operating Engineers Local 478 and the New England Region of Laborers International Union of America.

Don Shubert, president of CCIA, pressed lawmakers for immediate action after they have neglected roads and bridges across the state.

The coalition said the state has suspended \$4.3 billion in transportation projects due to funding shortages.

The coalition said it is prioritizing an "immediate fix" and long-term solutions for the current revenue shortfall in the state's Special Transportation Fund. It wasn't immediately clear what policy actions they support.

In his final year in office, Gov. Dannel P. Malloy has pushed for Connecticut highway tolls, saying the only way to fix the state's transportation system issues is to raise new revenues to support roads and bridge projects.

Malloy has also proposed a 7-cents-per-gallon hike in the state's 25-cent gasoline tax, which he said would also bolster the state's transportation fund.

Connecticut roads are ranked among the worst across the nation, according to national transportation research group TRIP.

The group reports that 57 percent of the state's roads are in "poor condition" and 33 percent of bridges are "structurally deficient or functionally obsolete."

HBJ

### **Commercial Banking Your Way**

Fast, local decisions and  
proven solutions  
customized for how  
you do business.

**Simsbury Bank helps me  
mind my business.**

Focus on your jobs and we'll focus on your money. Loans, deposits and cash management — a Simsbury Bank advisor can help build your success.

Find your answers:

[simsburybank.com/commercial](http://simsburybank.com/commercial)

  
**Simsbury Bank**  
Bank this way.





# W. Hartford Chick-fil-A owner Jackson eyes growth after eventful first year

HEJ PHOTO | JOHN STEARNS



## Daryl Jackson

Franchise owner/operator, Chick-fil-A, 509 New Park Ave., West Hartford.

**Highest education:** MBA, Purdue University, West Lafayette, Ind., 2008.

**Executive insights:** So many staff sell themselves short in terms of what is possible. "I try to open their eyes to the possibilities and I think it's through that process that the relationships are built and they become stronger."

By John Stearns

jstearns@HartfordBusiness.com

**D**aryl Jackson, owner/operator of the Chick-fil-A restaurant in West Hartford, launched an ambitious growth agenda since opening in Feb. 2017, including offering alternative delivery points at offsite locations that he was advised against his first year — and he's keeping his foot on the gas.

He plans to sell food offsite at Connecticut Children's Medical Center, which saved his daughter's life last year, and create drive-through enhancements in West Hartford to increase volume. He wants to open two more Chick-fil-A restaurants in the Hartford area and add a food truck. He's also grooming employees who could become future

**Daryl Jackson spent more than 20 years in finance/operations roles at companies including Stanley Black & Decker, before shifting gears to become a Chick-fil-A owner.**

franchisees.

Jackson, 44, has to prove himself to corporate before getting more stores.

"Typically, it's in that five-year range before they'll allow you to have another one, but we're going to check all those boxes — that's what we're working towards every day," he said.

Chick-fil-A checked a huge box for him last year when, a month after opening, his daughter was born by emergency C-section with her umbilical cord knotted, not breathing for 16 minutes. Doctors prepared him and his wife, Gabrelle, for the worst.

"They basically said that my daughter wasn't going to make it through the night, so do I want to come and say my goodbyes," Jackson remembers of that March 10 walk to see his daughter and the emotions that washed over him.

"After being out for 16 minutes, one, they didn't think she was going to survive; and if she did, they thought she was going to be brain damaged for not breathing for so long," Jackson said.

Olivia Charlotte Jackson celebrated her first birthday in the restaurant earlier this month, happy, healthy and without injury, having made a miraculous recovery after about three weeks in Connecticut Children's neonatal intensive care unit (NICU).

Chick-fil-A headquarters sent people to the restaurant "so I could stay a hundred percent focused on my family for the entire month," Jackson said, his

voice reflecting his gratitude.

Jackson, a man of faith who praised the incredible work of Connecticut Children's medical staff, including total-body cooling on Olivia to reduce brain metabolism, believes there was divine intervention.

Touched by families he and Gabrelle saw in the NICU, they donated \$100,000, matched by the hospital, to start an endowment to help families unable to stay with their baby 24/7, as the Jacksons did, because of jobs, children at home or other circumstances.

"The fund was really our way to say: How do we help these other families who aren't as fortunate as we are to lighten the load when they're already dealing with so much?" said Jackson, appointed to Connecticut Children's foundation board, where he's been impressed by the hospital's work and vision.

Jackson's gift of money and time marries with Chick-fil-A foundation work, including supporting foster parents with fully paid-for homes and expenses to allow them to focus all their attention on raising their foster children. Meeting such families is part of the training for new owners.

"It helps us to better appreciate that this isn't just about the restaurant," Jackson said.

## Demanding, transparent

Jackson is impressed by his new corporate family, introduced to it by a

friend and former colleague at Stanley Black & Decker, Todd Langston, whom Jackson called after hearing he'd opened a Chick-fil-A in Wallingford.

"We probably spent two hours on the phone that evening and that's when the bug bit me," said Jackson, who had spent his career in manufacturing finance, minus a two-year CFO stint at Howard University in Washington, D.C.

The Chick-fil-A ownership benefits Langston shared in that call sold Jackson, who, about two months later, applied for a store in Feb. 2016, and was awarded the West Hartford location that October.

For Jackson, it was an opportunity to return to the Northeast after growing up in Naugatuck, planning to become an electrician. But seeing a friend's sister, who had graduated UConn in accounting, pull up in a new aqua blue Honda Accord one day convinced him to go to college for accounting.

He instead got a finance degree at Central Connecticut State University (CCSU) — preferring P&Ls over debits, credits and reconciliations — worked first for United Technologies Corp., then Danaher Corp., then Stanley Black & Decker as director of global manufacturing finance, positions where he grew enormously and made lasting friendships. He then moved to Howard, too political for his tastes, before returning to manufacturing with Cerro Fabricated Products, a Marmon Group/Berkshire Hathaway company in Weyers Cave, Va., followed by promotion to vice president of finance for Cerro Wire in Hartselle, Ala., when Chick-fil-A picked him.

He's a demanding owner/operator, strict on the rules and policies, but also transparent and sharing, hoping to inspire his diverse workers, numbering about 76 full- and part-time, about what they can accomplish.

Brian Couture, assistant kitchen director and CCSU communications major, admires Jackson's passion for the company and his staff, including his transparency regarding business and numbers.

"I love when Daryl shows me all the behind-the-scenes stuff," said Couture, whom Jackson says has the ability to own his own store.

Couture says Jackson has opened his eyes to considering business as a career, even possible Chick-fil-A ownership.

Couture is among several of his younger leaders to say they're now thinking about business, Jackson said, adding, "I hope that I've had some influence on that."

"Oh, definitely," Couture responded.

Jackson said he wants to impact the lives of staff, "and hopefully in a profound way, not just on the surface — and I think we're doing that."

His daughter profoundly impacted him, calling her his heart.

"And I feel as though I've been let in on a secret and that secret is about how great it is to be a dad, because I didn't know," Jackson said.

HEJ

Check out a video clip of **Daryl Jackson's** interview at [hartfordbusiness.com](http://hartfordbusiness.com).



# Movers & Shakers

**Cortney Dunlap** of Avon and **Bernie Pelletier** of West Hartford have been elected to the board of directors of Real Estate Agents Recycle (REAcycle), a philanthropic group of real estate agents creating jobs for the underemployed and keeping gently used and recyclable items out of landfills.

Dunlap is founder of Inspirational Care LLC, a home healthcare organization that assists individuals with disabilities. He recently opened the House of Inspiration, a group home for young women in Hartford.

Pelletier is active in environmental and sustainability issues, having retired as the chief actuary for Travelers International Division.

**Harley Johnson** has been appointed manager of information technology at



Harley Johnson

Companions & Homemakers, a provider of in-home care for the elderly in Connecticut.

He will focus on streamlining IT infrastructure as part of the

company's commitment to LEAN management processes. Prior to joining Companions & Homemakers, Harley worked with Cage Data in Wallingford as senior solutions engineer.

**Demetrio (Dino) Ricciardone** has been selected for the new position



Demetrio (Dino) Ricciardone

of business development officer at Savings Institute Bank & Trust. He will work with branch managers and partners in Windham County to identify opportunities to accelerate growth of local businesses.

Ricciardone managed the bank's 803 Main St., Willimantic location for several years.

**Gregg Wagner** has joined Berkshire Hathaway HomeServices New England Properties to lead its expansion into Rhode Island as vice president, director of new homes and land.



Gregg Wagner

Based in Wallingford, Wagner will lead acquisition opportunities and new business ventures to further develop New England

Properties' presence in the Northeast. He will also continue to expand Berkshire Hathaway HomeServices New England Properties' new homes and land portfolio, strengthening and building relationships with builders and clients.

**Stefanie Boles** has joined Hartford-based United



Stefanie Boles

Way of Central and Northeastern Connecticut as chief financial officer. Boles will provide strategic direction for the development and operation of United Way's

administrative, financial, legal and risk management operations and will oversee the organization's information technology, human resources and facilities management functions.

Boles, who replaces the retired Thomas Glynn, has 20 years of leadership in the nonprofit sector, including 18 as CFO at United Way of Greater New Haven.

**Sasha Turner**, associate professor of history at Quinnipiac University, has been elected co-president of the Coordinating Council for Women in History, which supports and fosters the inclusion of all women in the historical profession to broaden the organization of women historians and the study of women's

history to represent the diversity of women in the U.S. and internationally.

**Mehb Khoja** has been appointed president of Medical Risk Managers Inc., a managing general underwriting and consulting firm specializing in medical stop-loss insurance and a wholly owned



Mehb Khoja

subsidiary of Symetra Financial Corp. Khoja will be responsible for the strategic and operational management of the South Windsor-based company. He succeeds Thomas

Doran, who left MRM last year.

Khoja brings an extensive background as a healthcare actuary and management consultant to his new role, joining MRM from Milliman in Chicago.

**Margaret Craig** has been hired as chief marketing and communications officer at Hartford-based CPA and consulting firm Whittlesey. Craig is responsible for the firm's overall marketing and brand strategy.

Craig has more than 20 years of experience in marketing and graphic design aimed at improving sales. She joins Whittlesey after 10 years with USI Consulting Group, where she most recently was vice president of marketing and communications. HBJ

# Corporate Profile

## Stanley Black & Decker Inc.

1000 Stanley Drive, New Britain, CT 06053 | [www.stanleyblackanddecker.com](http://www.stanleyblackanddecker.com)



James M. Loree, President & CEO

Stanley Black & Decker Inc. makes power and hand tools, mechanical access solutions, and electronic security and monitoring systems for various industrial applications.

### Fact box

Industry: Machine tools and accessories	
4Q 2017 Revenue:	\$3.4B
4Q 2017 Net Income:	\$281.5M
4Q 2016 Net Income:	\$255.5M
Quarterly Profit Change:	\$26M
Cash:	\$637.5M
Employees:	57,765
Competitors: Bosch Security Systems Danaher Corp. Makita Corp.	

### Stock watch

Ticker Symbol	SWK
Market Cap	\$23.36B
52 Week Range Price	\$130.04–\$176.62
Outstanding Shares	221.6M

### Top institutional investors

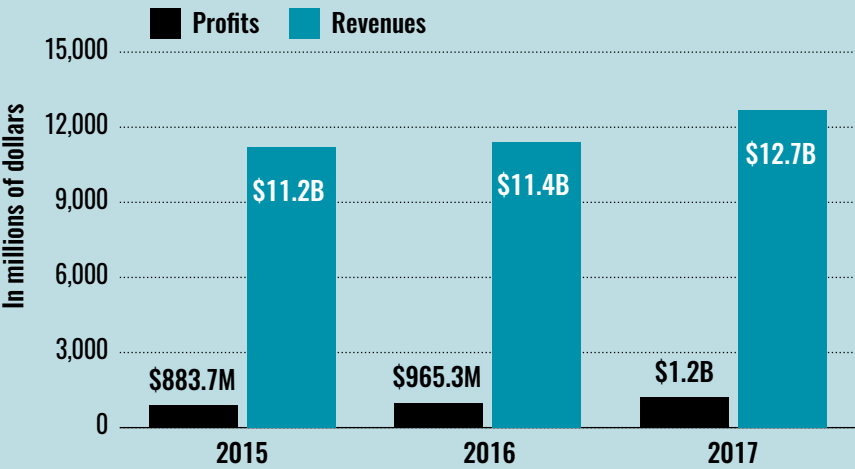
	Shares	% Stake
Vanguard Group Inc.	11,766,575	7.64
JP Morgan Chase & Co.	11,411,619	7.4
Blackrock Inc.	10,065,546	6.53

### Corporate suite

Exec.	Salary	Bonus	Stock Awards	Non-equity Incentive	Total
<b>James M. Loree</b> President/CEO	\$1,204,167	\$0	\$5,687,086	\$2,851,200	\$16,211,415
<b>Jeffrey D. Ansell</b> EVP/Pres. Tools & Storage	\$697,500	\$0	\$1,568,835	\$1,245,440	\$4,470,371
<b>Donald Allan Jr.</b> EVP/CFO	\$697,500	\$0	\$1,568,835	\$1,100,880	\$4,291,480

## StanleyBlack&Decker

## Profits and Revenues



### News Headlines

- **Stanley Black & Decker will open** an advanced manufacturing center in downtown Hartford this year.
- **Stanley Black & Decker said** it plans to begin selling its Craftsman tools in Lowe's stores in the second half of 2018.
- **Stanley recently announced** a first-quarter cash dividend of 63 cents per common share, extending its record for the longest-consecutive quarterly dividend payment among industrial companies listed on the New York Stock Exchange.

## EDITOR'S TAKE

### Hartford bailout a moral hazard?

In the wake of an agreement by the state to bailout the city of Hartford and relieve it from more than a half-billion dollars of debt, leaders from several municipalities are crying foul, asking where's their help.

New Haven and Bridgeport mayors and others are peeved that Hartford is getting more attention and support than their respective cities and towns.



**Greg Bordonaro**  
Editor

While they have a legitimate gripe to some extent, the real concern is the precedent that Hartford's bailout sets.

Few people with a vested interest in the Capital City wanted to see a Hartford bankruptcy. But the magnitude of the rescue — with the state agreeing to pay off about \$550 million in debt over two decades — will give rise to future cash-strapped cities and towns expecting a similar bailout.

Moral hazard was thought by some to be a contributing factor to the 2008 financial crisis. The notion was that certain large financial institutions took on more risk than they knew they could handle because they thought regulators wouldn't allow them to fail. I'm not sure I buy into that argument 100

percent, but once the federal government bailed out Wall Street firms at the peak of the crisis, the notion that some institutions were too big to fail was cemented.

Hartford has clearly been deemed too big to fail, but at what point and to what extent do we hold municipalities responsible for their own financial mismanagement?

Republicans and even some Democrats are questioning the scope of Hartford's bailout. It's not clear to me that lawmakers during last October's budget agreement OK'd a full absolution of Hartford's debt. It seems extreme.

More concerning is that the financial rescue doesn't address some of the fundamental problems that plague the city, including an exorbitant commercial tax rate, an exceedingly high percentage of tax-exempt property, and a population steeped in poverty.

Mayor Luke Bronin himself called for a more regional approach to municipal governance, yet nothing of the sort is part of the Hartford bailout.

The debt relief will certainly put the city on a better financial footing, and a state bailout may be a better option than bankruptcy. But what leads us to believe that the city's financial woes won't return in the future?

To be fair, the city of Hartford has made strides under Bronin's leadership. He's cut the cost of city government, renegotiated some union contracts and been the chief cheerleader of the bailout plan.

And there are some significant strings attached to the financial rescue. The city is under state oversight; its spending will be scrutinized for years. The city is also restricted from taking on new debt without the state's permission.

But many fundamental problems still plague Hartford and they won't be solved by a government handout.

#### Malloy cements pro-Hartford legacy

With the financial bailout of the city of Hartford near completion, Gov. Dannel P. Malloy has cemented his legacy as Hartford's white knight.

Whether you agree or disagree with the scope of Hartford's financial rescue, it can't be denied that Malloy's leadership has left the city a better place.

It started with the creation of the Capital Region Development Authority, which has played a key role in developing hundreds of new apartment units downtown that have enlivened the city. Malloy was also a major supporter of bringing UConn and its hockey team downtown and he spent significant political capital urging greater investment in the aging and dilapidated XL Center.

He and his economic development team also worked behind the scenes to encourage more employers to come downtown. His crowning achievement was Indian IT firm Infosys' recent announcement that it was opening a downtown tech center bringing 1,000 jobs to Hartford.

The city's problems are far from over, but Malloy's support for Hartford and his leadership in getting lawmakers and the state Bond Commission to pour hundreds of millions of dollars into the city for economic development and other purposes has given Hartford a fighting chance for future prosperity.



## EXPERTS CORNER

### Repurposing CT's industrial real estate for the e-commerce age

By Leah C. Rubega and Thomas W. Madonna Jr.

To say that the rise of Amazon and other e-commerce companies has disrupted the retail and real estate industries would be an understatement.

It has altered the way we shop and changed our expectations of how quickly our online orders will be delivered. Additionally, retailers are choosing to open their brick-and-mortar stores in more select and high-demand markets, and then relying on quick delivery times between stores for any products they may not carry.



**Leah C. Rubega**

Some startup retailers are minimizing risk by building an online presence first and then opening stores in markets where they have been successful.

As a result, retailers are reconfiguring their supply chain to accommodate this shift in quick delivery dependency, resulting in an increased demand for industrial space located closer to population centers.

Warehouse and industrial spaces have become critical to retail success, given the role they play in expediting delivery times to stores and consumers. Big-box stores requiring large warehouse spaces have typically looked for facilities on the outskirts of population centers, where facility uses include fulfillment, sorting, redistribution and returns.

Urban facilities, which are smaller in size, complement the regional hubs and assist in enhancing the speed of the delivery of goods in the "last mile."

Aligning a vacant property with a new e-commerce tenant is a win-win for the property owner and the retailer. Such a deal is easier said than done, however, because e-commerce tenants have very specific requirements.

Here are the top five property attributes desired by e-commerce tenants.

**Be accessible:** Many e-commerce tenants look for properties with manageable access. Freight trucks and other delivery vehicles are a common sight at e-commerce buildings. Having the physical access for these vehicles is critical. Easy access to major highways and roadways is also plus.

**Measure up:** The desired size for an e-commerce building can vary from 100,000 square feet to upwards of

600,000 square feet. While e-commerce tenants want large building footprints, they also look for specific building heights in order to house equipment

and inventory. Demand for increased height — typically 30 feet to 40 feet — has been on the rise over the past year or so.



**Thomas W. Madonna Jr.**

**Keep it open:** E-commerce tenants typically look for open

floorplans to provide adequate space for equipment, inventory and staff. Additionally, a square or rectangular shaped footprint is a plus to create a space that best fits the tenant's needs.

**Avoid environmental liability:** E-commerce tenants want to avoid liability or indemnification obligations with respect to the property, especially since the typical e-commerce use is not one to present environmental issues.

**Understand property rights:** E-commerce tenants usually seek to clarify that any personal property installed at their space — such as shelving or other logistical equipment — will remain their property upon the lease's expiration. Tenants want the ability to remove such equipment without being subject to the landlord's rights to ownership of it.

Landlords, however, can obligate the tenant to repair any damage to the property that may be caused by the removal of such property.

Although Connecticut is no longer in the running in Amazon's widely publicized search for a second headquarters, the state can still benefit from the rising demand for industrial real estate in the age of e-commerce.

Connecticut's central location in the Northeast and proximity to large cities like New York and Boston make it a favorable location for retailer shipping centers as long as the properties fit the tenant's requirements.



**Leah C. Rubega and Thomas W. Madonna Jr.** are lawyers in Hinckley Allen's real estate practice.



# Municipal leaders continue to face serious challenges

By Vanessa E. Rossitto

The future is being forged by the thinkers and doers congregating within the hallways of Connecticut town halls.

Municipal leaders focus on the issues that matter, and it's clear that top elected and appointed officials in cities and towns across Connecticut continue to face challenges in 2018. Here are some of the top challenges many of them — whether they are a large city, a small town or anything in between — are likely to face.

**State budget uncertainty:** This continues to be the largest overall issue.



Vanessa E. Rossitto

State funding is being cut and continued talk of moving pension costs to municipalities have all 169 towns and cities unsure about their own budgets. Local leaders

have noted the relative strength of their municipalities' finances. In fact, many cities and towns are returning to pre-recession levels of fiscal health, and numerous municipal leaders are committed to raising the level of service their cities provide.

Fiscal discipline continues to be a primary goal for leaders as they chart the path forward. Municipalities are likely examining ways to reduce costs and possibly consolidate certain services; finding ways to continue to allow local government to do more with less seems to be the best option for many of them.

**Regionalization:** Often considered the "third rail" of Connecticut municipal politics, wide scale regionalization is something our state is never likely to embrace. That said, some level of shared services, particularly in the smaller towns, is both

realistic and cost-effective.

Public works, some areas of public safety, recreation — these are all areas (as well as others) where towns can consider teaming up to combine and share resources without losing any of the quality residents have come to expect. It's not exactly full-scale regionalization, but it's certainly an opportunity to find some savings without compromising the quality of the program.

**Education:** As the conversation surrounding inequality and opportunity becomes more of a focus across the country, a growing body of research acknowledges the power of education and youth-focused programs to foster upward mobility.

Many municipal leaders announced policies aimed at closing the edu-

cational achievement gap between groups defined by socioeconomic status, race, ethnicity and gender.

**Pension Plans:** Another area municipalities would rather not have to rethink, but difficult budget times require creative solutions. Financial officers and elected officials should at least examine whether the older model of the defined benefit plan could be transitioned into a 401(k)-style retirement plan.

According to a recent report by the Yankee Institute, certain Connecticut municipalities of varying sizes have tried this in recent years, working with public employees to find solutions that work for all sides, and have begun to see some positive results. Again, it may not be the answer for everyone, but it deserves a look.

No one can say for certain when Connecticut's budget woes will end, but regardless of the timeframe, municipalities can use this as a chance to find creative, cost-saving solutions. This will give them a bit more control over issues that impact them and possibly give them a clearer course of action in order to be better prepared for any decisions the state imposes on them.

HBJ

**Vanessa E. Rossitto, CPA,** is a partner with West Hartford accounting and consulting firm BlumShapiro and leads the firm's government practice.

## BIZ BOOKS

# How to attract, keep top talent



Jim Pawlak  
Book Review

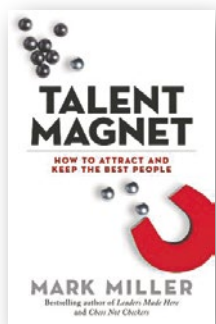
**By Jim Pawlak**  
"Talent Magnet: How to Attract and Keep the Best People" by Mark Miller (Berrett-Koehler Publishers, \$22.95).

With unemployment at record lows and tax cuts providing an impetus for growth, there's a war for talent. Those losing the war will be left with the mediocre, which will make it difficult to achieve ambitious goals. Miller illustrates this point through a business parable that follows the decisions of a CEO faced with reducing the organization's growth goal because there aren't enough high-caliber people.

He begins his quest by asking HR a few questions: "How would you define top talent?" "What do they want in a job?" "What would it take to attract them?" How can we become a talent magnet? He emphasized that the answers need to focus on individual contributors, not just those with leadership potential.

The search for answers began by interviewing the firm's top talent and its typical-talent team. Why? The CEO wanted to identify differences between motivation and goals.

There were differences. Both top and typical wanted the basics (i.e. fair wage, training, resources to do their



jobs), a positive organizational culture and the company's brand/reputation. Top talent wanted more — leadership (how they were managed), growth opportunities (not

necessarily tied to assuming leadership positions) and the firm's ongoing contribution to the community.

The "what attracts top talent" answer jumped out: "Better boss (demonstrate care, stay engaged, lead well), brighter future (champion growth, provide challenge), bigger vision (foster connection, celebrate impact)." Selling those "magnets" was something the organization had to do even before the hiring process began. Why? Potential employees had to be aware of what the firm offered — just as an organization advertises its products and services.

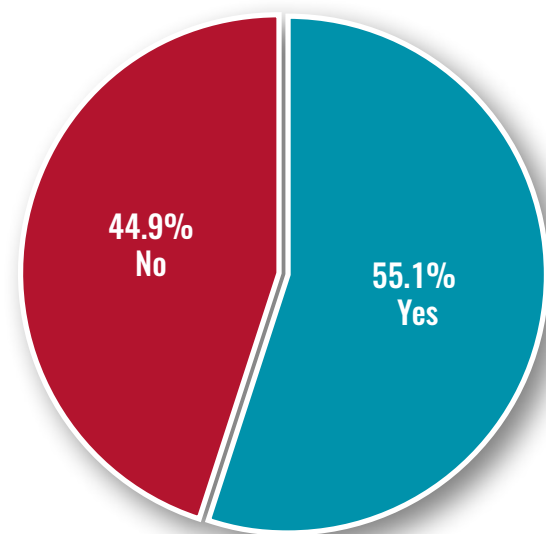
To increase awareness, include the three-pronged message in the company's webpage and its social media because those are places any talent will check for information on prospective employers. Awareness isn't a one-and-done process. While the history of the organization won't change, the message must identify "what's next" to ensure it appeals to those who want to be part of its future.

HBJ

## HARTFORDBUSINESS.COM POLL

LAST WEEK'S POLL RESULT:

Should employers be restricted from asking about a prospective hire's past salary history?



### READER COMMENTS:

"We do not require an answer to that portion of the application. It does help if it is answered. We know whether an applicant is within our price range. It prevents the employer and prospective employee from wasting time."

"Yes because it is not relevant to the candidate's qualifications for the open job."

"Asking a candidate about past salary is not a good practice but it isn't something that should be legislated."

### NEXT WEEK'S POLL:

How will the Yard Goats' attendance fare in 2018?

To vote, go online to [hartfordbusiness.com](http://hartfordbusiness.com)



Would you like to see your face on the Community page?  
This new section will feature photos from business and community events.  
Please send submissions to [gbordonaro@HartfordBusiness.com](mailto:gbordonaro@HartfordBusiness.com).



Town & County Club meets Jay Williams

Hartford’s Town & County Club members recently had the opportunity to meet Jay Williams, the new president of the Hartford Foundation for Public Giving. Williams joined the Foundation in July 2017 after serving as U.S. assistant secretary of commerce for economic development and deputy director of the Office of Intergovernmental Affairs at The White House. Pictured (from left) are: Nancy Brennan, club member; Williams; and Jennyfer Holmes, Hartford Foundation.

Of Note

Nadine Mullings, assistant director of operations at the Marriott Hartford Downtown, was named Waterford Hotel Group’s Manager of the Year during the company’s recent annual leadership conference and awards celebration.



Simsbury Bank sponsors Gran-Bee trivia contest

Simsbury Bank will be a \$1,000 “Swarm Sponsor” of the Granby Education Foundation’s 15th annual Gran-Bee event. The Gran-Bee is the Foundation’s annual fundraising trivia contest that will be held on April 27th at the Granby Memorial High School auditorium. Pictured (from left) are: Ben Perron, Granby Education Foundation; Kristina Gilton, Granby Education Foundation; Jocelyn Mitchell, Simsbury Bank; and Bernadeta Eichner, Simsbury Bank.



Masonicare employees support Alzheimer’s Association CT Chapter

Masonicare employees joined a dedicated group who went to the state Capitol in Hartford recently to advocate alongside the Alzheimer’s Association Connecticut Chapter to encourage support for programs that work to end Alzheimer’s.

GENO AURIEMMA UCONN

LEADERSHIP  
CONFERENCE

AGILE  
LEADERSHIP:

Staying Ahead of the Game

APRIL 17 & 18 • MOHEGAN SUN, CT

REGISTER NOW AT  
GENOLEADS.COM

Presenting Sponsor:

VIRTUS  
INVESTMENT PARTNERS

Hosted by the UConn School of Business

Keynote Speaker:

ROBIN  
ROBERTS

Co-Author,  
“Good Morning America”



# 2017 UNITED WAY COMMUNITY CAMPAIGN

THANK  
YOU

FOR FINDING THE BEST WAY

Because of the **champion workplaces and their employees**, United Way is able to put your donations to use in a way that makes a difference.

3M Purification  
A.H. Harris & Sons  
AAA  
Abbott Ball Company  
AbbVie, Inc.  
Acadia Insurance  
Accenture  
ACCESS Community Action Agency  
Achieve Hartford ▶  
Achievers  
Adams & Knight  
Aetna, Inc.\*  
AFT Connecticut  
AIDS Connecticut, Inc.  
Allstate Insurance Company  
American Cancer Society – Rocky Hill  
American Eagle Financial Credit Union  
American Nuclear Insurers  
American Red Cross –  
Connecticut Region  
American Savings Foundation  
Amica Mutual Insurance Company  
Aquarion Water Company  
Arbella Insurance Group  
AT&T Business Solutions  
Customer Care  
Bank of America  
Barnes Aerospace  
Bartlett Brainard Eacott, Inc.  
Beckman Coulter, Inc.  
Berkshire Bank  
Berlin Board of Education  
Berlin Town Departments  
Best Buy  
Big Y Foods, Inc.  
Bloomfield Board of Education  
Bloomfield Town Departments  
Blum Shapiro & Company PC  
BNY Mellon Wealth Management  
Boy Scouts of America – Connecticut  
Rivers Council  
Boys & Girls Clubs of Hartford, Inc.  
Brain Injury Alliance of Connecticut  
Burriss Logistics  
C & S Wholesale Grocers  
Capital Workforce Partners  
Capitol Region Council of  
Governments  
CapSpecialty  
Carmon Community Funeral Homes  
Caterpillar  
Catholic Charities, Archdiocese  
of Hartford  
Centene  
Central CT Communications ▶  
Ceridian Corporation  
Charles W. Warner Company  
Chase Enterprises  
Cigna Corporation  
Citizens Bank of Connecticut  
City of Hartford  
City of New Britain  
CNG  
CoBank ACB  
Cohn Birnbaum & Shea  
CohnReznick LLP  
Colliers International  
Columbia Board of Education  
Comcast Corporation  
Community Health Centers –  
New Britain  
COMPASS Youth Collaborative, Inc.  
ConnectiCare  
Connecticut Association for  
Human Services  
Connecticut Attorneys Title  
Insurance Company  
Connecticut Business & Industry  
Association  
Connecticut Center for Advanced  
Technology

Connecticut Coalition To End  
Homelessness  
Connecticut Fair Plan  
Connecticut Health Foundation  
Connecticut Humane Society  
Connecticut Legal Services  
Connecticut Lighting Center  
Connecticut Public Broadcasting  
Connecticut State Employees  
Campaign  
ConnectiKids  
Conning  
Consolidated School District of  
New Britain  
Costco  
CREC  
Cronin, LLC  
Cummings & Lockwood  
Daly Insurance Brokerage Services  
Dataprep, Inc.  
David Alan Hospitality Group ▶  
Davidson Specialty Foods ▶  
Day Pitney LLP\*  
Deloitte LLP  
DeLong Associates  
Ditech Walter Investment  
Management Corp.  
Doosan Fuel Cell America  
Dunaster  
Duo-Fast Northeast  
East Hartford Public Schools  
East Hartford Town Departments  
Easter Seals Capital Region &  
Eastern Connecticut  
Eaton Corporation  
ebm-papst Inc.  
EDRO Corporation  
Educational Resources for Children Inc  
Eli Lilly & Company  
Ellington Town Departments  
Enfield Public Schools ▶  
Enfield Town Departments ▶  
Enterprise Holdings  
Ethel Walker School  
Event Resources  
Eversource Energy  
Farmington Bank  
Farmington Valley Visiting Nurse  
Association  
FedEx Ground  
Filomeno & Company PC  
Flow Tech, Inc.  
FM Global  
Foodshare  
Fox Laminating Company  
Fridays ▶  
Futuris Networks, Inc. ▶  
GE Power  
General Dynamics  
Gerber Technology  
Gilbane Building Company  
Girl Scouts of Connecticut  
GKN Aerospace Engine  
Glastonbury Board of Education  
Grant Thornton LLP ▶  
Great Lakes  
Greater Hartford Arts Council  
Greater Hartford Legal Aid  
Guardian Life Insurance Company  
H&B Tool & Engineering Company  
Hanover Insurance Group  
HARC, Inc.  
Harriet Beecher Stowe Center  
Harris Adelberg & Strauss  
Hartford Business Journal  
Hartford Courant  
Hartford Federation of Teachers,  
Local 1018  
Hartford Financial Management  
Hartford Healthcare at Home  
Hartford Hospital

Hartford Housing Authority  
Hartford Public Library ▶  
Hartford Public Schools  
Hartford Seminary  
Hartford Yard Goats ▶  
HBSC ▶  
Hedberg Data Systems, Inc.  
HEDCO Inc.  
Hinckley Allen LLP  
Hispanic Health Council, Inc.  
Hitchcock Printing  
HM Life Insurance Group  
Holmes-Watkins Funeral Homes Inc.  
Hometown Bank  
Hooker & Holcombe Consulting  
Horton, Shields, & Knox P.C.  
Hospital of Central Connecticut  
HP Hood  
Human Resources Agency of  
New Britain, Inc.  
IBEW 42 PAC  
IBM Corporation  
Igdalsky & Company CPA's  
Imagineers, LLC  
InsurBanc  
InterCommunity  
International Association of  
Machinists and Aerospace  
Workers Local Lodge 1746  
International Association of  
Machinists and Aerospace  
Workers Local Lodge 743  
International Paper  
Interval House  
ITW  
ITW Foils  
ITW Graphics (ProMark)  
J Walton Bissell Foundation  
Janney Montgomery Scott, Inc.  
JCPenney  
Jefferson Radiology PC  
Jewish Family Services of  
Greater Hartford  
Journey Home, Inc.  
Junior Achievement of Southwest  
New England  
Kaman Corporation  
Kellogg Company  
Kennametal  
KeyBank  
KPMG LLP  
L.L. Bean  
LabCorp  
Landon's Tire, Inc.  
Leadership Greater Hartford  
Lexington Group ▶  
Liberty Bank  
Liberty Mutual  
LIMRA  
Lincoln Financial Group  
Literacy Volunteers of Greater Hartford  
Loaves & Fishes Ministries  
Local Initiatives Support Corporation  
Loomis-Chaffee School  
Lowe's  
Lydall, Inc.  
Macy's  
Mahoney Sabol & Company LLP  
Mallory Industries, Inc.  
Manchester Board of Education  
Manchester Town Departments  
Mansfield Public Schools  
Marcum  
McCarter & English  
McCue Mortgage  
MEMIC Idemnity Company  
Merck & Co., Inc.  
MetLife  
MetroHartford Alliance  
Microsoft Corporation  
Milliman

Minuteman Press ▶  
Monro Muffler/Brake  
Murtha Cullina LLP  
Mutual of America Life Insurance  
Company  
Nassau Reinsurance Group  
Nationwide Insurance  
Navigate Affordable Housing Partners  
NBC Universal  
New Britain Berlin YMCA  
New Britain Public Library ▶  
New England Combined Federal  
Campaign  
Nordstrom, Inc.  
Nutmeg Big Brothers Big Sisters  
O'Brien, Tanski & Young  
OKAY Industries  
Open Hearth Association  
Opportunities Industrialization  
Center of New Britain Inc.  
Otis Elevator\*  
Our Piece of the Pie  
Padgett Business Services ▶  
Parker Hannifin Corporation  
Pathways/Senderos  
Paychex, Inc.  
Penco Corporation  
People's United Bank  
Pepperidge Farm, Inc.  
Performance Environmental  
Services, LLC  
Permatex  
Peter Paul Electronics Company, Inc.  
Petro Home Services  
Pfizer Corporation  
Pitney Bowes, Inc.  
PNC Financial Services  
Pratt & Whitney\*  
Price Chopper  
PricewaterhouseCoopers LLP  
ProHealth Physicians  
Prudence Crandall Center  
Prudential Financial  
Pullman & Comley, LLC  
QuEST Global Services N.A. Inc.  
Raymond James & Associates, Inc.  
Raymour & Flanigan ▶  
Raytheon Charitable Giving  
Reid and Riege PC  
Renbrook School  
Rensselaer at Hartford  
RICH Products  
RICOH – Marketing & Sales  
Robinson+Cole  
Rogin Nassau, LLC  
S.L.A.M. Collaborative  
Saint Francis Hospital &  
Medical Center  
Salvation Army  
Santander Bank  
Scottrade  
Sentry Insurance  
Services for the Elderly of Farmington  
Sexual Assault Crisis Center of  
Eastern CT, Inc.  
Sheldon Oak Central, Inc.  
Shell Oil Company Foundation  
Shipman & Goodwin, LLP  
Simsbury Bank  
South Park Inn, Inc.  
South Windsor Board of Education  
South Windsor Town Departments  
Spectra Energy Corp  
Spencer Sloan Photography  
Sprint  
Stanley Black & Decker, Inc.  
State Auto Insurance  
State Farm Insurance  
Stop & Shop  
Suffield Town Departments  
Suffield Veterinary Hospital

Sun Life Financial Group  
Target Stores  
TD Bank  
The Acmat Corporation  
The Chamber of Commerce Inc,  
Windham Region ▶  
The Hartford\*  
The Hartford Steam Boiler Inspection  
and Insurance Company\*  
The Hutensky Group  
The Pita Group  
The Principal Financial Group  
The Thompson Agency, Inc.  
The Village for Families & Children, Inc.  
The Walton Company  
The Zachs Family Foundation  
Thomas Fahy Insurance Associates  
Timken Aerospace Transmissions, LLC  
TJX Companies – Control Account  
Tolland Public Schools  
Tolland Town Departments  
Tory Burch ▶  
Total Tree Care, Inc.  
Town of Avon  
Town of Coventry  
Town of Simsbury  
Town of Wethersfield  
Travelers\*  
Trinity College  
Triumph Engine Control Systems  
Trumpf, Inc.  
U.S. Bank  
UBS Financial Services  
Underwriters Laboratories  
United Bank  
United Healthcare\*  
United Performance Metals  
United Technologies Corporation\*  
United Technologies Research Center\*  
United Way of Central and  
Northeastern Connecticut  
United Way of Connecticut, Inc./2-1-1  
University of Hartford  
Unum Insurance  
Updike, Kelly & Spellacy PC  
UPS  
UPS Capital Business Credit  
UPS Freight Forwarding  
UPS Mail Innovations  
Urban League of Greater Hartford, Inc.  
UTC Aerospace Systems\*  
Vanguard Group  
Vantis Life Insurance Company  
Virtus Investment Partners  
Voya Financial  
Walgreens  
Wal-Mart  
Webster Bank  
Wells Fargo Bank  
West Hartford Board of Education  
West Hartford Town Departments  
Westfield Insurance Company  
Westinghouse Electric Company  
WEX Health  
Whittlesey  
Wiggin & Dana, LLC  
Willis Towers Watson  
Windham Area Interfaith Ministry  
Windham Hospital ▶  
Windham Public Schools  
Windham Town Employees ▶  
Windsor Federal Savings  
Women's Health USA  
Women's League, Inc. Child  
Development Center  
Woodland Auto Body  
Xerox Corporation  
YMCA of Greater Hartford  
YWCA Hartford Region  
YWCA New Britain

\*Year of Caring Sponsor ▶New Partnership

FINDING THE BEST WAY.



30 Laurel Street  
Hartford, CT 06106  
860.493.6800  
unitedwayinc.org



United Way  
Community Campaign



**In my business I do it all.  
I need the same  
from my voice solution.**



Introducing **Comcast Business VoiceEdge Select™**, the affordable all-in-one voice solution for small business.

You get all the basic voice features you expect from a phone service plus advanced features that give your business a professional look — like Be Anywhere, which provides one number for all your devices, and Auto Attendant, which delivers precise call routing. All with professional installation and convenient setup. Keep your business moving forward with Comcast Business.

[comcastbusiness.com/VoiceEdgeSelect](http://comcastbusiness.com/VoiceEdgeSelect)



Desk Phones



Cordless Phones



Mobile App Integration

**\$34.95**  
/mo.  
**PER SEAT**

**COMCAST  
BUSINESS**

**BUILT FOR BUSINESS**

Offer ends 5/21/18. Restrictions apply. Not available in all areas. Limited to new business customers and not available to home based businesses. Limited to up to 8 seats of Comcast Business VoiceEdge Select. Early termination fee applies. Equipment, installation, taxes, the regulatory recovery fee and other applicable charges extra, and subject to change during and after promotion. \$29.95 activation fee applies. If there is a power outage or network issue, calling, including to 911, may not be available. ©2018 Comcast. All rights reserved. NED\_3.18





# WOMEN IN BUSINESS AWARDS

*Recognizing 8 Remarkable  
Women in Business*



## Contents

**22 Laura Cruickshank**  
University of Connecticut

**24 Sara-Beth Donovan**  
Mintz + Hoke

**26 Marty Gervasi**  
The Hartford

**28 Peg Morton**  
Eversource Energy

**30 Krystyna Paluch**  
Phoenix Manufacturing Inc.



**32 Stacie L. Ropka**  
Axinn, Veltrop and  
Harkrider LLP

**34 Lynn Rossini**  
St. Francis Hospital and  
Medical Center Foundation

**36 Yolande Nicholson  
Spears**  
The Bushnell Center  
for the Performing Arts

**38 The List:**  
Largest women-owned  
businesses in Greater  
Hartford



PHOTOS | STEVE LASCHEVER

Presented By:

**HARTFORD**  
HBJ BUSINESS JOURNAL

Presenting Sponsors:

**COMCAST**  
BUSINESS



Trinity Health  
Of New England



WebsterBank®

Education  
Leadership Sponsor:

**UConn**  
SCHOOL OF BUSINESS

Keynote Sponsor:

Morgan Stanley

Event Sponsor:

**Simione Macca & Larrow**  
CERTIFIED PUBLIC ACCOUNTANTS AND BUSINESS ADVISORS  
"On Balance, We Offer You More."

Exclusive  
Media Sponsor:

**EYEWITNESS**  
NEWS  
wfsb.com





Congratulations to this year's  
**8 Remarkable Women in Business.**

**Laura A. Cruickshank**

*Associate Vice President for  
University Planning, Master  
Planner and Chief Architect  
University of Connecticut*

**Sara-Beth Donovan '97 (CLAS)**

*Principal of Media  
Mintz + Hoke*

**Marty Gervasi**

*Executive Vice President  
of Human Resources  
The Hartford*

**Margaret (Peg) Morton**

*Vice President of  
Government Affairs  
Eversource*

**Krystyna Paluch**

*CEO  
Phoenix Manufacturing Inc.*

**Stacie Ropka**

*Partner  
Axinn, Veltrop & Harkrider LLP*

**Lynn Rossini**

*Vice President and Chief  
Development Officer  
St. Francis Hospital and  
Medical Center*

**Yolande Spears**

*Senior Vice President of Education  
and Community Initiatives  
The Bushnell Center for  
the Performing Arts*

**UNLIKE ANY OTHER PLACE**

[www.business.uconn.edu](http://www.business.uconn.edu)



# Recognizing top business, nonprofit and higher-ed women leaders

The Women in Business Awards has become a flagship event for Hartford Business Journal.

The enthusiasm and energy around it was reflected in the more than 50 nominations we received this year.

Picking the eight winners was a difficult task.

Some people, however, get the wrong impression that this award simply recognizes women who happen to be successful.

That's not the case. This award recognizes successful executives or leaders who happen to be women. There is a difference, as subtle as it may be.

In the pages that follow we recognize eight remarkable women whose achievements would and should be recognized regardless of their gender. They're successful because they are making a significant difference within their organization and the community.

This year's winners come from diverse backgrounds and industries.

We've got an advertising and media executive, a top corporate lobbyist and human resources director as well as a manufacturing CEO.

Our winners also include an intellectual property lawyer, theater executive, foundation vice president and college master planner.

In each of the past 16 years, Hartford Business Journal has honored eight of the region's most talented women in leadership roles throughout central Connecticut. The winners are nominated by readers and chosen by a panel of independent judges. This year we'd like to thank Anne L. Elvgren

(president of Elvgren Associates), Gail Lebert (director of partnership development, Klingberg Family Centers), and Rev. Shelley D. Best (president and CEO of the Conference of Churches), for helping choose our winners.

The honorees demonstrate business savvy, confidence in themselves and their organizations, and a strong track record of professional success.

We hope you enjoy this issue and attend the Women in Business celebration April 30, at the Hartford Hilton in Hartford. The event will include a keynote address by Carla Harris, vice chairman, managing director and senior client advisor at Morgan Stanley. We'd also like to thank the Goodwin Hotel for hosting this year's photo shoot.

— Greg Bordonaro, Editor



## Judges



**Rev. Shelley D. Best,**  
President  
and CEO,  
Conference of  
Churches



**Anne L. Elvgren,**  
President,  
Elvgren  
Associates



**Gail Lebert,**  
Director of  
Partnership  
Development,  
Klingberg  
Family  
Centers

The Bushnell proudly congratulates our own

## Yolande N. Spears

Senior Vice President, Education & Community Initiatives

One of Hartford Business Journal's  
2018 Remarkable Women in Business.

THE  
**BUSHNELL**

166 CAPITOL AVE, HARTFORD • 860-987-5900 • BUSHNELL.ORG



**ARE YOU IN  
THE KNOW?**



**WE PROVIDE CT BUSINESS  
LEADERS WITH THE  
INFORMATION THEY NEED  
TO SUCCESSFULLY RUN  
THEIR BUSINESS.**

**SUBSCRIBE  
BY GOING TO  
WWW.HARTFORDBUSINESS.COM  
CLICK ON "SUBSCRIBE"**



# UConn master planner **Cruickshank** builds school's long-term vision

By Jayne Keedle

Special to the Hartford Business Journal

**L**aura Cruickshank is a woman with some very big plans. As the University of Connecticut's master planner and chief architect, she's responsible for the capital programs at UConn's Storrs and regional campuses plus the law school. And that's no small task.

UConn's Next Generation Campus Improvement Plan is a \$2 billion project designed to make the university a flagship of science, technology, engineering and math research and academics. And Cruickshank oversees long-range planning, design and construction of the whole shebang. It's an enormous undertaking, but Cruickshank is undaunted.

"One of my gifts has always been that I am able to keep the big picture in mind while I focus on details, and that ability is pretty critical to having as many different functions as I have in this one role," she says. "I don't get put off by the amount of time that it takes to accomplish the vision. This is long-range thinking and long-range planning. We were projecting a 20-year vision that goes to 2035. We're moving right along here."

Indeed, when Cruickshank stepped into the pivotal role of master planner and associate vice president for university planning, design and construction in 2013, she hit the ground running. She started by reorganizing her department, introducing new project management software, completing a master plan and conducting a science space needs assessment.

Her first building project was the design and construction of a new UConn campus in Hartford, which included restoring the historic Hartford Times building. She also oversaw the development of new residence halls at the UConn campuses in Storrs and Stamford. Cruickshank credits her team of more than 30 for helping her see these projects through.

"I do have a really, really good team and I have a number of directors who report to me and I trust them completely, and they have responsibility from the very beginning to the very end," says Cruickshank. "Then, of course, I'm accountable for all of it."

Mike Kolakowski, president of KBE Building Corp. in Farmington, which has done work on UConn projects, said he's been impressed by Cruickshank's professionalism, drive and commitment to the school's long-term success.

"Working with Laura on the Werth Residence Hall and other major projects at the UConn campus has been a great experience," he says. "She is an



**"One of my gifts has always been that I am able to keep the big picture in mind while I focus on details, and that ability is pretty critical to having as many different functions as I have in this one role."**

exceptional leader and visionary, and certainly should be an inspiration to other women pursuing careers in the design and construction industry."

## Form and function

It could be lonely at the top but Cruickshank's job is really one that demands collaboration. Everyone, from Gov. Dannel P. Malloy to the university's board of trustees to a research

scientist with ideas about a state-of-the-art laboratory, has a vested interest in the master plan.

Luckily, Cruickshank says, "I like listening to people's ideas. I like exploring options. The joke in planning is you leave no stone unturned, even if you just turn it over and put it back again. Looking at different ideas, that's what higher education is all about. I find it really interesting. I really enjoy that."

As an architect, however, Cruickshank is almost in a class by herself. She was recently named a Fellow of the American Institute of Architects, an honor achieved by just 3 percent of the institute's members and attained only after rigorous peer review.

"My architectural sensibilities are very much about context. I look at what kind of statement [a building] needs to make and where the building is going to go, letting the exterior of the building express what is going on inside," she says. "With the new innovation partnership building we've just opened [on the Storrs campus], that's in a very pastoral landscape but it's a very contemporary design. It's a first building in a technol-

## Laura Cruickshank

University Master Planner and Chief Architect, Associate Vice President for University Planning, Design and Construction

University of Connecticut

### What legacy do you want to leave after your career is over?

In the words of the poet Mary Oliver, 'I don't want to end up simply having visited this world; I want to leave the world a better place, even if only in some little way.'

Growing up in the sixties, I was part of a generation that was going to 'save the world' and higher education is a means by which I may achieve a tiny piece of that vision.

People want knowledge — after the basic needs of air, water, food and shelter are met — to improve their lives, their world, and the primary mission of higher education revolves around the acquisition, preservation, development and dissemination of knowledge, in service to the people.

I am lucky to have the opportunity to be part of that mission and to plan, design and construct facilities that may serve people and institutions for decades to come.

That is what I will leave behind.

ogy park and you want it to make a statement about technology."

For Cruickshank, form follows function but because she has her eyes on the big picture, the broader context she works within also includes restoring and refurbishing historic buildings and preserving iconic spaces. This is familiar ground for Cruickshank, who as planner at Yale University oversaw a massive expansion that included 20 major new buildings and the restoration and renovation of 14 historic buildings.

As master planner for UConn, Cruickshank's experience is invaluable. But while the scope of the job is enormous, for Cruickshank it's always a labor of love.

"Being at an institute of higher education is really fulfilling for me," she adds. "Coming to UConn I had over 20 years of private practice. I had run a firm [in Branford]. I had lots of experience at Yale for planning and design, and international experience. I thought I could bring all this knowledge and expertise to bear at the public institution of this state, where my son went to school, where I can really do something good for people."

HBJ





# Advancing the Future of MS Care

[stfranciscare.org/rehabilitation](http://stfranciscare.org/rehabilitation)

At the **Mandell MS Center**, we're experts in leading-edge treatments, technologies and research for today's MS patient. We know every person with MS is unique, and needs a treatment plan designed to work effectively for an individual's symptoms, lifestyle and medical history. We are dedicated to providing you with targeted diagnosis and treatments, tailored to your individual needs.

And coming soon, the Mandell MS Center will expand services to Saint Mary's Hospital in Waterbury, Connecticut.

To learn more, please call 860-714-2149 or visit [stfranciscare.org/rehabilitation](http://stfranciscare.org/rehabilitation)



**Trinity Health**  
Of New England

**Mount Sinai**  
Rehabilitation Hospital

490 Blue Hills Avenue • Hartford, CT 06112

## Mandell MS Center Highlights:

- 10 Years of Excellence
- A Nationally Recognized Team of MS Specialists
- A Broad Range of Therapeutic Programs
- State-of-the-Art Facilities
- A Dedicated Infusion Therapy Suite
- Ground-breaking Research Projects and Clinical Trials



# Donovan's media savvy helps grow Mintz + Hoke's, clients' reach



## Sara-Beth Donovan

Principal

Mintz + Hoke

### What legacy do you want to leave after your career is over?

I feel like I am just coming into my stride now and would hope to really solidify what my legacy should be in the next decade or so. As long as I help people to do their very best work, my contribution will have mattered. My compass is to empower those on the team to rise to their greatest abilities and build a team that plays off each other's strengths.

### What are your keys to maintaining business success?

I am very fortunate to work with really smart people who work very hard. Yet we play hard, too. We learn and laugh every day. That is key when working in the ever-changing media world. We never settle and always push the work to continually improve. Strong mentors showed me this path over many years and it works.

By Melissa Nicefaro  
Special to the Hartford Business Journal

When Sara-Beth Donovan joined advertising agency Mintz + Hoke between two big financial bubbles — dot-com and the Great Recession — she knew she faced a big challenge. It was 2007 and many clients were confused about digital media and panicked about their marketing and advertising budgets. She was undeterred.

Digital media was just surfacing as an advertising tool and she made it her mission to attract clients who were willing to take the risk to reach new and broader audiences.

"Our team was established and experienced. We knew good advertising worked and we were confident to set off on new paths such as in-person dynamic trade show activations and pioneering new technology," she said.

As principal of media at Mintz + Hoke, Donovan oversees the firm's Media Only unit, which partners with other advertising agencies around the country serving clients that only need media services, including planning and placing ads in TV, radio, print, digital and outdoor platforms.

But the job entails much more, including research, analytics and tracking results.

When Donovan joined Media Only it had only one client. Today she's helped grow the business unit to 13 employ-

ees and it continues to expand both in size and scale — as well as location, with an employee in Oregon.

"It was something that hadn't been actively pursued to grow, it just existed," she said. "I was excited about the prospect of being able to grow it."

Overall, Mintz + Hoke is the fifth largest ad and public relations agency in Greater Hartford, recording \$37.3 million in gross billings in 2016, according to Hartford Business Journal's Book of Lists. The firm's media clients include Deloitte, Hartford HealthCare, Mohegan Sun and Quinnipiac University.

Donovan said she and her team must carefully balance the art and science of media, making sure advertising strategy isn't skewed too heavily in one direction, which can throw off its effectiveness.

She said her favorite thing to do is create media, sitting side-by-side with clients and media partners to develop something specifically built to meet their needs.

"If you can brainstorm collectively with a client with a business challenge, the person who is the liaison to getting that message out there, and the person who ultimately delivers that message, the media partner, you can build something really cool," she said.

Mintz + Hoke President and CEO Ron Perine said Donovan and her team have helped some of Hartford's most historic and innovative companies in health care, sports, nonprofits and transportation maintain a top-of-mind presence in this market and beyond.

With her help and media savvy,

"We view ourselves as an extension of our clients' teams. There's a real pride in not ever letting a client down when you feel like you're an extension of their team."

Mintz + Hoke has secured new clients within the entertainment industry throughout the country, from Louisiana and Pennsylvania all the way to Oregon, Perine said.

"Not only is that impressive for a local advertising agency, but it's creating employment opportunities in the Greater Hartford region," he said, adding that a key strength for Donovan and her team is that they try to create opportunities for clients that never before existed and challenge media partners to create something new that a brand can own.

Donovan says her team is particularly proud of winning the media work for an international client from a major media agency out of Los Angeles. She declined to disclose the company.

"It was a defining time for our team to be selected by an international brand headquartered in Brazil," she says. "It was the first client who took Media Only well beyond our regional heritage."

Now they have clients in major metros

including New York, Boston, Chicago and just this past year, hit the West Coast with an office in Portland, Oregon.

### 'Can-do attitude'

A graduate of New Britain High School and the University of Connecticut, Donovan's talent is respected beyond the region.

Around the office, she is not only known as a principal and head of Media Only, but also as a new business developer, brand advocate and mentor.

"Sara-Beth thinks quickly on her feet and has a lot of self-assurance," Perine said. "Usually, you find someone who is very good with analytics but needs some help with relationship building. She is incredibly dynamic and able to do both, which is why she's able to give our clients the best media for their money. She can really stretch a dollar."

He admires her "can-do attitude."

"Just because the climb may look ridiculously steep doesn't mean that you don't do it," he said. "Because of Sara-Beth's attitude and ability to deliver, we've felt confident to go after some pretty big pieces of business. As a result, we've been invited into final discussions and won accounts because of her tenacity and skill."

Shy to take the credit, Donovan reinforces a team approach, within the firm and with clients.

"We view ourselves as an extension of our clients' teams. There's a real pride in not ever letting a client down when you feel like you're an extension of their team," she said.

HB



# **PROUD TO SUPPORT** *Women in Business.*

We are pleased to congratulate all of the leaders being recognized by the 2018 Hartford Business Journal Women in Business. At Webster, we take pride in helping customers, communities and each other step up to what's next in their lives. It is part of our core values brought to life by our leaders and our bankers. It is this dedication and commitment to you that makes us a stronger organization.



Commercial & Institutional | Business | Private | Personal

[WebsterBank.com](http://WebsterBank.com)

The Webster symbol is a registered trademark in the U.S. Webster Bank, N.A. Member FDIC. Equal Housing Lender  ©2018 All rights reserved, Webster Financial Corporation.



# Gervasi pushes inclusive, innovative work environment at The Hartford

By Wendy Pierman Mitzel  
Special to the Hartford Business Journal

In her job as chief human resources officer, Marty Gervasi's objective is to keep the 18,000 employees at The Hartford at the center of everything she does.

From organizing valuable benefits to creating a successful work environment, she and her 240-person team "take great care of employees so they can take great care of our customers."

Gervasi joined the insurance company in 2010 after a career that included 20 years at General Electric. After helping realign resources to meet the company's growth and profitability goals as well as focus on diversity, inclusion and recruitment, she was promoted to her current position.

"I have a lot of passion for the field," Gervasi said. "It fuels me in that there is so much complexity. I love the variety that the role brings."

The Hartford's Chairman and CEO Christopher Swift said Gervasi has been "instrumental" in leading new employee opportunities at The Hartford.

"We're building a diverse, inclusive and innovative culture grounded in an open and honest exchange of ideas, where people are respected for who they are, recognized for how they contribute, and encouraged to make a positive difference in the world around them," Swift said.

One of the many ways Gervasi gains insight into employee needs is by serving as the current sponsor of The Hartford's GLOBE: Gay, Lesbian, Bisexual and Transgendered Organization Benefitting Everyone.

"All leaders at The Hartford are connected to a resource group," Gervasi said. "GLOBE is an integral part to inclusion here ... and I have the honor of the job of providing support and removing roadblocks for these employees. They make me better and keep me focused."

For nine years running, The Hartford has earned a perfect score on the Corporate Equality Index administered by the Human Rights Campaign Foundation.

Other parts of her job include attracting new employees in innovative ways.

"Marty has been a key partner in helping our claims team create a contemporary work environment and implement innovative work practices, such as The Hartford's apprenticeship program," said John Kinney, The Hartford's chief claims officer. "Students gain education, training and a full-time position with a company where they can grow their career. We recruit and retain skilled claims professionals outside of the traditional college track for critical customer-facing roles."



**"Take risks, try new things and do not be afraid to fail. Be true to your core, meaning not compromising what is important."**

The program began with a pilot in Sept. 2015 and received a federal designation the next year with the first official apprentices joining the company in Hartford and Phoenix, Ariz., in June 2017. Two students from the pilot program currently work in claims and there are now 15 apprentice students between the two locations.

## Meeting employee needs

Gervasi said she and her team closely study what is meaningful to the employees through an internal social media platform as well as surveys and by simply listening to their concerns. With five generations of employees to serve, she stays

current with trends and technology and is diving into data analytics to analyze where benefits are most effective and what attracts (and keeps) employees. One favored perk is the remote work option.

"Our remote worker program is another example of how a focus on flexibility enables us to bring in the best diverse talent," said Kinney. "At this time, approximately 50 percent of our claims staff works remotely. Our retention rates and excellent employee engagement metrics prove out the benefits of this approach."

Another major concern for employees: affordable health care.

"We need to do more," said Gervasi. "And better. That's the challenge of the healthcare system."

Gervasi led The Hartford to become part of the Health Transformation Alliance executive committee, a group of nearly 40 other large companies pooling resources to access health-care options. Just this year, the group negotiated with a new pharmacy provider, using the buying power of the collective to bring more transparency in prices, better costs and opportunity

## Marty Gervasi

Chief Human Resources Officer

The Hartford

### What are your keys to maintaining business success?

Success is a team sport at work and home. At work, I have a great team that rounds me out with their diverse skill sets and experiences, along with leaders who empowered me and my team to do meaningful work. They give us the license to be creative and take risks. Another key is staying current with the latest trends and technology by reading and listening to podcasts. Finally, it's important to stay focused on the needs of employees to understand what matters most.

### What are your keys to maintaining work/life balance?

The single most critical enabler of my work/life balance and my career success is my great partnership with my husband Mike. He has been supportive of my career and shared the weight of raising our three children, who are now adults.

To help me maintain work/life balance, I focus on maximizing my time out of the office with people, activities and places that fill me with positivity. Being active outdoors, practicing yoga, cooking, spending time with my two dogs — they all help me recharge.

for care to employees. She also serves on the board of governors for the American Health Policy Institute.

Gervasi brings her expertise to her alma mater serving on the University of St. Joseph's board of trustees, chairing the 2014 presidential search committee and helping to create the Women's Leadership Center.

"The university provided me with so much opportunity, it's natural to give back," she said.

She said she hopes to pass on to others many of the lessons she learned at St. Joseph, and throughout her career.

"You need courage to be willing to speak up and speak out," she says. "Take risks, try new things and do not be afraid to fail. Be true to your core, meaning not compromising what is important."

Gervasi is the proud parent of three Millennials.

"Millennials are impactful and impressive," she says. "They keep us current."

She said she's also grateful for her life partner and husband, Mike.

"He has been an incredible dad and partner and allowed me to focus and grow in my career," she says.

HBJ



# Morgan Stanley

## Preparing for the future? Let's have that conversation.

Planning your family's future is too important to treat lightly. That's why you should evaluate a Financial Advisor based on what they can do for their clients. The guidance they provide, the insight they're equipped with, the level of service and excellence they offer. So contact us and find out how we can help you prepare for the years ahead.

**Pamela Gold**

Senior Vice President  
Branch Manager

433 South Main Street  
West Hartford, CT 06110  
860 313-7171  
[Pamela.Gold@morganstanley.com](mailto:Pamela.Gold@morganstanley.com)

**Diane Pacuk**

Senior Vice President  
Branch Manager

CityPlace I, 185 Asylum Street  
Hartford, CT 06103  
860 275-0755  
[Diane.Pacuk@morganstanley.com](mailto:Diane.Pacuk@morganstanley.com)



# Eversource's **Morton** helps shape CT's energy policies

By Wendy Pierman Mitzel  
Special to the Hartford Business Journal

**V**ery little can change at a public utility like Eversource without legislative approval. And that's where Peg Morton comes in.

As vice president of legislative affairs, Morton is one of the state's leading energy authorities involved in crafting major legislation pertaining to the delivery of electricity and natural gas services to New England consumers.

"I'm probably one of the luckiest people alive," says Morton, with 26 years at Eversource. "I love what I do, and I feel fortunate to have my job and work with people I do."

Morton, who says she thrives on chaos, spends long hours with her small team in legislative sessions and office meetings lobbying for myriad causes.

She has worked to champion and gain approval for numerous infrastructure improvements and, recently, her time has been spent fighting for funding for the Connecticut Energy Efficiency Fund, known as Energize CT, which uses a small charge on customer bills to fund energy-efficiency efforts.

It includes programs that allow for upgrades to LED lighting and provide rebates for switching to energy-efficient appliances. The state budget cut the program dramatically.

"We're trying to find a balance moving forward between utilizing renewable energy and keeping the lights on with fossil fuels," she says.

Morton's work at the state level also includes lobbying for legislation that allows for greater use of natural gas and wind and solar power.

Because Eversource is a public utility, any new project, change in power generation or rate adjustment, requires legislative or regulatory approval.

Not only does she work with the Connecticut legislature, but also legislatures in Massachusetts and New Hampshire.

Rodney Powell, Eversource's president of corporate citizenship, has worked with Morton for years.

"From industry restructuring, major asset sales, mergers and acquisitions, major storm disruptions to operational impacts on customers, Peg has not just seen but has been an integral part of 'fixing' the concerns and getting to the right solution," Powell said. "Leading the group that interfaces with the three state legislatures, and the vast array of both customers and special interest constituents of three states, requires a unique ability to hear the other person's perspective, interpret their concerns and match all that with the best



available outcome for our company. It's not an easy or enviable task."

Longtime friend and lobbyist Paddi LeShane says people are also drawn to Morton's sense of humor and energy.

"She takes what she does seriously, but not herself seriously," LeShane says. "She's a people person. She knows everyone comes to the Capitol with various opinions and Peg believes she can give them the information they need to see her side of things. She's a good educator."

Morton is often asked how she comes back from a really rough day of lobbying.

"You have to keep your wits about you, as my father used to say," she said. "People are people. They have opinions and you treat them with respect. Of course, there are times when you get in the car and bite the steering wheel and cry."

## Giving back

Morton says going back to college when her children were in high school worked to her advantage. She attended community college, then earned a scholarship to Wesleyan University.

**"I'm probably one of the luckiest people alive. I love what I do, and I feel fortunate to have my job and work with people I do."**

Although on track to become a teacher, she ended up working for the board of trustees of the Connecticut State Colleges, which later became the Connecticut State College and Universities system.

It was her first foray into policy-making.

While she had many male mentors, Morton did find it difficult to connect with the few other women in leadership positions.

"There was not an awful lot of women to ask questions to or for advice," she says. "The women weren't always helpful, and I decided I would try to never do that to anybody. If somebody

## Peg Morton

Vice President of Government Affairs

Eversource Energy

### What legacy do you want to leave after your career is over?

I know that I have had the privilege of working for the finest state institutions and, certainly, Eversource. My hope is that I leave with a reputation of being honest, loyal, respectful, knowledgeable and professional. I hope that my company feels that I have made a positive impact for our customers, my co-workers and Eversource in general.

I'm hopeful that those for whom I've worked and those I've worked with feel that I brought value, worked hard and smart with a deep sense of responsibility and integrity.

And, that working as a team, we have had success and made a positive difference.

### What are your keys to maintaining business success?

In my area of business as in all others, trust, integrity and loyalty are essential. Yes, knowing my business and knowing where and to whom to turn for answers is also essential, but building trusting relations is vital.

I have found that treating people fairly and with respect and really listening to what they say has helped me build long-lasting friendships and allies.

needed something, I should take the time to help them."

To that end, Morton is a constant supporter of women's groups, such as the Aurora Women and Girls Foundation, which conducts research and encourages philanthropy for women's causes, the Association of Women in Energy and the Connecticut Women's Council.

Morton serves on the board of the Bushnell Park Foundation, and supports Journey Home, a nonprofit to end homelessness in Hartford.

"Whenever there is a function or event, particularly one that supports women or girls, she is the first one to step up to buy a table or get other people to buy a table," says LeShane. "She goes beyond just being interested in a cause. She is always there for her friends and the folks she works with."

Morton admits it's a lot, still, when it comes to a work/life balance. A Middletown resident, she has two daughters and six granddaughters.

"If people feel like you really care about them and you will be there when they really need you, that's all you can do," she says.





**THIS WINTER TRUST**

THE **ALL NEW**  
EARLY WARNING

# PINPOINT DOPPLER



(LtoR)  
**SCOT HANEY,  
BRUCE DEPREST  
AND MARK DIXON**



# Paluch proves her leadership skills in male-dominated industry

By Holly M. LaPrade

Special to the Hartford Business Journal

*M*ost business owners have a difficult time admitting their weaknesses.

But for Krystyna Paluch, the ability to acknowledge that it is impossible to be an expert in everything has been the key to her success.

Paluch realized this truth after she was unexpectedly forced to take over as CEO of Phoenix Manufacturing Inc. in 2009, following the untimely death of her husband, who founded the company two decades earlier.

"I was kind of thrown into this position," Paluch said. "Very early on I knew I needed to surround myself with knowledgeable people in the industry."

Since that time Paluch has successfully led the Enfield-based aerospace components manufacturer. However, she is quick to point out her success would not be possible without the strong team standing beside her.

Glenn Ford, who was hired last year to serve as Phoenix's president, said Paluch's leadership ultimately led to the company's ability to flourish during a transition that could have resulted in its demise.

"Most people would have sold the company at that point in time and forgot about the folks who worked at the business; not Krys," Ford said.

According to Ford, Paluch decided to reach out to a key retired business leader for advice regarding how to sustain the company. Together, the pair grew a thriving business that today is well-regarded in the aerospace industry.

"She knew who to hire, and she followed the old adage: 'Hire people who are smarter than you are,'" Ford said. "Her greatest contribution was to understand the intricacies of contracts as well as her financial acumen."

Paluch readily acknowledges that running a business is not an easy task. Therefore, it is critically important to pick and choose the tasks that one is best at, and delegate the rest, she said.

"It's okay to give some of the responsibility to someone that is more talented than you," Paluch said.

Ford praised Paluch for her flexibility and adaptability.

"She's very adaptable to the ever-changing situations that occur in a volatile market," Ford said.

## Growing footprint, workforce

During her tenure, Paluch has made substantial strides in the company's growth. Under her leadership, Phoenix has built strong partnerships with companies such as United Technologies



**"I've always moved forward with my head held high. Don't let them know how much you sweat."**

Corp., Parker Aerospace and Pratt & Whitney. Most recently, Phoenix was awarded a significant long-term contract with UTC Aerospace Systems.

Phoenix's annual revenue has reached as high as \$17.5 million and recently dipped to last year's low of \$13 million, according to Ford.

"We anticipate sustained annual revenue growth starting in 2018 based on customer and product portfolio adjustments," Ford said.

Paluch has also steadily increased the size of the firm, including its facility and employee base. Phoenix currently employs a workforce of 57, an increase of 18 employees since

Paluch took over in 2009. In addition, Phoenix previously operated out of a 28,000-square-foot building, but relocated in 2017 to a 114,000-square-foot, state-of-the-art facility.

Paluch said she also recognizes the importance of maintaining close communication with her team in order to ensure high production standards and quality-control measures are accomplished.

"I attend daily meetings with the managers on the production floor to listen to the challenges they have and try to address problems and resolve issues together," Paluch said.

Another important aspect of Paluch's team-building activities is her commitment to grooming several key employees for their eventual ownership of the firm.

"It is a family business," Paluch said. "I have two children and they are very much interested in taking over and keeping the business moving forward."

Paluch acknowledged that being a woman in a male-dominated field has presented its share of challenges. However, she has not allowed that to deter her from success as a business leader.

## Krystyna Paluch

CEO

Phoenix Manufacturing Inc.

### What legacy do you want to leave after your career is over?

In running a family business the legacy is for my children to continue running the business with the same integrity and passion their father had when he started the company 29 years ago and I have continued for the last nine years.

Staying dedicated to the industry, adhering to their personal values and having compassion and understanding for their employees is a key.

### What are your keys to maintaining work/life balance?

Managing work and life doesn't come easy for business owners. All things related to the business can play on a constant loop in my head. It can be difficult to turn that off. I find occupying my mind with other activities helps control that. I literally include them in my calendar and stay true to it. Electronically disconnecting for the weekend is challenging but possible; I very seldom check my emails on weekends.

When planning longer time off I find the best practice is to buy an airplane ticket. No matter how busy I am at work, I find myself making that flight every time. There is something about that boarding time that makes it all possible.

"I've always moved forward with my head held high," she said. "Don't let them know how much you sweat. You are in the same boat; you are equal to them."

Paluch has also encountered a constant need to remain competitive in an industry that involves extremely complex and evolving technology.

Paluch explained that Phoenix uses a robotic technology system consisting of four machining centers attached to a robot that feeds and removes parts from each of the four centers.

"The machines run by themselves once they are loaded with raw material and will run 24/7 with minimal attention from the operator, but that operator needs to be qualified," Paluch said.

Paluch attributes Phoenix's success to the company's commitment to continually investing in new technology and retaining talented employees.

"We have to stay competitive, and we do that by innovation and change," she said. "All of that is in our everyday discussions; how can we build it faster but retain the quality because we can't cut corners in this industry."

HB



**SHE'S SPENT HER CAREER  
RECOGNIZING THE TALENT  
IN OTHERS.**

**WE'RE SO PROUD SHE'S BEING  
HONORED FOR HERS.**

*Marty Gervasi*  
Chief Human Resources Officer



Marty Gervasi gives 110 percent of herself in making sure our employees feel fulfilled at work every day. In the process, she's blazing a trail for breaking barriers and helping every one of our people reach their full potential. We couldn't be more proud of her accomplishments. Congratulations on your 2018 Women in Business award.

**Together We Prevail™**

The Hartford® is The Hartford Financial Services Group, Inc. and its subsidiaries. 18-0361 © March 2018 The Hartford



Business Insurance  
Employee Benefits  
Auto  
Home



**Congratulations to Laura Cruickshank, FAIA,  
UConn's Master Planner and  
Chief Architect, on being named a  
"2018 Remarkable Woman in Business"  
by the Hartford Business Journal.**

*Her vision, professionalism, drive, and  
exceptional leadership skills are an inspiration to other women  
pursuing careers in the design and construction industry*



[www.kbebuilding.com](http://www.kbebuilding.com)



# Ropka's 'unwavering curiosity' yields success in science and law

By Jayne Keedle

Special to the Hartford Business Journal

If genes carry intellectual and physical traits, then Stacie Ropka is genetically predisposed to be untiringly curious.

Her intellectual curiosity brought her first to science and then to the law. And although both fields are overwhelmingly male-dominated, she's never been deterred by the fact that she lacked a "Y" chromosome.

Not only is Ropka an accomplished scientist, she's a practicing intellectual property rights attorney and partner at Hartford law firm Axinn, Veltrop & Harkrider LLP. Both make her rare indeed.

A recent United Nations Women in Science report found just 30 percent of scientific researchers are women. Law360 reports that fewer than 35 percent of attorneys at law firms are women and only 19 percent are partners in boutique law firms.

Ropka has had success in two male-dominated fields — Profiles in Diversity Journal listed her as one of the and "Women Worth Watching in STEM" in 2017 — but she counts herself lucky for always having had a supportive and collegial work environment.

"Whenever it mattered, I never realized I was the only woman in a roomful of men," she says.

Ropka has a Ph.D. from SUNY Upstate Medical University in microbiology and immunology and an MBA, master's and bachelor's degrees from DePaul University. She was a researcher at Northwestern University and SUNY in the fields of neurology, virology and immunology, where she focused on the role immunity plays in motor neuron disease.

But while she relished running experiments, after two decades in a lab she decided it was time for a change.

So in 2005, she earned a law degree at Syracuse University College of Law and found a niche in patent law and intellectual property rights.

"I like the idea of bringing the science to the law," she says, although she notes it can be frustrating "because science is shades of gray and the law is black and white."

## Legal, scientific translator

Fresh out of law school, Ropka joined New Jersey intellectual property law firm Lerner David, ready to start her new career at the age of 44.

In 2007, she made the move to Axinn, Veltrop & Harkrider LLP, a boutique law firm with offices in Hartford, New York and Washington, D.C., that specializes in antitrust and intellectual property cases. Often these cases involve block-



buster drugs with hundreds of millions of dollars in product development and billions of dollars in sales at stake.

"Even when it's litigation, at the end of the day for the client it comes down to business," says Ropka, whose work includes helping people or companies get or defend patents or helping clients accused of infringing patents.

Most recently, she played a pivotal role in successfully representing generic drug manufacturers Teva Pharmaceutical Industries and Actavis Laboratories FL Inc., which both faced patent infringement lawsuits.

In this high-stakes field, Ropka's depth of scientific knowledge has been invaluable as the firm deals with cutting-edge biotech and pharmaceutical companies in complex patent litigation. She also provides extensive support for product development efforts, particularly those involving biologics and products that use adult stem cells.

"As the science becomes more complicated, you need a team of lawyers who have strong litigation skills and strong scientific skills and you put

"Whenever it mattered, I never realized I was the only woman in a roomful of men."

that all together and you get a good product in the end," says Ropka.

Having Ropka on the team is a bit like having a translator on staff. Because she's fluent in both science and the law, she knows what information will be most pertinent to the case and can help prepare scientific experts to give testimony in a way that a judge, or potentially a juror with no knowledge of science beyond perhaps high school biology, can understand.

"That's part of what we do, translating things into something that's accessible," says Ropka. "It's one of the strengths I bring to the table."

And when opposing counsel doesn't have the scientific facts straight, she knows it.

## Stacie L. Ropka

Partner

Axinn, Veltrop and Harkrider LLP

### What legacy do you want to leave after your career is over?

What is a legacy? Usually, our first thought centers on money and material things. But, as the wise Anonymous once said, "The real measure of your wealth is how much you'd be worth if you lost all your money." Intellectual curiosity, a collegial spirit and a strong work ethic are the 'wealth' I want to pass on to the next generation.

As a lawyer I have applied these principles to advocate for my clients and provide strategies that position them to achieve their overall business goals. These are the same principles I strive to pass on to those I mentor. My professional legacy will be determined by the success of those I have had the pleasure to advise and mentor.

### What are your keys to maintaining business success?

My law practice focuses on counseling and litigation involving complex biologic-based technologies. To bring value to the firm and our clients I keep abreast of both the technologies and how the law intersects with those technologies. As is true with most endeavors in life, achieving career success also necessitates a high degree of personal commitment and a positive approach.

"Her in-depth scientific background helps her to understand even the most complex and sophisticated technologies," said Chad Landmon, an Axinn partner and chair of the firm's intellectual property group. "She is truly expert in her ability to challenge arguments where opposing counsel falls short in providing information that is less than scientifically accurate."

Landmon also said Ropka has an "unwavering work ethic, intellectual prowess, charisma and approachable demeanor, legal acuity and business acumen," that make her a vital and respected team member.

In 2017, Ropka was promoted to partner of Axinn's intellectual property group.

She credits her success to "intellectual curiosity and stubbornness."

"I want to know the answer and I'm going to keep following leads," she said. "I go about proving my point. I'm not obnoxious about it. I develop experiments. I gather the facts and put them together and say, this supports a conclusion."

HBJ



Martha Gervasi

# re·mark·a·ble

adjective [ri-mahr-kuh-buh l]

worthy of being recognized as extraordinary



Marty's remarkable success as a business leader is matched by her extraordinary commitment to her alma mater, the University of Saint Joseph. As a member of the Board of Trustees and through outreach to students she demonstrates uncommon commitment to the university's mission. **Congratulations on this recognition from the HBJ, Marty!**



UNIVERSITY OF  
SAINT JOSEPH  
CONNECTICUT

## UNIVERSITY OF SAINT JOSEPH LOOKS TO THE FUTURE WITH FOUR NEW MAJORS.

FULL-TIME OR PART-TIME UNDERGRADUATE  
STUDENTS CAN PURSUE THEIR PASSION  
AND BECOME MORE MARKETABLE IN  
THEIR CHOSEN FIELD.



UNIVERSITY OF SAINT JOSEPH  
CONNECTICUT

[www.usj.edu](http://www.usj.edu)

### BIOINFORMATICS, B.S.

With a growing demand for college graduates who can solve complex problems in the bioscience field, students will take courses across mathematics, computer science, and biology to prepare for future careers.

### COMPUTER AND DATA SCIENCE, B.S.

With a focus on software development and data science, students will be at the forefront of innovative academic and professional trends, graduating prepared to meet future market needs.

### HEALTH SCIENCE, B.S.

Students can choose the interdisciplinary general program to prepare them for a variety of non-clinical health care careers or the seven-semester direct-entry Physician Assistant (PA) Studies track that guarantees admission to qualified students into USJ's graduate PA Studies program.

### SPORT MANAGEMENT AND PROMOTION, B.S.

Through a comprehensive curriculum founded in business administration and required internships, students prepare to succeed as business professionals in the global sports industry.



# Rossini is St. Francis Hospital and Medical Center Foundation's rainmaker

By Holly M. LaPrade

Special to the Hartford Business Journal

Lynn Rossini's secret to success in any profession is to execute your duties with passion and to build strong relationships in every aspect of your career.

"Be very passionate about what you do; and it's got to be sincere," Rossini said. "It's contagious, and people who work for you feel that. And I think that culture comes from the top and permeates throughout the entire organization."

Rossini embraces this philosophy in her role as vice president and chief development officer of the St. Francis Hospital and Medical Center Foundation. She was appointed to her post four years ago and is the first woman in the hospital's history to hold this position.

Rossini initially joined the St. Francis Foundation, which serves as the fundraising arm of the hospital, in 2009. She brought with her more than 25 years of experience in the development field, including stints at My Sisters' Place, YMCA and United Way.

In her present role, Rossini is responsible for expanding and promoting St. Francis' healing mission through relationship building, community visibility and fundraising.

During her tenure, Rossini has consistently exceeded the hospital's fundraising goals. At the end of last fiscal year, Rossini and her staff closed out the most successful year in the Foundation's history with contributions totaling over \$12.1 million.

One of the Foundation's most ambitious efforts is focused on raising funds to expand St. Francis' existing cancer-care infrastructure. The primary goal is to improve access to state-of-the-art treatment protocols, both on the main campus and throughout the Greater Hartford region.

The project has already started to progress in stages, beginning with the newly renovated inpatient oncology pavilion. Subsequent phases will include the creation of an access center in Glastonbury, an oncology and medical center in Enfield and an expanded cancer center within the next few years.

"There are lots of moving pieces," Rossini said. "We are trying to bring care closer to home for our patients and we are laser focused on what we are trying to accomplish."

According to Rossini, her team has raised over \$23 million for the overall project to date.

"Our goal is \$30 million, and I think we will exceed that," she said. "Our progress would not be possible without our partners in the community."

Rossini is also adamant that her col-



**"To know that I have made a person's life a little bit better, that I've created a beautiful and healing environment for them; all of those things are possible because of philanthropy."**

leagues receive equal credit for their contributions to the Foundation's achievements.

"It's not a one-person show, that wouldn't be fun or doable," Rossini said. "I have a great team of people that make good things happen and I'm just so proud of them."

## Democratic style

Catherine Limansky, director of

marketing and communications for Trinity Health Of New England, praised Rossini for the effectiveness of her management style.

"Lynn is a very outgoing and positive leader with a democratic style that encourages higher productivity, better contributions from her team members and increased group morale," Limansky said.

Limansky said Rossini's ability to nurture strong relationships with not only her staff and Foundation board members, but the community as a whole has played a major role in her success.

"The relationships that Lynn has built during her time at the helm of the Foundation are truly her most significant contribution," she said. "With all of the work she does, all of the relationships she builds, she is making a difference."

According to Limansky, Rossini and her team have developed partnerships with more than 8,000 donors, corporations, foundations, physicians, employees and event supporters.

Due to this achievement, the Foun-

## Lynn Rossini

Vice President, Chief Development Officer

St. Francis Hospital and Medical Center Foundation

### What are your keys to maintaining business success?

A constant thirst for knowledge and building trusting relationships is critical in maintaining business success.

With 10 service lines and hundreds of programs and services, we must be able to understand and articulate the life-saving role St. Francis Hospital and Medical Center plays in support of patients and the community.

Building trusting relationships is paramount. Our donors are 'our partners in care' and they want to see their investments at work.

We must be good stewards of their generous gifts.

### What are your keys to maintaining work/life balance?

Oh boy, that's a tough one but I am working on it. When you love your job, it does not seem like work.

However, I do understand the importance of a work/life balance. I love my family, especially my daughters, Katie, Lisa and Melanie (and my dog Finnigan).

I enjoy the outdoors, biking, traveling, the beach, and great food.

dation's two signature events, Swing and Miracles, experienced record-breaking attendance and surpassed fundraising goals last year.

"We've been able to increase philanthropy by about 500 percent," Rossini said. "But for me, it's not the dollars. For every dollar that we raise, I envision a person, a patient, a family. I envision someone being helped."

Rossini said she views her career as not just a job, but as a conduit to serving others and improving their quality of life.

Limansky echoed this sentiment, explaining that the funds raised by the Foundation provide vital equipment, research dollars, patient-centered care, family support, education, food for the hungry and critical care to the surrounding community.

"To know that I have made a person's life a little bit better, that I've created a beautiful and healing environment for them; all of those things are possible because of philanthropy," Rossini said. "I just feel really good about that and thank God for giving me the opportunity to do good work."

HBJ



# Congratulations to **Peg Morton**

Eversource Vice President of Government Affairs

---

*We applaud Peg and all the Women in Business Award winners.  
Together, we work with our communities for a better tomorrow.*

**EVERSOURCE**

Eversource.com

This ad paid for by Eversource shareholders.

# We had to stop her from negotiating this ad.

**Congratulations to Sara-Beth Donovan, Media Only's  
main maven, for receiving the Women in Business  
award. Your Mintz + Hoke family couldn't be happier.**



[mintz-hoke.com](http://mintz-hoke.com) | We don't do easy.

---

Advertising | Media | Digital | Branding | PR

**MINTZ+HOKE**



# Spears is a relentless advocate for arts in education

By Melissa Nicefaro

Special to the Hartford Business Journal

When Yolande Spears' mom bought an old violin in a pawn shop, Spears had a pretty good idea that her life was about to change. What she didn't know was how that introduction to music would go on to change countless lives in the Hartford area and beyond.

Spears is senior vice president of education and community initiatives at The Bushnell Center for the Performing Arts. As popular as the Bushnell is, what is not as well-known is the organization's nationally recognized role in education and community engagement, which transpired under the leadership of Spears during her 26-year tenure at the nonprofit arts venue.

Her daily goal is to provide underserved populations access to the performing arts. Though most of her efforts concentrate on the Greater Hartford area, she helped develop an executive arts management training program used by people as far away as China as she continues to be a relentless national advocate for the importance of arts in education.

A graduate of Fontbonne University in her hometown of St. Louis, Mo., Spears received her bachelor's degree in theater and communications. Before joining the Bushnell, she was in management positions at both Aetna and Travelers Cos. She joined The Bushnell in 1992.

Spears is known for "creating something from nothing" and calls that philosophy a driving force.

That was evident to her colleagues with her development of school-based, talent development and community programs in the Hartford region.

The Partners student program, for example, uses the arts to teach core curriculum with a focus on literacy and increasing appreciation of the arts. Over 1 million Hartford region students have participated. It is the recipient of numerous awards and recognitions from The National Endowment for the Arts, the U.S. Department of Education, the Connecticut Quality Innovative Award and the Connecticut Department of Education.

"Education is a part of the Bushnell's original 1919 charter," Spears said. "It's in our DNA, it has been from the very beginning."

Recently, Spears began to lead sensory awareness programs, in which environmental adjustments are made so that those diagnosed with autism or other sensitivities can enjoy the performing arts. In recognition of this work, The Broadway League selected



The Bushnell to be the first venue to roll out its Family First Night program, a national initiative designed to make Broadway programming accessible and affordable for underserved families.

"When I came here and started learning about the Bushnell as a venue, I knew I'd have to become a member of the community," Spears said. "And when you learn to work in a community, you have to learn to listen, it can't be about the organization and what we think people want."

She has a knack for listening to the populations she serves and developing programs and events that meet their needs. She calls it an opportunity to creatively create programming for children and bring the curriculum alive through artists.

What she loves most about her job is the opportunity to be an entrepreneur in an existing organization. "David Fay is very innovative and entrepreneurial and he has encouraged me to follow that philosophy," she says.

Fay, The Bushnell's president and CEO, said Spears has been invaluable to the organization.

**"Every time I go into a classroom, I look into the eyes of so many young geniuses, sitting there waiting for someone to help them turn on the light. The arts does that in a way that sometimes traditional ways of learning can't."**

In Nov. 2017, Spears was selected as one of six people in the country to receive the Milestone Award by the National Guild for Community Arts Education for her two decades of arts in education work. In 2006, she participated as a delegate in a trade mission to China. The Bushnell is now a major provider of education to members of the China

## Yolande Nicholson Spears

Senior Vice President,  
Education & Community  
Initiatives

The Bushnell Center for the  
Performing Arts

### What legacy do you want to leave after your career is over?

The legacy that I would hope to leave is centered on the arts, creativity and community building.

I want to be remembered as one of the many individuals who contributed ideas, hard work, creative energy and money to ensure that The Bushnell Center for the Performing Arts remains a dynamic and vibrant organization, still delivering its mission, for future generations over the next 100 years.

I want to be remembered as someone who was always seeking knowledge and understood that we can learn something positive from everyone. Someone who knew the value and importance of building a strong and sustainable local, national and global community, regardless of our background, race, ethnicity, gender or spiritual beliefs.

We can accomplish so much more for our communities when we work together.

Association of Performing Arts, who participate in a Spears-created executive arts management training program.

It is the way that Spears takes most everything she does to the next level that impresses Fay the most, he said. He shared a story of Spears' China visit.

"She did her research before she went and learned that gift-giving is an important part of the Chinese culture," he said. "She brought gifts from The Bushnell to give to anyone she met. She always goes beyond."

In 2012, Spears wrote a memoir about her own experiences as a child in an impoverished world in which music was her happy place. In "The Gift: How Music and Family Saved a Young Girl," Spears shares the deep impact music brought to her life and how it fueled her involvement in the arts. Today, what fuels her is the students that she reaches.

"Every time I go into a classroom, I look into the eyes of so many young geniuses, sitting there waiting for someone to help them turn on the light," she said. "The arts does that in a way that sometimes traditional ways of learning can't."



**AXINN**

▲ Antitrust  
▲ Intellectual Property  
▲ Litigation



## Axinn congratulates Stacie Ropka, Ph.D., J.D.

and all the recipients of the  
2018 Hartford Business Journal  
Women in Business Award

New York  
114 W 47th Street  
New York, NY 10036  
212.728.2200

Washington, DC  
950 F Street, NW  
Washington, DC 20004  
202.912.4700

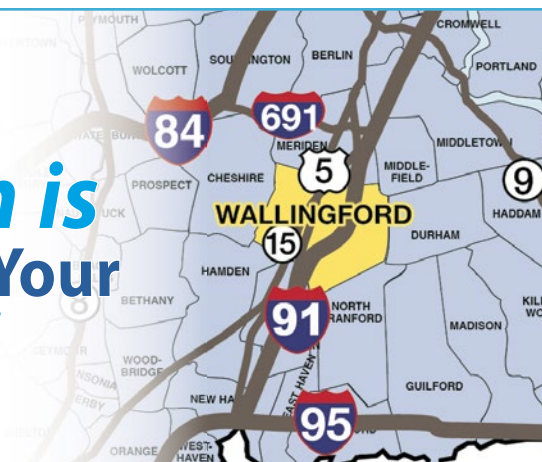
Connecticut  
90 State House Square  
Hartford, CT 06103  
860.275.8100

Axinn, Veltrop & Harkrider LLP

[Axinn.com](http://Axinn.com)

Because

# Location is Critical To Your Success!



- ✓ Over 50% of CT's Workforce is Within a 20 Minute Commute
- ✓ New Tax Incentives For Office Renovation / Development And Manufacturing
- ✓ Lowest Electric Rates In CT With Superior Reliability
- ✓ Searchable GIS For Commercial / Industrial Properties

**\* LOCATION • LOCATION • LOCATION \***

Improve Your Bottom Line Today!

203-294-2062  
[edc@wallingfordct.gov](mailto:edc@wallingfordct.gov) | [Plugin2Wallingford.com](http://Plugin2Wallingford.com)



**LAST CHANCE  
TO NOMINATE!**

## What does it take to be a top C-Suite Executive?

We are looking for pioneers, ground breakers, leaders,  
and visionaries in our community, **nominate today!**

**WWW.HARTFORDBUSINESS.COM/OUREVENTS**  
go to C-Suite Awards to nominate, **deadline April 9, 2018.**

PRESENTING SPONSORS:

COMCAST  
BUSINESS



EDUCATION LEADERSHIP SPONSOR:

**UConn**  
SCHOOL OF BUSINESS

EVENT SPONSORS:





THE LIST

# Largest women-owned businesses in Greater Hartford

(Ranked by number of local employees as of February 2018)

Rank	Company	Local employees/ Local offices	Total employees/ Total offices	Type of business	Women owner(s) and percent owned	Year founded
<b>1</b>	<b>Companions &amp; Homemakers</b> 613 New Britain Ave. Farmington, CT 06032 860-677-4948; www.companionsandhomemakers.com	2,260 5	4,877 11	Homecare service for older adults	Linda J. Grigerek 100%	1990
<b>2</b>	<b>Merry Employment Group Inc.</b> 1481 Pleasant Valley Road Manchester, CT 06042 860-561-1002; www.jobs-ct.com	1,200 3	1,800 4	Direct-hire, temporary staffing, payrolling and human-resource consulting	Sally Merry 100%	1963
<b>3</b>	<b>Charter Oak Building Maintenance Inc.</b> 1840 Silas Deane Highway Rocky Hill, CT 06067 860-632-5667; www.cobm.net	240 1	240 1	Facility maintenance and janitorial services	Kenia M. Thomas 51%	1988
<b>4</b>	<b>Carla's Pasta Inc.</b> 50 Talbot Lane South Windsor, CT 06074 860-436-4042; www.carlaspasta.com	231 1	247 1	Specialty frozen filled pasta and pesto manufacturer	Carla Squatrito 100%	1978
<b>5</b>	<b>Nursing Services Inc.</b> 21 High St. East Hartford, CT 06118 860-568-8881; www.nursingservicesinc.com	150 1	150 1	Licensed and certified home health care, companion, homemaking and chore services	Melissa Roming 45% Yvette Roming 45% Linda Tucker 5%	1980
<b>6</b>	<b>Companions for Living LLC</b> 312 N. Main St. West Hartford, CT 06117 860-882-0802; www.companionsforliving.com	143 1	143 1	Home care	Julianne Roth 100%	2005
<b>7</b>	<b>Euro-American Connections &amp; Homecare</b> 1436 Berlin Turnpike, Suite 1-A Berlin, CT 06037 860-829-0208; www.homecare4u.com	105 1	105 1	Homecare agency and registry	Maggie Drag 100%	1989
<b>8</b>	<b>Caring Solutions LLC</b> 5104 Bigelow Commons Enfield, CT 06082 860-745-4026; www.CTcaringsolutions.com	100 1	100 1	Home health care	Sandra Sargeant 100%	2000
<b>9</b>	<b>iTech Solutions Inc.</b> 20 Stanford Drive Farmington, CT 06032 860-674-1636; www.itechsolutions.com	69 1	172 1	Information technology staffing, consulting and recruiting services	Kay Lukas 100%	1995
<b>10</b>	<b>Andrew Associates Inc.</b> 6 Pearson Way Enfield, CT 06082 860-253-0000; www.andrewdm.com	60 1	60 1	Full-service direct marketing, advertising, and fulfillment services to health care, financial service, insurance, nonprofit and small business clients nationwide	Ginny Knapp Kristina Bazarian 53% combined	1985
<b>11</b>	<b>Adams &amp; Knight Inc.</b> 80 Avon Meadow Lane Avon, CT 06001 860-676-2300; www.adamsknight.com	58 1	59 1	Integrated marketing agency; strategic planning, advertising, branding, PR, social media, digital marketing for health care, financial services, consumer and leisure industries	Jill Adams 51%	1988
<b>12</b>	<b>Phoenix Manufacturing Inc.</b> 250 South Road Enfield, CT 06082 860-745-2080; www.phoenix-mfg-inc.com	57 1	57 1	Precision-machined aerospace components	Krystyna Paluch 100%	1989
<b>13</b>	<b>Al's Beverage Co.</b> 1-3 Revay Road East Windsor, CT 06088 860-627-7003; www.alsbeverage.com	50 1	67 3	Manufacturer and distributor of fountain soft drinks	Marjorie Feldman Wood 58% Additional women owners 12%	1996
<b>14</b>	<b>Infoshred</b> 3 Craftsman Road East Windsor, CT 06088 860-627-5800; www.infoshred.com	46 1	46 1	Confidential document destruction and records storage	Stacey J. Lombardo 100%	1997
<b>15</b>	<b>The Walker Group</b> 20 Waterside Drive Farmington, CT 06032 860-678-3530; www.TheWalkerGroup.com	40 1	40 1	Managed IT services, IT security, virtualization, wireless technologies, IT strategy/vCIO, cloud hosting, backup and disaster recovery, web design and managed digital presence	Katherine H. Emery 100%	1986
<b>16</b>	<b>John Michael Associates Inc.</b> 94 Holmes Road Newington, CT 06111 860-666-1414; www.jmalogos.com	39 1	40 1	Promotional merchandise marketing, branded merchandise, online-fulfillment programs, award and recognition programs, event and trade show marketing, kitting, importing and corporate branding	Sara K. Papa 51%	1980
<b>17</b>	<b>Cafe Louise LLC</b> 1156 New Britain Ave. West Hartford, CT 06110 (1) 860-561-0160; www.cafelouise.com	30 2	30 2	Catering company, restaurant and bar	Louise Albin 99%	1993
<b>17</b>	<b>Energy Efficiencies Solutions</b> 398 Palisado Ave. Windsor, CT 06095 860-690-5522; www.eesgogreen.com	30 3	30 3	Full-service energy conservation company providing services for single family, multifamily and commercial projects statewide	Leticia Colon de Mejias 95%	2010
<b>17</b>	<b>Technical Industries Inc.</b> 336 Pinewoods Road Torrington, CT 06790 860-489-2160; www.technicalindustriesinc.com	30 1	48 2	Extrusion, injection and blow molding	Susan O. Parent 51%	1994
<b>20</b>	<b>ACT Group</b> 20 Commerce Drive Cromwell, CT 06416 800-548-9929; www.goactgroup.com	28 1	28 1	Office equipment, 3D equipment and supplies and services, document-management services and managed-print services	Cindi Gondek 51%	1974
<b>21</b>	<b>Away To Go Party Rentals &amp; Decorating Services</b> 2592 Berlin Turnpike Newington, CT 06111 860-372-4569; www.awaytogodesigns.com	25 1	25 1	Party rental, balloons and linens, table and chair cover specialist, centerpieces, party merchandise, back drop, and Throne Chair delivery and pickup	Diane Johnson 100%	1996
<b>21</b>	<b>TCA Consulting Group Inc.</b> 39 New London Turnpike, Suite 220 Glastonbury, CT 06033 860-657-8411; www.tcagroup.com	25 1	100 2	Staffing and temporary help	Dorothy Cassandra 70% Gayle Adam 10% Kelly Beard 10%	1987
<b>23</b>	<b>Sandair Systems Inc. dba Mainfreight USA</b> 460 Hayden Station Road Windsor, CT 06095 860-687-6946; www.mainfreightusa.com	24 1	24 1	Global logistics company providing domestic and international services including ocean, air, rail and truck, and customs brokerage and warehousing	Joann H. Sandler 100%	1991
<b>24</b>	<b>IQ Telecom</b> 78 Beaver Road Wethersfield, CT 06109 860-882-0500; iqt360.com	20 1	50 2	Full-service telecommunications, life cycle management from procurement to payment	Ann Flynn 75% Susan King 25%	2001

Source: Each company via survey.

Notes: The state defines a woman-owned business as one that is at least 51 percent owned by one or more women. In the case of a publicly owned business, at least 51 percent of the stock is owned by one or more women and the management and daily operations are controlled by one or more women. Post Road Stages of South Windsor has changed ownership such that Priscilla Snow is no longer majority owner. The company is no longer women-owned, however it is still family-owned. Actûrus of Farmington was sold to MetrixLab US in Oct. 2017 and is no longer women-owned. CART=communication access realtime translation, IT= information technology, vCIO=virtual chief information officer

(1) With a second location at 111 Golf St., Newington; phone 860-666-5600.

—Compiled by Heide Martin.



# WOMEN IN BUSINESS AWARDS

## Join us on April 30th!

We are recognizing 8 inspirational women at the 2018 Annual Women in Business Awards. These women have mastered their industries and are admired by the business community. Please join us in celebrating the feats of these strong and remarkable business women.

Go to [www.HartfordBusiness.com/ourevents](http://www.HartfordBusiness.com/ourevents) to register for this event. To purchase a table for this event, please contact Shannon Vincelette at 860-236-9998 x122 or [svincelette@hartfordbusiness.com](mailto:svincelette@hartfordbusiness.com).

## [ KEYNOTE ]

# CARLA HARRIS

Vice Chairman, Managing Director  
and Senior Client Advisor, Morgan Stanley

Carla Harris is Vice Chairman of Wealth Management and Senior Client Advisor at Morgan Stanley. She was Chair of the Morgan Stanley Foundation from 2005 to 2014, and sits on the boards of several community organizations. In August 2013, Carla was appointed by President Barack Obama to chair the National Women's Business Council. She is a gospel recording artist and a popular public speaker who gives impactful career guidance to corporate audiences based on her book, "Expect to Win." Carla joined Morgan Stanley in 1987 after completing an AB in economics from Harvard University and an MBA from Harvard Business School.

To learn more about Carla please go to her website:  
<http://carlaspearls.com/about-carla/>



#### PRESENTING SPONSORS:

COMCAST  
BUSINESS



#### EVENT SPONSOR:

Simione Macca & Larrow  
CERTIFIED PUBLIC ACCOUNTANTS AND BUSINESS ADVISORS

#### EDUCATION LEADERSHIP SPONSOR:

UConn  
SCHOOL OF BUSINESS

#### KEYNOTE SPONSOR:

Morgan Stanley

#### EXCLUSIVE MEDIA SPONSOR:

EYEWITNESS  
NEWS  
wfsb.com

#### EVENT PARTNERS:







**THE MOST AWARDED OFFICE  
EQUIPMENT DEALER ON  
THE EAST COAST**

WE ARE  
**NWBOC**<sup>®</sup>  
WBE CERTIFIED



Multifunction Printers  
Workflow Automation  
Data Capture Devices  
Interactive Whiteboards  
3D Printers & 3D Scanners  
3D Technical Services



**20 Commerce Drive | Cromwell, CT | [www.goACTgroup.com](http://www.goACTgroup.com)**