

# NORWALK DEVELOPMENT AGENCY

**CHAIRMAN**  
Felix R. Serrano

**COMMISSIONERS**  
Lisa M. Cooper  
John E. Igneri  
William R. Speirs  
David G. Westmoreland

**EXECUTIVE DIRECTOR**  
Brian T. Bidolli

TO: MEMBERS, NORWALK REDEVELOPMENT AGENCY

FROM: FELIX R. SERRANO, CHAIRMAN

DATE: MARCH 6, 2020

RE: MEETING NOTICE

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The next Meeting of the Norwalk Redevelopment Agency will be held on Tuesday, March 10, 2020 at 5:30 p.m. at 3 Belden Avenue, First Floor.

**MARCH 10, 2020  
5:30 P.M.  
REGULAR MEETING  
A G E N D A**

CALL TO ORDER

ROLL CALL

PUBLIC PARTICIPATION

**I. ADMINISTRATION**

1. APPROVAL OF MINUTES
  - i. Approve Minutes of the February 11, 2020 Regular Meeting
2. FINANCE
  - i. Approve Norwalk Redevelopment Agency Operating Revenue and Expenditure Statement for January 31, 2020.

**II. BUSINESS**

1. REHABILITATION LOAN.
  - i. Approve Residential Rehabilitation Loan #4502 as recommended by the loan committee.
  - ii. Authorize Brian T. Bidolli, Executive Director to execute related loan documents and contracts for Residential Rehabilitation Loan #4502

2. STRATEGIC PLAN UPDATE

- i. Approve not to exceed budget of \$25,000 to select Consultants for the agency strategic plan and marketing.
- ii. Authorize Brian T. Bidolli, the Executive Director to execute contracts with selected vendors, for an amount not to exceed \$25,000.

**III. EXECUTIVE SESSION**

1. Discussion and update on litigation titled City of Norwalk and City of Norwalk Redevelopment Agency vs. ILSR Owners, LLC and Wall Street Opportunity Fund LLC, which is currently pending in the Stamford-Norwalk Judicial District at Stamford.

**IV.** Possible action related to III.1.

**V. NEW BUSINESS**

**VI. OLD BUSINESS**

ADJOURNMENT

**CITY OF NORWALK  
NORWALK REDEVELOPMENT  
AGENCY  
FEBRUARY 11, 2020**

**ATTENDANCE:** Felix Serrano, Chair; Lisa Cooper, William Speirs, David Westmoreland (via telephone)

**COUNSEL:** Marc J. Grenier, Esq.

**STAFF:** Brian Bidolli, Executive Director; Eugenia Lupinski,

**OTHERS:** Robert Gryzwacz, DeCarlo & Doll; Harrison Gill, Gill & Gill; Michael Rodor, Gill & Gill

**I. CALL TO ORDER**

Mr. Serrano called meeting to order at 5:30 p.m.

**II. ROLL CALL**

A quorum was present

**III. PUBLIC PARTICIPATION**

There was no action on this item.

**IV. ADMINISTRATION**

1. Approval of Minutes

- i. Approve minutes of the January 14, 2020 Regular Meeting

Mr. Serrano noted that there was not a quorum of those commissioners who had attended the meeting to approve the minutes

**\*\*MS. COOPER MOTIONED TO TABLE THE APPROVAL OF THE MINUTES**

**\*\*MR. SPEIRS SECONDED**

**\*\* THE MOTION PASSED UNANIMOUSLY**

2. Finance

i. Approve Norwalk Redevelopment Agency Quarterly Revenue and Expenditures Statements and Balance Sheets for all funds for Year-to-Date December 31, 2019

Ms. Lupinski gave a report for all funds, she said;

- The Operating Fund had revenues of \$706,000 versus a budget of \$744,000 which resulted in an unfavorable variance of \$38,000 which was due to lower CBDG drawdowns which was being resolved.
- Actual legal expenses were \$171,000 versus a budget of \$9600 which resulted in an unfavorable variance of \$161,000 due to the Wall Street litigation.
- Total operating expenses were \$792,000 versus a budget of \$744,000 which resulted in an unfavorable variance of \$38,000.
- The Operating Deficit of \$76,000 versus the break-even of the bottom line, resulted in an unfavorable variance of \$76,000.
- The balance sheet had \$6,500,000 in cash, accounts receivable due from other funds and property and equipment. Loans receivable and other assets totaled \$219,000.
- There was \$2,349,000 in deferred revenue, which would be earned when expensed and \$3,586,000 in total net assets.
- The Brookfield Operating fund had \$86,000 in both revenues and expenses which resulted in a break even.
- The balance sheet for the Brookfield Operating fund had \$520,000 in both assets and liabilities.
- The CDGB revolving loan fund had \$14,400 in interest income from notes receivable and \$3,500 of expenses which resulted in an operating surplus of \$10,900.
- The balance sheet had \$749,000 in cash and due from other funds, \$280,000 in net loans receivable, \$526,000 in liabilities and \$503,000 in total net assets.
- The CDGB non-revolving fund had revenues of \$151,000 and program expenses of \$322,000 which resulted in an operating deficit of \$171,000. This amount had been reimbursed and drawn down from CDGB in January.
- The balance sheet had \$196,000 in cash and due from other funds, \$92,000 in net loans receivable and \$288,000 in total liabilities and net assets.
- The Agency Project and Program fund had \$1,995,000 in revenue and \$2,000,064 in expenses which resulted in an operating deficit of \$70,000. This would be a break even after grant billing
- The balance sheet had \$676,000 in cash, receivables and due to other funds; and \$676,000 in total liabilities and net assets.

**\*\*MS. COOPER MOTIONED TO APPROVE THE NORWALK REDEVELOPMENT AGENCY QUARTERLY REVENUE AND EXPENDITURES STATEMENTS AND BALANCE SHEETS FOR ALL FUNDS FOR YEAR-TO-DATE DECEMBER 31, 2019**

**\*\*MR. SPEIRS SECONDED**

**\*\* THE MOTION PASSED UNANIMOUSLY**

- ii. Renew Agency's \$2 million secured line of credit with People's United Bank

Mr. Bidolli stated that the Agency had had a business line of credit with Peoples United bank since 2011. He has requested that it be renewed for a three-year term until February 8, 2023. The line of credit would only be used for Agency capital expenses as needed and after approval by the Commissioners. All terms and conditions remained the same.

Mr. Speirs asked how often the Agency has used the line of credit, and Ms. Lupinski said that the Agency used the line of credit once in 2011 regarding the purchase of condominiums. She said that the only time there would be a fee was if the Agency utilized the line of credit and that there was no fee involved in renewing it.

**\*\*MS. COOPER MOTIONED TO APPROVE RENEWAL OF THE AGENCY'S SECURED LINE OF CREDIT WITH PEOPLE'S UNITED BANK TO FEBRUARY 8, 2023.**

**\*\*MR. SPEIRS SECONDED**

**\*\* THE MOTION PASSED UNANIMOUSLY**

#### **IV. BUSINESS**

##### 1. Leonard Street design review

- i. Approve the final project site design for 9-13 Leonard Street as consistent with the design guidelines set forth in the Wall Street-West Avenue Redevelopment Plan, as recommended by the Third-Party Design reviewer, DeCarlo & Doll.

Mr. Bidolli said that they were looking at the design which had been reviewed by a third party, he noted that they recommended approval based on the consistency with the plans.

Harrison Gill of Gill and Gill Architects introduced himself and Robert Gryzwacz of DeCarlo and Doll who had been retained to act as the third party. He noted that his company formerly conducted design reviews, and that they found this process different and more thorough because of the involvement of Planning and Zoning.

He said that the building was located on Leonard Street behind the Isaac Street Parking Lot. He said it was a marginal through street with a lot of light industrial and old housing stock. He said this proposed building would be an improvement to the area.

Mr. Gill said the building was smaller than the one on the corner of West Avenue and Leonard Street. He also noted that because of the review, his client had upgraded the materials substantially for the building.

He noted that zoning would allow for 32 dwelling units, and this design proposes 26 dwelling units. He said that the Floor Area Ratio was 3.0, which based on the 16,000 square footage for this which meant a 48,000 square foot building could be built rather than the proposed 40,000 square foot building. He said that the site was difficult because of the shape of the lots.

Mr. Gill said that the building met the affordable housing standards, and that the building was designed to create a more generous sidewalk to meet landscaping suggestions. He discussed the design of the canopy over the main entrance.

Mr. Serrano asked Mr. Gryzwacz to talk about his review process. Mr. Gryzwacz referred to his report which went systematically through the review process, including compliance with Planning and Zoning as well as the Wall Street-West Avenue Design guidelines.

Mr. Gryzwacz went over his report and noted that the application met the Agency Design Guidelines.

Mr. Serrano asked if there was anything still pending. Mr. Gryzwacz said that there was some clarification that would need to come from the building permit process.

Mr. Serrano asked who monitored the building to ensure that the materials in the design would be used during the building project. Mr. Bidolli said the building inspector would be responsible to ensure compliance with what is being approved

Mr. Speirs asked about parking and asked if it extended behind the building.

Mr. Gill noted that it was a mixed-use building with 1000 square feet of retail space. He said that there was a double loaded parking lot behind the building, with one vehicle entrance and exit. He said the assumption was that the residents would not be parked there during business hours, so the businesses could use the spaces in accordance with the Zoning regulations.

Ms. Cooper asked if parking was assigned. Mr. Gill said that it would be a decision made by building management.

Mr. Westmoreland asked about the use of the space on the fifth floor where the design stepped back. Mr. Gill said there were two apartments, as well as space for a gym, gathering space and bathrooms. He said that his client had removed front windows, because of a terrace on the fourth floor. He said the fifth floor would get natural light from the north and west sides.

Mr. Westmoreland asked if the exterior light fixtures were dark sky compliant? Mr. Gill said yes, full cutoff.

**\*\*MR. COOPER MOTIONED TO APPROVE THE PROPOSED DESIGN FOR 9-13 LEONARD STREET AS CONSISTENT WITH THE DESIGN GUIDELINES SET FORTH IN THE WALL STREET-WEST AVENUE REDEVELOPMENT PLAN, AS RECOMMENDED BY THE THIRD PARTY DESIGN REVIEWER, DECARLO & DOLL.**

**\*\*MR. SPIER SECONDED**

**\*\* THE MOTION PASSED UNANIMOUSLY**

## 2. LEASEHOLD IMPROVEMENTS

- i. Approve budget allocation for Leasehold Improvements in the amount of \$25,000.

Mr. Bidolli noted that the first floor of the building needed some aesthetic and functional improvements and he further discussed the scope of proposed work.

The Agency was requesting \$25,000, to cover the \$21,000 scope of work, with a small contingency. He indicated the work would be completed before the next Agency meeting.

- ii. Approve the Executive Director to execute a contract with selected vendors for office Leasehold Improvements.

**\*\*MR. SPEIRS MOTIONED TO APPROVE THE BUDGET ALLOCATION FOR LEASEHOLD IMPROVEMENTS IN THE AMOUNT OF \$25,000 AND THE EXECUTIVE DIRECTOR TO EXECUTE A CONTRACT WITH SELECTED VENDORS FOR LEASEHOLD IMPROVEMENTS.**

**\*\*MS. COOPER SECONDED**

**\*\* THE MOTION PASSED UNANIMOUSLY**

## 3. Review of strategic plan work program

Mr. Bidolli discussed his thoughts on a strategic plan for the Agency. He said that the work program would follow a discovery, design and deployment strategy, with City and community input.

He provided an overview of the project scope, and indicate the effort would be focused on implementation and performance monitoring of previously identified redevelopment projects. He said that his goal was to have the planning program complete by the end of June, and requested the Commissioners provide input regarding key individuals to reach out to during the planning process.

Mr. Serrano asked the Commissioners to email Brian regarding any thoughts and/or ideas that they may have about the process

Ms. Cooper said that she appreciated the community participation plan, because that was crucial.

Mr. Westmoreland asked if Mr. Bidolli was comfortable running this process or if he needed consultants. Mr. Bidolli said that he thought it can be done internally given his experience, and the plans focus on implementation of existing plans which are the result of significant level public outreach. He indicated an a la carte approach to consulting services would be favorable to support plan development to manage costs while expanding the existing capacity of the agency.

Mr. Westmoreland said that he wanted to ensure that they step back and look at how the Agency relates to the City and vice versa. He said he wanted to ensure that they stepped back and looked at it objectively. Mr. Bidolli said he had considered that, and intended to utilize the technical advisory committee to obtain such input.

Mr. Bidolli said that at the March meeting he would bring a revised approach with specific proposals for consideration.

#### 4. Wheels 2u

i. Approve the extension of the Marketing and Communications Contract with Silver Creative Group for the Microtransit program in an amount not to exceed \$60,000 through June 30, 2020 from Fund 115.

Mr. Bidolli said that as part of the mall project, there had been a budget allocation to provide marketing for Wheels 2u. He said the contract would have to be renewed, and that he met with the vendor in advance of the meeting to review the contract to examine the budget in detail.

He said additional review would be necessary to determine the marketing support they were receiving, but in order to not disrupt marketing efforts in the interim, he was recommending a six-month extension, for \$60,000.

Mr. Serrano noted that it would be helpful to get metrics and other feedback from this review in the six month extension.

**\*\*MR. SPIER MOTIONED TO APPROVE THE EXTENSION OF THE MARKETING AND COMMUNICATIONS CONTRACT WITH SILVER CREATIVE GROUP FOR THE MICROTRANSIT PROGRAM IN AN AMOUNT NOT TO EXCEED \$60,000 THROUGH JUNE 30, 2020 FROM FUND 115.**

**\*\*MS. COOPER SECONDED**

**\*\* THE MOTION PASSED UNANIMOUSLY**

### **III. EXECUTIVE SESSION**

i. Discussion and update on litigation titled City of Norwalk and City of Norwalk Redevelopment Agency vs. ILSR Owners, LLC and Wall Street Opportunity Fund LLC, which is currently pending in the Stamford-Norwalk Judicial District at Stamford and Discussion related to Agency personnel matters/claims

City of Norwalk

Redevelopment

Agency

February 11. 2020

ii. Discussion related to Agency personnel matters/claims

**\*\*MR. SPIER MOTIONED TO GO TO EXECUTIVE SESSION FOR DISCUSSION AND UPDATE ON LITIGATION TITLED CITY OF NORWALK AND CITY OF NORWALK REDEVELOPMENT AGENCY VS. ILSR OWNERS, LLC AND WALL STREET OPPORTUNITY FUND LLC, WHICH IS CURRENTLY PENDING IN THE STAMFORD-NORWALK JUDICIAL DISTRICT AT STAMFORD AND DISCUSSION RELATED TO AGENCY PERSONNEL MATTERS/CLAIMS**

**\*\*MR. COOPER SECONDED**

**\*\* THE MOTION PASSED UNANIMOUSLY**

The meeting went into executive session at 6:30pm.

**\*\*MS. COOPER MOTIONED TO COME OUT OF EXECUTIVE SESSION**

**\*\*MR. SPEIR SECONDED**

**\*\*THE MOTION PASSED UNANIMOUSLY**

The meeting came out of executive session at 7:15pm. No action was taken in Executive Session.

#### **V. NEW BUSINESS**

Mr. Grenier stated that the executive director had requested a new business item be added to the Agency agenda regarding the authorization of the 6 Arch Street rehabilitation project. He noted that a 2/3 vote of the Commissioners present to approve adding the item to the Agenda.

**\*\*MS. COOPER MOTIONED TO ADD THE AUTHORIZATION OF CONTRACT EXECUTION FOR 6 ARCH STREET REHAB PROJECT TO BE ADDED TO THE AGENDA**

**\*\*MR. SPIERS SECONDED**

**\*\* THE MOTION PASSED UNANIMOUSLY**

Mr. Bidolli said this was a time sensitive item. He said it was a request for architectural services for the proposed rehabilitation. He said an authorization was needed to approve architectural services in the amount of \$8,240, and he suggested that the Commissioners approve \$10,000 to cover any minor contingencies

**\*\*MR. SPEIR MOTIONED TO AUTHORIZE THE EXECUTIVE DIRECTOR TO EXECUTE THE PROPOSED CONTRACT WITH GILL AND GILL ARCHITECTS, LLC NOT TO EXCEED \$10,000.**

**\*\*MR. SPIERS SECONDED**

**\*\* THE MOTION PASSED UNANIMOUSLY**

**VI. OLD BUSINESS**

There was no action on this item.

**\*\*MS. COOPER MOTIONED TO ADJOURN**

**\*\*MR. SPEIR SECONDED**

**\*\* THE MOTION PASSED UNANIMOUSLY**

The meeting adjourned at 7:20 p.m.

Respectfully submitted,

L. Grassilli  
Telesco Secretarial Services

**Norwalk Redevelopment Agency**  
**Explanation of Statement of Revenues & Expenditures**  
**Year-To-Date January 31, 2020**

- Operating Fund 100 had revenues of \$864,939 versus budgeted revenues of \$867,865 with an unfavorable variance of \$2,925.
- Operating Fund 100 had total expenditures of \$965,067 versus budgeted total expenditures of \$879,496 resulting in an unfavorable variance of \$85,571.
- There is an actual operating deficit of \$100,128 versus a budgeted operating deficit of \$11,632 resulting in an unfavorable variance of \$88,496.

**Norwalk Redevelopment Agency Inc.**  
Statement of Revenues and Expenditures - Board Rev & Exp Comparison-YTD, Budget, Prior YTD  
100 - NRA Operating - Fund 100  
From 7/1/2019 Through 1/31/2020  
(In Whole Numbers)

	YTD Actual	YTD Budget	YTD Variance	Prior YTD Actual	Annual Budget	Annual Budget \$ Remaining
<b>REVENUES</b>						
<b>Grant Revenues</b>						
Grants - City Positions	84,175	84,177	(2)	220,353	144,304	60,129
Grants - NRA Project Funds	480,262	480,260	2	532,567	823,303	343,041
Grants - CDBG City Neighborhoods	141,466	145,250	(3,784)	153,815	249,000	107,534
Grants - CDBG Program Admin	110,652	104,689	5,963	110,831	179,467	68,815
Grants - Other	3,280	30,896	(27,615)	9,427	52,964	49,684
<b>Total Grant Revenues</b>	<b>819,835</b>	<b>845,272</b>	<b>(25,437)</b>	<b>1,026,993</b>	<b>1,449,038</b>	<b>629,203</b>
<b>Other Revenues</b>						
Interest Income from Notes	6,752	1,262	5,490	11,432	2,163	(4,589)
Interest Income - Other	17,424	19,059	(1,635)	19,753	32,673	15,249
Miscellaneous Revenues	459	2,272	(1,813)	6,033	3,894	3,435
Rental Income	20,470	0	20,470	0	0	(20,470)
<b>Total Other Revenues</b>	<b>45,104</b>	<b>22,593</b>	<b>22,512</b>	<b>37,219</b>	<b>38,730</b>	<b>(6,374)</b>
<b>Total REVENUES</b>	<b>864,939</b>	<b>867,865</b>	<b>(2,925)</b>	<b>1,064,212</b>	<b>1,487,768</b>	<b>622,829</b>
<b>EXPENDITURES</b>						
<b>Personnel</b>						
Salaries	460,025	540,865	80,840	603,635	907,258	447,233
Taxes & Benefits	177,894	182,455	4,561	211,129	312,780	134,886
<b>Total Personnel</b>	<b>637,919</b>	<b>723,320</b>	<b>85,401</b>	<b>814,764</b>	<b>1,220,038</b>	<b>582,119</b>
<b>Administrative Expenses</b>						
Professional Fees - Legal	206,686	11,250	(195,436)	199,300	19,286	(187,400)
Professional Fees - Other	7,292	9,472	2,180	7,000	16,237	8,945
Consultants/Contracted Svcs	22,500	2,152	(20,348)	0	3,689	(18,811)
Occupancy	62,012	61,417	(595)	0	105,287	43,275
Office Expenses	12,982	20,320	7,339	12,404	34,835	21,853
Insurance	340	10,125	9,785	0	17,357	17,017
I.T. Expense	5,336	11,229	5,892	7,063	19,249	13,913
Training	4,073	10,198	6,126	6,811	17,483	13,410
Agency Marketing	5,795	17,617	11,822	3,944	30,200	24,405
Miscellaneous	132	2,396	2,264	260	4,107	3,975
<b>Total Administrative Expenses</b>	<b>327,148</b>	<b>156,176</b>	<b>(170,972)</b>	<b>236,781</b>	<b>267,730</b>	<b>(59,418)</b>
<b>Total EXPENDITURES</b>	<b>965,067</b>	<b>879,496</b>	<b>(85,571)</b>	<b>1,051,545</b>	<b>1,487,768</b>	<b>522,701</b>
<b>NET OPERATING SURPLUS/(DEFICIT)</b>	<b>(100,128)</b>	<b>(11,632)</b>	<b>(88,496)</b>	<b>12,667</b>	<b>0</b>	<b>100,128</b>

**Norwalk Redevelopment Agency Inc.**  
**Statement of Revenues and Expenditures**  
100 - NRA Operating - Fund 100  
From 1/1/2020 Through 1/31/2020  
(In Whole Numbers)

	<u>Month Actual</u>	<u>Month Budget</u>	<u>Month Variance</u>	<u>Prior Year Month</u>
<b>REVENUES</b>				
Grant Revenues				
Grants - City Positions	12,025	12,025	(0)	31,479
Grants - NRA Project Funds	68,601	68,609	(8)	64,081
Grants - CDBG City Neighborhoods	51,479	20,750	30,729	27,123
Grants - CDBG Program Admin	22,342	14,956	7,387	14,604
Grants - Other	0	4,414	(4,414)	433
<b>Total Grant Revenues</b>	<u>154,447</u>	<u>120,753</u>	<u>33,694</u>	<u>137,720</u>
Other Revenues				
Interest Income from Notes	884	180	704	10,101
Interest Income - Other	1,809	2,723	(913)	3,429
Miscellaneous Revenues	0	325	(325)	0
Rental Income	1,978	0	1,978	0
<b>Total Other Revenues</b>	<u>4,672</u>	<u>3,228</u>	<u>1,444</u>	<u>13,531</u>
<b>Total REVENUES</b>	<u>159,119</u>	<u>123,981</u>	<u>35,139</u>	<u>151,251</u>
<b>EXPENDITURES</b>				
Personnel				
Salaries	87,067	87,236	170	95,451
Taxes & Benefits	31,171	26,065	(5,106)	35,672
<b>Total Personnel</b>	<u>118,238</u>	<u>113,301</u>	<u>(4,937)</u>	<u>131,122</u>
Administrative Expenses				
Professional Fees - Legal	35,614	1,607	(34,007)	44,323
Professional Fees - Other	1,042	1,353	311	1,000
Consultants/Contracted Svcs	17,500	307	(17,193)	0
Occupancy	7,442	8,774	1,332	0
Office Expenses	2,239	2,903	664	3,486
Insurance	0	1,446	1,446	0
I.T. Expense	295	1,604	1,309	596
Training	826	1,457	631	1,124
Agency Marketing	140	2,517	2,377	1,995
Miscellaneous	0	342	342	0
<b>Total Administrative Expenses</b>	<u>65,098</u>	<u>22,311</u>	<u>(42,787)</u>	<u>52,524</u>
<b>Total EXPENDITURES</b>	<u>183,336</u>	<u>135,612</u>	<u>(47,724)</u>	<u>183,646</u>
<b>NET OPERATING SURPLUS/(DEFICIT)</b>	<u>(24,216)</u>	<u>(11,632)</u>	<u>(12,585)</u>	<u>(32,395)</u>

# NORWALK DEVELOPMENT AGENCY

**CHAIRMAN**  
Felix R. Serrano

**COMMISSIONERS**  
Lisa M. Cooper  
William R. Speirs  
John E. Igneri  
David G. Westmoreland

**EXECUTIVE DIRECTOR**  
Brian T. Bidolli

**TO: COMMISSIONERS OF THE NORWALK REDEVELOPMENT AGENCY**

**FROM: STEPHEN IVAN, HOUSING DEVELOPMENT PROJECT MANAGER**

**DATE: March 5, 2020**

**RE: RESIDENTIAL REHABILITATION LOAN #4502**

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## **Loan Overview**

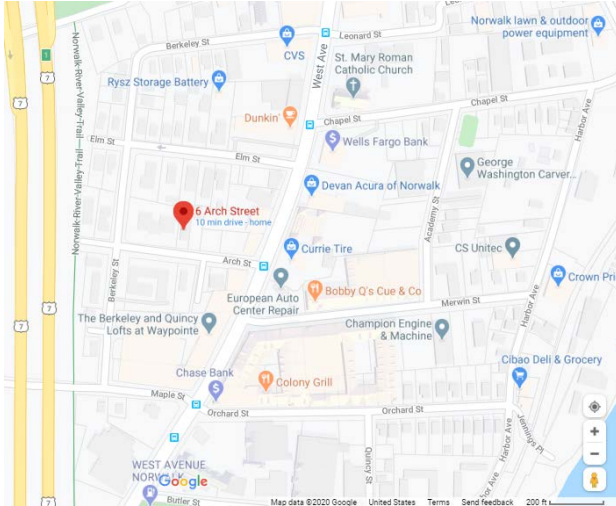
Norwalk Mutual Housing Inc. has applied for a loan to rehabilitate their property located at 6 Arch Street, Norwalk, CT 06850. The structure is a 4,573 square foot multi-family building constructed in 1887. Norwalk Mutual Housing acquired the property in 2006 and uses the six unit building to house five extremely low income individuals and has a sixth vacant unit that requires repairs before the unit is occupied. Norwalk Mutual Housing plans to renovate the vacant unit with their own funding, which will contribute another \$663 per month to their income. There is a detached, two unit structure on the property that brings the unit total to eight units. There will be no work performed on the detached structure. Norwalk Mutual Housing will use the loan to rehabilitate the deteriorating façade of the building and replace the roof.

The scope of work developed by the Housing Development Project Manager and Gill and Gill Architects consists of removing existing siding, exterior trim work, and roof and replacing them with new, in-kind material to preserve the historical architecture of the house. Please see the attached document (Attachment B) for the project specifications and additional photos. The proposed loan is for \$287,500, which includes 15% contingency funds for anticipated additional work likely to be discovered once demolition begins.

The loan committee has reviewed the loan and approved to forward the project to the Agency's Board of Commissioners for review. Upon Agency approval of the loan package, the loan will be presented to the Norwalk Mutual Housing Board of Directors for their approval. Staff will receive formal approval and documentation from Norwalk Mutual Housing's Board once the loan is approved. Should the loan not be approved by their board the loan contract will not be executed. The federally required review by the State Historic Preservation Office is also pending. Their eligible response period will end on March 20, 2020.

## **Location Details**

The property is located at 6 Arch Street, Norwalk, CT 06850.



**Image 1** – Map of property location



**Image 2** – Image of home

## **Current Conditions and Scope of Work**

The majority of the façade of the structure is in a deteriorated condition. Several sections of Yankee gutter have rotted to the point where holes have formed through the wood. The paint on the shingles and clapboard siding is chipped and cracking throughout the building. The roof was improperly fastened with nails that were too short for a second layer of shingles, causing sections to blow loose from the structure and creating leaks. The Housing Development Project Manager is recommending the replacement of the materials due to the condition of the structure. Repainting and repair work presents recurring issues because of the deteriorated conditions. Please see the attached document (Attachment B) for a full explanation of the scope of work and reference pictures.

## **Bidding Process and Proposed Loan**

The proposed loan is based off of the Housing and Urban Development requirement for competitive bidding. The results of that process are included below. According to HUD regulation, the lowest, responsible bidder must be chosen otherwise the owner must pay for the difference out of pocket if they select another contractor who is not the lowest bidder. The lowest bid was not acceptable to the Housing Development Project Manager to complete the work based on the allowances within the scope of work

that was included with the bid package. The second lowest bid was accepted as a reasonable and responsible bid.

**BID OPENING RESULTS**  
**6 Arch Street**  
**March 5, 2020 @ 9am**

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BIDDER	Bid
<b>Shoreline Construction</b>	<b>\$270,000.00</b>
<b>North Atlantic Contracting Corporation</b>	<b>\$315,000.00</b>
<b>Maggiore Construction</b>	<b>\$355,000.00</b>
<b>Medoit Group</b>	<b>\$369,000.00</b>
<b>Titan Enterprises</b>	<b>\$178,000.00</b>

The proposed loan consists of the following:

Low Bid:	\$250,000
Agency Loan:	\$0
15% Contingency:	\$37,500
Attorney Fees:	\$0
<b>Total for Loan</b>	<b>\$287,500</b>

In order for the applicant to meet underwriting guidelines, the Housing Development Project Manager has removed various items from the scope of work. The replacement of the front porch railing (Item 12 on the specific key notes page, attachment B), the replacement of the lattice on the front porch (item 14), repairs to the paint on the exterior staircase on the right side of the house (item 10) and repairs to the plywood sheathing (item F) have been removed from the scope to accommodate the loan guidelines.

**Underwriting and Loan Structure**

The underwriting was conducted using the current Residential Rehabilitation Program's guidelines. During the underwriting process it was determined the non-profit could afford monthly debt payments of \$1,217 which would bring their *Debt to Income (DTI) Ratio* to 39.9%; the maximum DTI allowed is 40%. With the maximum term of 25 years and the current 2% interest rate for nonprofit organizations, \$287,500 would be amortized with a monthly payment of \$1,217.

The underwriting was completed conservatively using only the net income generated by rental property as a source of repayment. The underwriting does not include the organization's financial assets. As a source of repayment, the non-profit currently earns \$4,837 per month from their rental income. The underwriting was completed using net rental income produced by the seven occupied unit and the minimum rental amount for the vacant unit. Their rental income will increase to a minimum of \$5,419

once the repairs to the vacant unit are completed and rented. Payments will not begin until work is completed as is the case with all residential rehabilitation loans. The proposed loan represents the underwriting process (see Attachment C) following the current Residential Rehabilitation Program's underwriting guidelines.

The non-profit currently has no mortgage on the property. There are no other debts on the property.

Amortized Loan:

Loan Principle:	\$287,500
Interest rate:	2%
Term:	25 Years
Monthly Payment:	\$1,217

The current guidelines allow for a *Combined Loan to Value (cLTV)* ratio of 85%, a *DTI ratio* of 40%, and a *Debt Service Coverage Ratio (DSCR)* exceeding 1.5. As structured, the loan will meet them as outlined below:

**cLTV: 31.9%** - 85% maximum allowed  
**DTI Ratio: 39.9%** - 40% maximum allowed  
**DSCR: 2.51**– minimum 1.5 allowed

The non-profit's *cLTV*, *DTI ratio*, and *DSCR* all meet the Residential Rehabilitation Program's guidelines. Staff requests that the loan be approved as presented.

**ACTIONS:**

- I. Approve Residential Rehabilitation Loan #4502 as recommended by the loan committee.
- II. Authorize Brian T. Bidolli, Executive Director, to Execute related loan documents and contracts for Residential Rehabilitation Loan #4502

**Attachment A – Property Card**

**Attachment B – Photos of the Property and Scope of Work**

**Attachment C – Underwriting Worksheet**

# 6 ARCH ST

**Location** 6 ARCH ST

**Mblu** 1/ 23/ 19/ 0/

**Acct#** 1352

**Owner** NORWALK MUTUAL HOUSING  
INC

**Assessment** \$630,350

**Appraisal** \$900,500

**PID** 1352

**Building Count** 2

## Current Value

Appraisal			
Valuation Year	Improvements	Land	Total
2018	\$664,780	\$235,720	\$900,500
Assessment			
Valuation Year	Improvements	Land	Total
2018	\$465,350	\$165,000	\$630,350

## Owner of Record

**Owner** NORWALK MUTUAL HOUSING INC  
**Co-Owner**  
**Address** 1 PARK ST  
NORWALK, CT 06851

**Sale Price** \$0  
**Certificate** 6173-171  
**Book & Page** 6173/171  
**Sale Date** 04/18/2006  
**Instrument** 4

## Ownership History

Ownership History					
Owner	Sale Price	Certificate	Book & Page	Instrument	Sale Date
NORWALK MUTUAL HOUSING INC	\$0	6173-171	6173/171	4	04/18/2006
GREATER NWLK COMMNTY COUNCIL	\$0		224750/144		09/01/1988
NORWALK CITY OF	\$535,000		2247/144		09/01/1988
KOSKERIDES ANTONIO + PENELOPE	\$0		0/0		

## Building Information

### Building 1 : Section 1

**Year Built:** 1909  
**Living Area:** 4,573  
**Replacement Cost:** \$826,684  
**Building Percent Good:** 68

### Building Photo

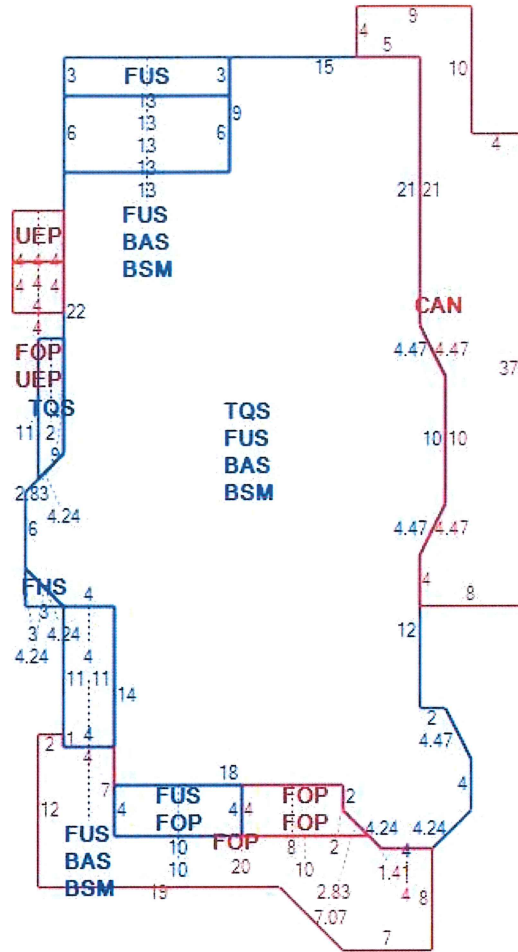
 Building Photo  
(<http://images.vgsi.com/photos/NorwalkCTPhotos//68>)

**Replacement Cost**

**Less Depreciation:** \$562,150

Building Attributes	
Field	Description
Style	5-8 Unit Res Apt
Model	Residential
Grade	B
Stories	2.75
Occupancy	6
Exterior Wall 1	Clapboard
Exterior Wall 2	
Roof Structure:	Gable
Roof Cover	Arch. Shingles
Interior Wall 1	Drywall
Interior Wall 2	
Interior Floor 1	Carpet
Interior Floor 2	
Heat Fuel	Gas
Heat Type	Hot Water
AC Type	Chilled Water
Bedrooms	6
Full Baths	6
Half Baths	0
Extra Fixtures	0
Total Rooms	18
Bath Style	Average
Kitchen Style	Average
Extra Kitchens	0
Frame	Wood
Insulation	Typical
Bsmt Garage	0
Foundation	Stone
FBM Area	
FBM Quality	
Fireplaces	0
# of Heat Systems	3.00
Central Vac	
Solar HW	
Electrical	Typical

**Building Layout**



(ParcelSketch.ashx?pid=1352&bid=1352)

Building Sub-Areas (sq ft)			Legend
Code	Description	Gross Area	Living Area
FUS	Finished Upper Story	1,740	1,740
BAS	First Floor	1,661	1,661
TQS	Three Quarter Story	1,559	1,169
FHS	Finished Half Story	5	3
BSM	Basement	1,661	0
CAN	Canopy	328	0
FOP	Framed Open Porch	335	0
UEP	Utility Enclosed Porch	32	0
		7,321	4,573

**Building 2 : Section 1**

**Year Built:** 1909  
**Living Area:** 1,062  
**Replacement Cost:** \$209,629  
**Building Percent Good:** 68  
**Replacement Cost Less Depreciation:** \$142,550

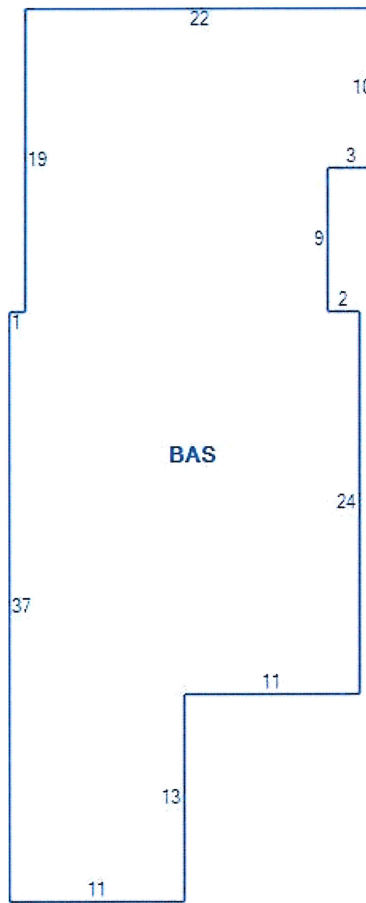
**Building Photo**



(<http://images.vgsi.com/photos/NorwalkCTPhotos//00\00\87/10>).

Building Attributes : Bldg 2 of 2	
Field	Description
Style	Multi Family
Model	Multi Family
Grade	C
Stories	1.00
Occupancy	2
Exterior Wall 1	Vinyl Siding
Exterior Wall 2	
Roof Structure:	Hip
Roof Cover	Arch. Shingles
Interior Wall 1	Drywall
Interior Wall 2	
Interior Floor 1	Carpet
Interior Floor 2	
Heat Fuel	Gas
Heat Type	Hot Water
AC Type	None
Bedrooms	2
Full Baths	2
Half Baths	0
Extra Fixtures	0
Total Rooms	6
Bath Style	Average
Kitchen Style	Average
Extra Kitchens	0
Frame	Wood
Insulation	Typical
Bsmt Garage	0
Foundation	Slab
FBM Area	
FBM Quality	
Fireplaces	1
# of Heat Systems	2.00
Central Vac	
Solar HW	

**Building Layout**



(ParcelSketch.ashx?pid=1352&bid=50061)

Building Sub-Areas (sq ft)			Legend
Code	Description	Gross Area	Living Area
BAS	First Floor	1,062	1,062
		1,062	1,062

Electrical

Typical

**Extra Features**

Extra Features	<u>Legend</u>
No Data for Extra Features	

**Land****Land Use**

**Use Code** 108  
**Description** Apartments  
**Zone** D  
**Neighborhood** C430

**Land Line Valuation**

**Size (Acres)** 0.32  
**Frontage**  
**Depth**  
**Assessed Value** \$165,000  
**Appraised Value** \$235,720

**Outbuildings**

Outbuildings						<u>Legend</u>
Code	Description	Sub Code	Sub Description	Size	Value	Bldg #
PAV1	Paving Asph.			3200.00 S.F.	\$4,160	1

**Valuation History**

Appraisal			
Valuation Year	Improvements	Land	Total
2018	\$664,780	\$235,720	\$900,500
2017	\$553,240	\$235,720	\$788,960
2016	\$553,240	\$235,720	\$788,960

Assessment			
Valuation Year	Improvements	Land	Total
2018	\$465,350	\$165,000	\$630,350
2017	\$387,270	\$165,000	\$552,270
2016	\$387,270	\$165,000	\$552,270

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**GENERAL KEY NOTES  
FOR ALL DRAWINGS**

**A SHINGLE ROOFS**

1. REMOVE ALL SHINGLES, FELT/PAPER & DRIP EDGE TO SHEATHING.
2. INSPECT SHEATHING & REPLACE DETERIORATED PORTIONS, CUT OUT BETWEEN RAFTERS & INSTALL NEW. SEE SPECS. FOR UNIT COST.
3. REPAIR EXIST. METAL FLASHINGS. SEE SPECS. FOR UNIT REPLACEMENT COST
4. INSTALL NEW ARCHITECTURAL ASPHALT SHINGLES OVER #15 FELT
5. REPLACE ALL ALUM. DRIP EDGES
6. INSTALL ICE & WATER SHIELDS @ EAVES & VALLEYS

**B EPDM ROOFS**

1. EXISTING EPDM ROOFING TO REMAIN
2. PATCH DAMAGED EPDM AS RECOMMENDED BY ROOFING MANUFACTURER. SEE SPECIFICATIONS FOR UNIT COSTS FOR EPDM ROOFING & FLASHING REPAIRS
3. REPAIR EXIST. METAL FLASHINGS. SEE SPECS. FOR UNIT REPLACEMENT COST
4. ALUM. DRIP EDGES TO REMAIN; INSTALL COLOR MATCH SEALANT @ OPEN JOINTS
5. SEE DWG. A-3 & A-5 FOR EPDM REPLACEMENT ROOFING.

**C BUILT-IN "YANKEE" GUTTERS & LEADERS**

1. EXISTING EPDM LINING ON METAL GUTTERS TO REMAIN.
2. REPAIR EXIST. METAL GUTTERS WHERE DAMAGED OR DETERIORATED. PATCH EPDM LINING AS RECOMMENDED BY EPDM ROOFING MANUFACTURER
3. REPLACE METAL GUTTERS, EPDM LINING & WOOD TRIM & SUPPORT BELOW WHERE NOTED. SEE SPECIFICATIONS FOR UNIT COSTS. FOR ADDITIONAL REPLACEMENT NOT NOTED
4. REMOVE ALL LOOSE PAINT FROM WOOD GUTTER SUBPT/TRIM BELOW & REPAINT PATCH WOOD WHERE REQUIRED
5. REPLACE PAINTED METAL LEADERS, OFFSETS & ALL ACCESSORIES, CONNECT TO EXISTING SUBSURFACE DRAINAGE SYSTEM

**D NOVELTY SHINGLE WALL**

**FINISHES ABOVE FIRST FLOOR**

1. REMOVE ALL SHINGLES, FELT/PAPER TO SHEATHING.
2. INSPECT SHEATHING & REPLACE DETERIORATED PORTIONS, CUT OUT BETWEEN WALL STUDS & INSTALL NEW. SEE SPECS. FOR UNIT COST
3. INSTALL TYVEK AIR INFILTRATION BARRIER SEE SPECS. FOR UNIT REPLACEMENT COST
4. INSTALL NEW CEDAR VICTORIAN OCTAGONAL SHINGLES TO MATCH EXIST. MATCH EXISTING EXPOSURE & WIDTH; +/-5". INSTALL AS PER \*CEDAR SHAKE & SHINGLE BUREAU\* RECOMMENDATIONS. FINISH & BACK PRIME AS PER SPEC.
5. INSTALL NEW CEDAR VICTORIAN OCTAGONAL SHINGLES ON ALL WALLS PREVIOUSLY FINISHED IN PLYWOOD OR EPDM/ROOFING.

**E NOVELTY CLAPBOARD WALL FINISHES BELOW SECOND FL.**

1. REMOVE ALL CLAPBOARD, FELT/PAPER TO SHEATHING.
2. INSPECT SHEATHING & REPLACE DETERIORATED PORTIONS, CUT OUT BETWEEN WALL STUDS & INSTALL NEW. SEE SPECS. FOR UNIT COST
3. INSTALL TYVEK AIR INFILTRATION BARRIER SEE SPECS. FOR UNIT REPLACEMENT COST
4. INSTALL NEW NOVELTY CEDAR CLAPBOARD SIDING TO MATCH EXIST. MATCH EXISTING +/- 2 3/4" EXPOSURE & BOTTOM EDGE PROFILE. FINISH & BACK PRIME AS PER SPEC.
5. REPLACE CORNER BOARDS W/ 1/4" THICK AZEK. MATCH EXISTING BOARDS WIDTH.

**F EAST STAIRS SHINGLE WALL FINISHES & TRIM**

1. REMOVE ALL SHINGLES, FELT/PAPER TO SHEATHING.
2. INSPECT SHEATHING & REPLACE DETERIORATED PORTIONS, CUT OUT BETWEEN WALL STUDS & INSTALL NEW. SEE SPECS. FOR UNIT COST
3. INSTALL TYVEK AIR INFILTRATION BARRIER SEE SPECS. FOR UNIT REPLACEMENT COST
4. INSTALL NEW CEDAR SHINGLES TO MATCH EXISTING. MATCH EXISTING +/- 5" EXPOSURE & WIDTH. INSTALL AS PER \*CEDAR SHAKE & SHINGLE BUREAU\* RECOMMENDATIONS. FINISH & BACK PRIME AS PER SPEC.
5. EXISTING PAINTED PLYWOOD STAIR GUARD/WALL TO REMAIN; REPAINT
6. REPLACE ALL WALL END CAPS/TRIM & STAIR GUARD RAIL CAPS W/AZEK TO MATCH EXISTING SIZES

**ABBREVIATIONS:**

ADJ	ADJUSTABLE
BLK	BLOCK
BLKG	BLOCKING
CLG	CEILING
EA	EACH
EQ	EQUAL
EXIST	EXISTING
EXT.	EXTERIOR
FIN FL	FINISH FLOOR
INT	INTERIOR
LVL	LAMINATED VENEER LUMBER
MAT'L	MATERIALS
MTD	MOUNTED
O/C	ON CENTER
OPNG	OPENING
PT	PRESSURE TREATED
REQID	REQUIRED
TH	THICK
T&G	TONGUE & GROOVE
TYP	TYPICAL
W/	WITH
WD.	WOOD


**GENERAL NOTES:**

1. OWNER RESERVES RIGHT TO REJECT ANY OR ALL BIDS AND MAY CHOOSE NOT TO INCLUDE ONE OR MORE PARTS OF THE PROJECT AS SHOWN.
2. ALL CONSTRUCTION SHALL COMPLY WITH LOCAL, STATE AND OTHER APPLICABLE BUILDING CODES.
3. CONTRACTOR SHALL VERIFY ALL FIELD CONDITIONS & DIMENSIONS PRIOR TO STARTING WORK - NOTIFY ARCHITECT OF ANY INCONSISTENCIES BEFORE PROCEEDING.
4. ALL SPECIFIED PRODUCTS TO BE INSTALLED PER MANUFACTURERS' SPECIFICATIONS.
5. ALL FLASHING, CAULKING, & SEALANTS REQUIRED TO PROVIDE WEATHERTIGHT CONSTRUCTION IS INCLUDED, WHETHER OR NOT SPECIFICALLY SHOWN.
6. UNLESS OTHERWISE NOTED, ALL SIDING, WOOD TRIM, EAVE, FASCIA AND SIMILAR DETAILS SHALL MATCH EXISTING CONDITIONS.
7. CONTRACTOR SHALL PROTECT ALL AREAS TO REMAIN FROM DAMAGE DURING HIS OPERATIONS. ANY DAMAGE SHALL BE CORRECTED TO OWNER'S SATISFACTION AT CONTRACTOR'S EXPENSE.
8. CONTRACTOR SHALL PATCH AND REFINISH ALL AREAS AFFECTED BY THE WORK SHOWN. TO BLEND SEAMLESSLY WITH EXISTING AREA.

**DEMOLITION NOTES:**

1. THE CONTRACTOR SHALL COORDINATE DEMOLITION WORK WITH NEW WORK SHOWN ON DRAWINGS AND SHALL CONFIRM ALL REQUIRED DIMENSIONS, OPENINGS, ETC., PRIOR TO START OF WORK.
2. REMOVE ALL OBJECTS DESIGNATED AS REQUIRED TO COMPLETE ALL ALL CONTRACT WORK. DISCARD ALL ITEMS NOT INDICATED TO BE SAVED OR RE-USED. REMOVE ALL TRASH, DISCARDED MATERIALS AND EQUIPMENT SCHEDULED FOR REMOVAL IN PROPER CONTAINERS AND REMOVE FROM SITE AND DISPOSE OF ACCORDING TO APPLICABLE STATE AND LOCAL LAWS AND ORDINANCES.
3. DRAWINGS DO NOT PURPORT TO SHOW ALL OBJECTS EXISTING AT SITE. BEFORE COMMENCING THE WORK, CONTRACTOR MUST VERIFY AT SITE ALL OBJECTS TO BE PRESERVED, AND REPORT ANY DISCREPANCIES OR QUESTIONABLE ITEMS TO THE ARCHITECT.
4. THE CONTRACTOR SHALL USE ALL NECESSARY MEANS TO PROTECT EXISTING OBJECTS DESIGNATED TO REMAIN, AND IN THE EVENT OF DAMAGE, IMMEDIATELY MAKE ALL REPAIRS OR REPLACEMENTS NECESSARY TO RESTORE OBJECTS AND/OR MATERIALS TO THEIR ORIGINAL CONDITION PRIOR TO DEMOLITION WORK.
5. THE CONTRACTOR SHALL PROVIDE ALL NECESSARY SHORING AND BRACING PRIOR TO ANY CUTTING OR DEMOLITION OF ANY BEARING ELEMENTS, NON-LOAD BEARING ELEMENTS SUPPORTING EQUIPMENT TO REMAIN, AND/OR OTHER AREAS REQUIRING TEMPORARY SUPPORT DURING DEMOLITION AND NEW CONSTRUCTION WORK.
6. THE CONTRACTOR SHALL CHECK AND VERIFY THE LOCATIONS OF ANY UNDERGROUND UTILITIES THAT MAY BE IN THE AREA OF CONSTRUCTION BEFORE STARTING WORK.
7. ANY HAZARDOUS MATERIALS SHALL BE ABATED AND/OR REMOVED FROM THE SITE FOLLOWING ALL PROPER LOCAL, STATE AND NATIONAL STANDARDS & PROCEDURES.
8. DISPOSE OF ALL CONSTRUCTION DEBRIS IN A LEGAL MANNER - PROTECT ALL AREAS OF HOUSE BEYOND CONSTRUCTION ZONE FROM DUST AND NOISE.

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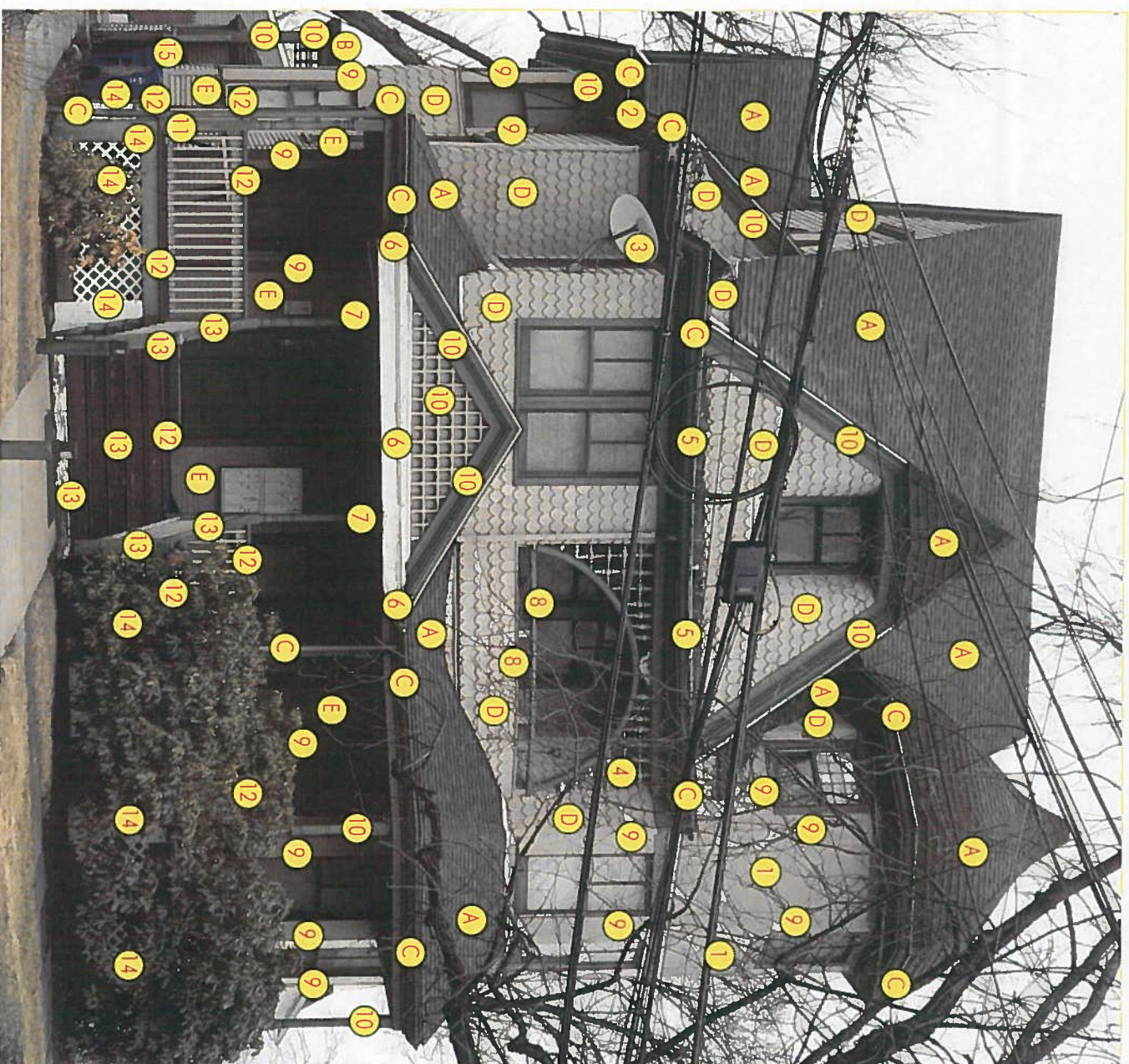
GENERAL NOTES:  
GENERAL KEY NOTES;  
ABBREVIATIONS  
DEMOLITION NOTES

19 FEB. 2020

**A-1.0**

**SPECIFIC KEY NOTES**

SEE DRAWING A-10 FOR GENERAL NOTES;  
**GENERAL KEY NOTES A THRU E; LEGENDS;**  
 & ABBREVIATIONS.



**SOUTH-STREET ELEVATION**

- 1 REMOVE PAINT FROM STUCCO PANELS. PATCH ALL CRACKS & SKIM COAT W/DRYWIT FINISH
- 2 REPLACE YANKEE GUTTER & TRIM WHERE ROTTED OUT.
- 3 REINSTALL TENANTS SATELLITE DISHES & MAILBOXES.
- 4 REPAIR/REPAINT LATTICE TRIM; RESECURE LOOSE LATTICE TRIM.
- 5 STARIGHTEN YANKEE GUTTER & TRIM; REPAIR/REBUILD AS REQUIRED.
- 6 RECREATE YANKEE GUTTER & TRIM PREVIOUSLY REMOVED FROM GABLE.
- 7 REPAIR & RESUPPORT EXISTING GABLE REPLACE TRIMMED CANTILEVERED BM; UNDER PORCH W/12' 1 3/4" LVL. REPLACE DETERIORATED CLG. BOARDS TO MATCH EXISTING. SEE ALSO DRAWING A-2.1.
- 8 REPLACE UPPER & LOWER BALCONY RAIL-CAP W/2" & 1" THICK AZEK TO MATCH EXIST. PROFILE. REPLACE BLOCKS BET. W/AZEK.
- 9 REPLACE HORIZONTAL & VERTICAL WOOD TRIM BOARDS W/1" THICK AZEK METAL FLASHING @ HEAD OF HORIZONTAL BOARDS.
- 10 REMOVE ALL LOOSE PAINT FROM WOOD BRACKETS; RAKE/GABLE TRIM; TRIM & SPINDLES & REPAINT. PATCH WOOD WHERE REQUIRED
- 11 SPLICE NEW SOLID WOOD BASE INTO EXISTING NEW POSTS ROTTED BASES.
- 12 SAND & REFINISH EX. PORCH FL.; SEE SPEC. CUT BACK END BOARDS TO INSTALL NEW 3 1/2" WIDE BOARD ALL AROUND. MITER @ CORNERS. REPLACE PORCH RAILING; SEE DETAIL DWG. A-5.0.
- 13 REBUILD STAIR. NEW RAILINGS TO MATCH PORCH; SEE NOTE ABOVE. 2x6 TREADS & RISERS. REPAIR & REUSE BOTTOM NEWEL RESECURE NEWEL TO STINGER & FDN. W/GALZ. STANDOFF BASE.
- 14 REBUILD UNDER PORCH DECK ENCLOSURE: NEW 3" SQUARE OPENINGS FRAMED W/4x2 AZEK LATTICE BOARDS. REPLACE WD. FRAME/TRIM BOARDS W/1" THICK AZEK.
- 15 REPLACE WOOD BOARD WATER TABLE W/AZEK. NEW METAL FLASHING UNDER NOVELTY CLAPBOARD OVER AZEK. NEW P.T. BLOCKING UNDER AS REQ'D. PATCH, SCAPE & REPAINT EX. TRIM UNDER.
- 16 NOT USED
- 17 NOT USED
- 18 NOT USED
- 19 NOT USED
- 20 NOT USED
- 21 NOT USED
- 22 NOT USED
- 23 NOT USED
- 24 EXISTING. CEILING BOARDS, RAFTERS & TRIM TO REMAIN. CLEAN & REMOVE LOOSE PAINT & REPAINT
- 25 NOT USED
- 26 NOT USED
- 27 REPAIR/REPAINT LATTICE TRIM; DUPLICATE MISSING LATTICE SPINDLES
- 28 NOT USED
- 29 EXISTING LIGHTS TO REMAIN
- 30 NOT USED
- 31 NOT USED
- 32 NOT USED

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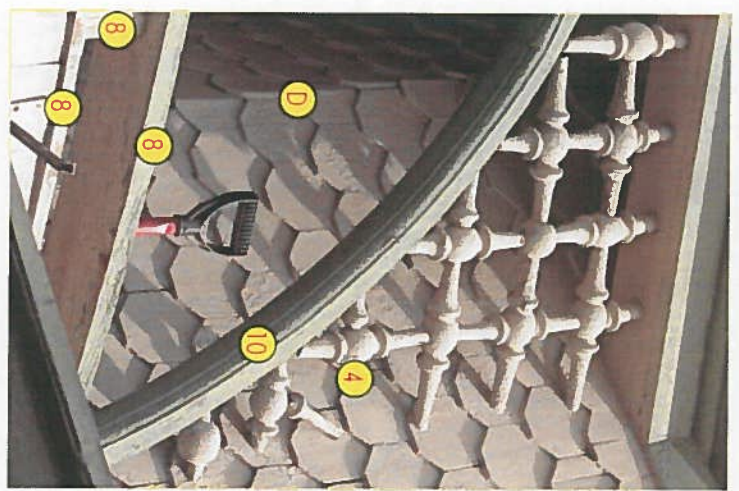
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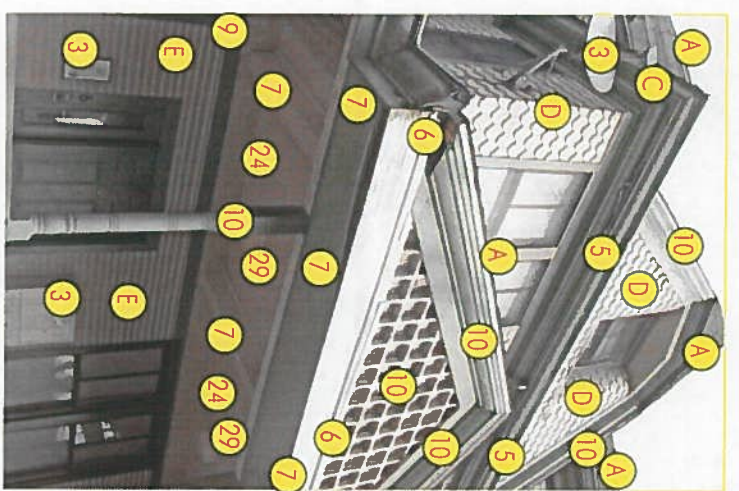
SOUTH ELEVATION DETAILS

19 FEB. 2020

**A-2.1**



2ND. FL. LATTICE TRIM



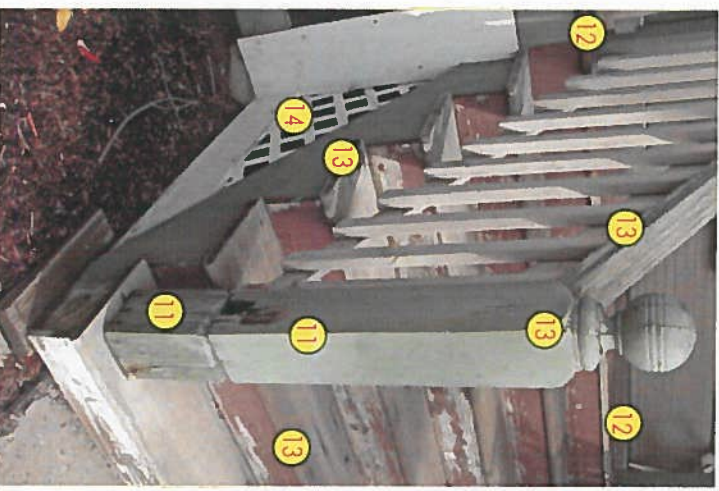
PORCH GABLE



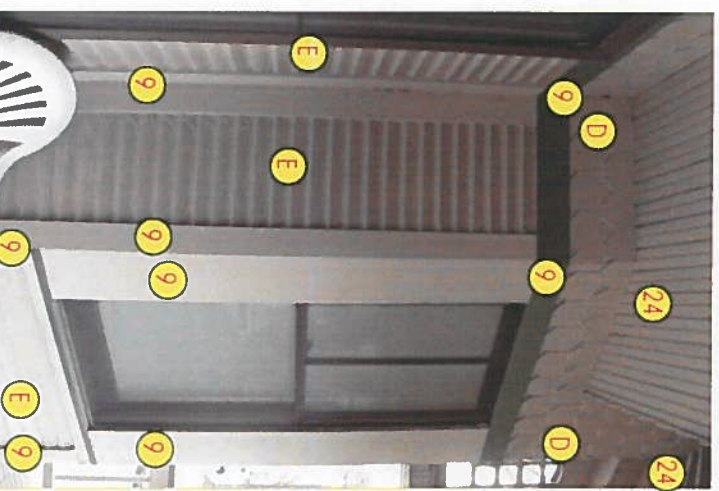
PORCH GABLE DETAIL



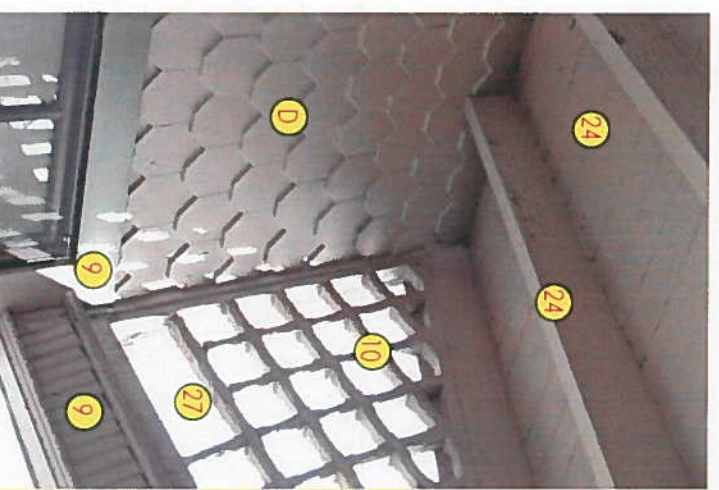
PORCH GABLE DETAIL



PORCH STAIR & RAIL



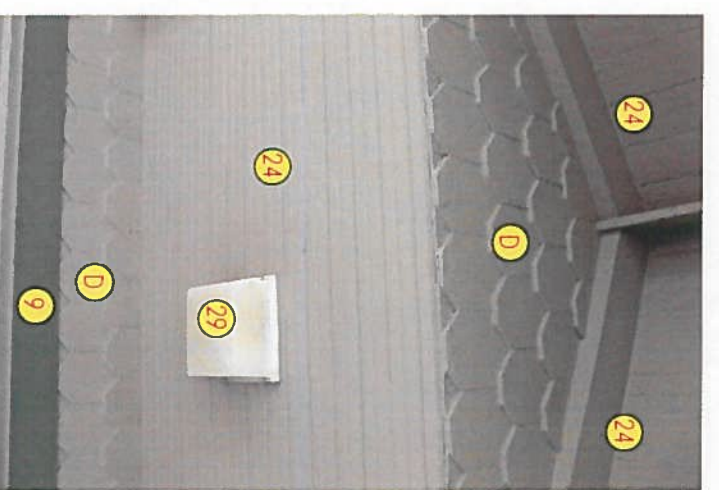
PORCH CEILING DETAIL



PORCH LATTICE/CLG. DETAIL



PORCH CEILING DETAIL

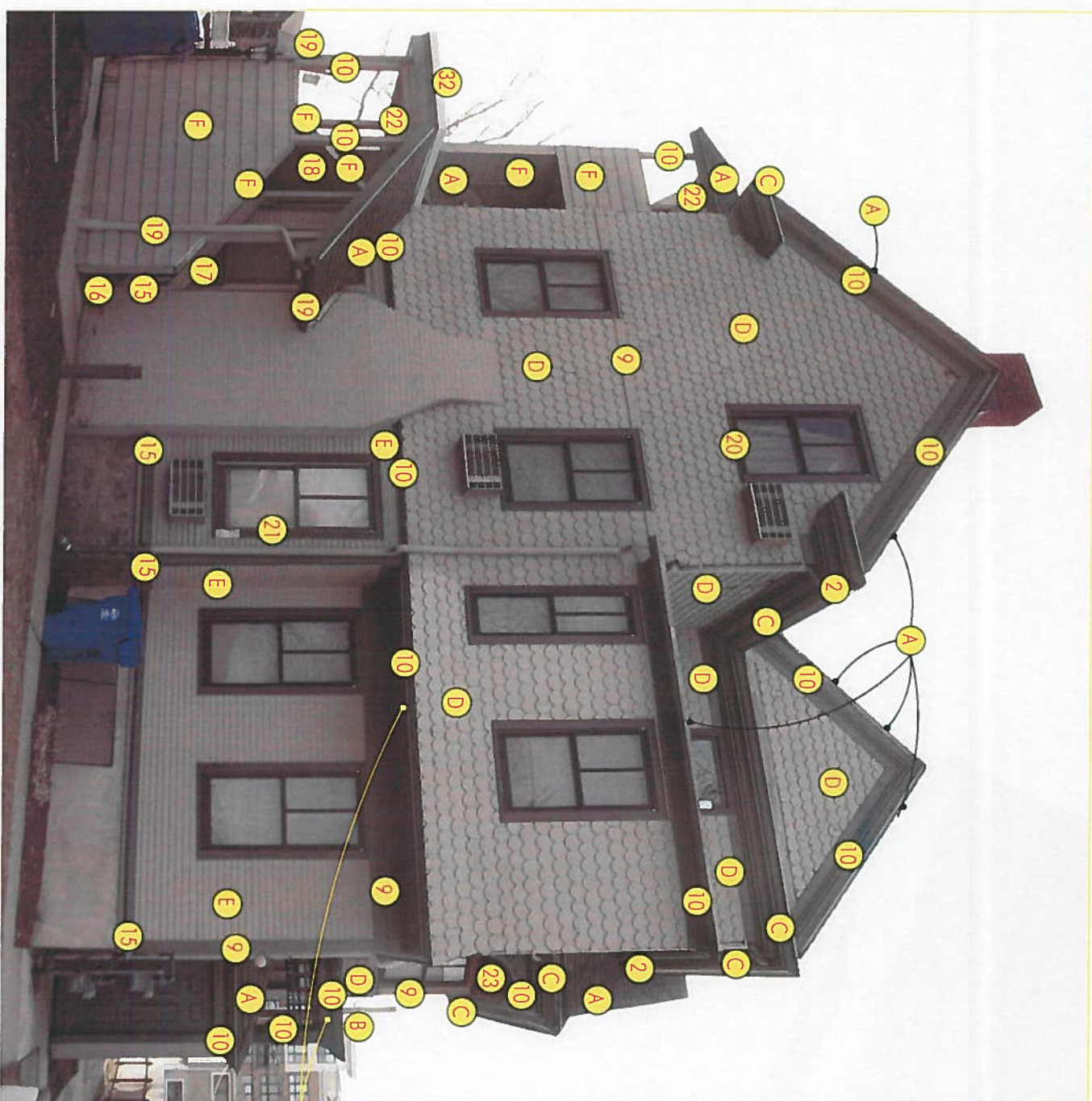


PORCH CEILING DETAIL

**KEY NOTES**  
 SEE DRAWING A-10 FOR GENERAL KEY NOTES;  
 SEE DRAWING A-20 FOR SPECIFIC KEY NOTES;

**SPECIFIC KEY NOTES**  
 SEE DRAWING A-10 FOR GENERAL NOTES:  
**GENERAL KEY NOTES 'A' THRU 'E'; LEGENDS**  
 & ABBREVIATIONS.

- 1 NOT USED
- 2 REPLACE YANKEE GUTTER & TRIM
- 3 NOT USED
- 4 NOT USED
- 5 NOT USED
- 6 NOT USED
- 7 NOT USED
- 8 NOT USED
- 9 REPLACE HORIZONTAL & VERTICAL WOOD TRIM BOARDS W/1/4" THICK AZEK METAL FLASHING @ HEAD OF HORIZONTAL BOARDS.
- 10 REMOVE ALL LOOSE PAINT FROM WOOD BRACKETS, RAKE/GABLE TRIM & SPINDLES & REPAINT. PATCH WOOD WHERE REQUIRED
- 11 NOT USED
- 12 NOT USED
- 13 NOT USED
- 14 NOT USED
- 15 REPLACE WOOD BOARD WATER TABLE W/AZEK, NEW METAL FLASHING UNDER NOVELTY CLAPBOARD UNDER AZEK, NEW P.T. BLOCKING UNDER AS REQ'D. PATCH, SCAPE & REPAINT EX. TRIM UNDER.
- 16 FIRE STAIRS TREADS, RISERS & DECKS: REMOVE ALL LOOSE PAINT, SAND & REPAIR OR REPLACE DAMAGED DECKING; REPAINT; SEE SPEC.
- 17 EXISTING PICKET RAIL/GUARD TO REMAIN. REPLACE RAIL CAPS W/AZEK TO MATCH EXISTING SIZES.
- 18 REMOVE ALL LOOSE PAINT, SAND & REPAIR EXISTING HANDRAIL TO REMAIN.
- 19 REPLACE HALF ROUND GUTTER & LEADER.
- 20 CUT OUT & REPLACE ENTIRE DETERIORATED WINDOW SILL
- 21 CUT OUT & REPLACE ENTIRE WINDOW JAMB TRIM
- 22 EXISTING FIRE STAIR CEILING PANELS & TRIM TO REMAIN; REFASTEN LOOSE PANEL & REPLACE DAMAGED PANELS. PAINT
- 23 REPLACE PLYWOOD SOFFIT PATCH W/WOOD BOARDS TO MATCH ADJOINING & PAINT
- 24 EXISTING CEILING BOARDS, RAFTERS & TRIM TO REMAIN. CLEAN & REMOVE LOOSE PAINT & REPAINT
- 25 NOT USED
- 26 NOT USED
- 27 NOT USED
- 28 NOT USED
- 29 NOT USED
- 30 NOT USED
- 31 NOT USED
- 32 REMOVE ALL ROOFING, & DRIP EDGE TO SHEATHING. INSTALL NEW 60 MIL. FULLY ADHERED EPDM ROOF & FLASHING UP SLOPED ROOF TO MATCH EXISTING & AS RECOMMENDED BY MANUFACTURER. NEW ALUM. DRIP EDGE TO MATCH EXISTING. REUSE EXISTING ROOF DRAIN & INSTALL NEW METAL LEAF STRAINER



NORTH-BACK ELEVATION

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19 FEB. 2020

A-3.0



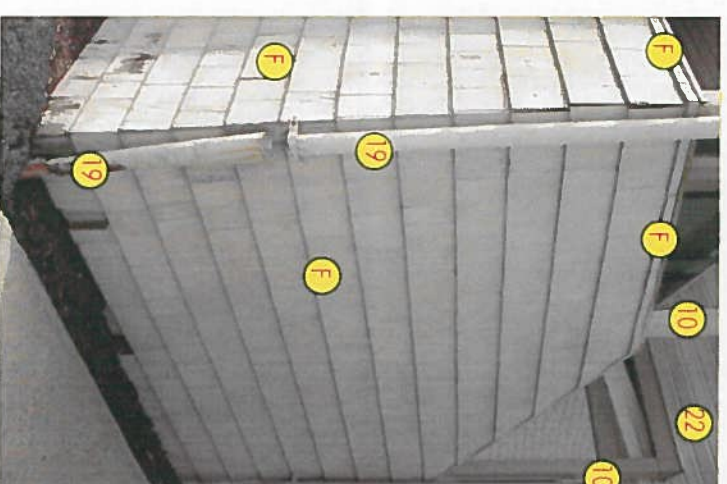
BACK DETAIL



BACK WINDOW JAMB TRIM



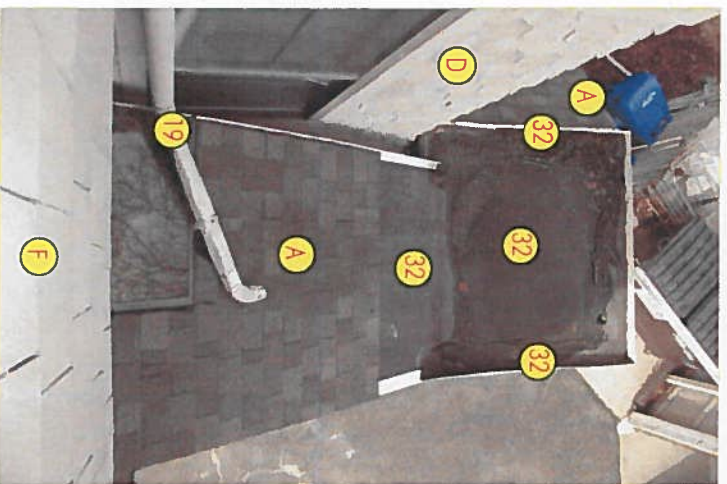
WATER TABLE DETAIL



STAIR TO 2ND. FL.



STAIR TO 2ND. FL.



ROOF OVER  
STAIR TO 2ND. FL.

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Rehabilitation &  
 Restoration of

6 ARCH Street  
 Norwalk, CT

NORTH ELEVATION DETAILS

19 FEB. 2020

**A-3.1**

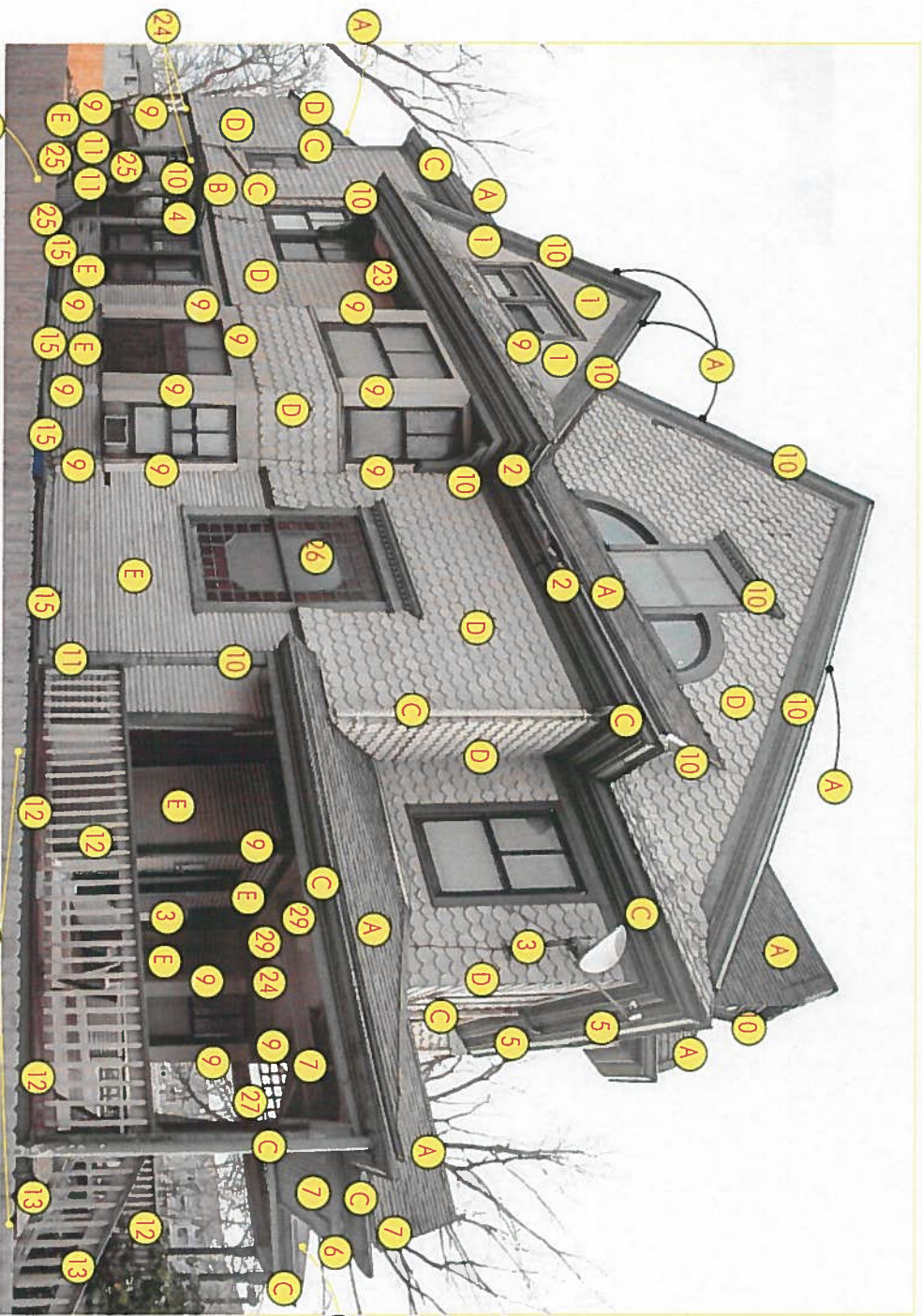
KEY NOTES

SEE DRAWING A-1.0 FOR GENERAL KEY NOTES;  
 SEE DRAWING A-3.0 FOR SPECIFIC KEY NOTES;

**SPECIFIC KEY NOTES**

SEE DRAWING A-4.0 FOR GENERAL NOTES;  
**GENERAL KEY NOTES A THRU E; LEGENDS;**  
 & ABBREVIATIONS.

- 1 REMOVE PAINT FROM STUCCO PANELS. PATCH ALL CRACKS & SKIM COAT W/ DRYVIT FINISH
- 2 REPLACE YANKEE GUTTER & TRIM WHERE ROTTED OUT.
- 3 REINSTALL TENANTS SATELLITE DISHES & MAILBOXES.
- 4 REPAIR/REPAINT LATTICE TRIM; RESECURE LOOSE LATTICE TRIM.
- 5 STARIGHTEN YANKEE GUTTER & TRIM; REPAIR/REBUILD AS REQUIRED.
- 6 RECREATE YANKEE GUTTER & TRIM PREVIOUSLY REMOVED FROM GABLE.
- 7 REPAIR & RESUPPORT EXISTING GABLE REPLACE TRIMMED CANTILEVERED BM; UNDER PORCH W/1/2" 1 3/4" LVL; REPLACE DETERIORATED CLG. BOARDS TO MATCH EXISTING. SEE ALSO DRAWING A-2.1.
- 8 NOT USED
- 9 REPLACE HORIZONTAL & VERTICAL WOOD TRIM BOARDS W/1/4" THICK AZEK METAL FLASHING @ HEAD OF HORIZONTAL BOARDS.
- 10 REMOVE ALL LOOSE PAINT FROM WOOD BRACKETS; RAKE/GABLE TRIM; TRIM & SPINDLES & REPAINT. PATCH WOOD WHERE REQUIRED
- 11 SPLICE NEW SOLID WOOD BASE INTO EXISTING POSTS ROTTED BASES.
- 12 SAND & REFINISH EX. PORCH FL.; SEE SPEC. CUT BACK END BOARDS TO INSTALL NEW 3 1/2" WIDE BOARD ALL AROUND; MITER @ CORNERS. REPLACE PORCH RAILING; SEE DETAIL DWG. A-5.0.
- 13 REBUILD STAIR. NEW RAILINGS TO MATCH PORCH; SEE NOTE ABOVE. 2x6 TREADS & RISERS. REPAIR & REUSE BOTTOM NEWEL W/GALZ. STANDOFF BASE.
- 14 REBUILD UNDER PORCH DECK ENCLOSURE: NEW 3" SQUARE OPENINGS FRAMED W/1/2" AZEK LATTICE BOARDS. REPLACE WD. FRAME/TRIM BOARDS W/1/4" THICK AZEK.
- 15 REPLACE WOOD BOARD WATER TABLE W/AZEK. NEW METAL FLASHING UNDER NOVELTY CLAPBOARD OVER AZEK. NEW P.T. BLOCKING UNDER AS REQ'D. PATCH, SCAPE & REPAINT EX. TRIM UNDER.
- 16 NOT USED
- 17 NOT USED
- 18 NOT USED
- 19 NOT USED
- 20 NOT USED
- 21 NOT USED
- 22 NOT USED
- 23 REPLACE PLYWOOD SOFFIT PATCH W/WOOD BOARDS TO MATCH ADJOINING & PAINT
- 24 EXISTING CEILING BOARDS, RAFTERS & TRIM TO REMAIN. CLEAN & REMOVE LOOSE PAINT & REPAINT
- 25 REBUILD STAIR & LANDING. NEW RAILINGS TO MATCH FRONT PORCH; SEE NOTE 12 ABOVE. NEW 2x6 TREADS & RISERS. NEW PAINTED WD. DECKING @ LANDING.
- 26 STAINED GLASS WINDOW: REMOVE ALL LOOSE PAINT & PUTTY GLAZING. NEW PUTTY GLAZING & REPAINT
- 27 NOT USED
- 28 NOT USED
- 29 EXISTING LIGHTS TO REMAIN
- 30 NOT USED
- 31 NOT USED
- 32 NOT USED



WEST-LEFT ELEVATION

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WEST-LEFT ELEVATION  
 19 FEB. 2020  
**A-4.0**

Rehabilitation &  
 Restoration of

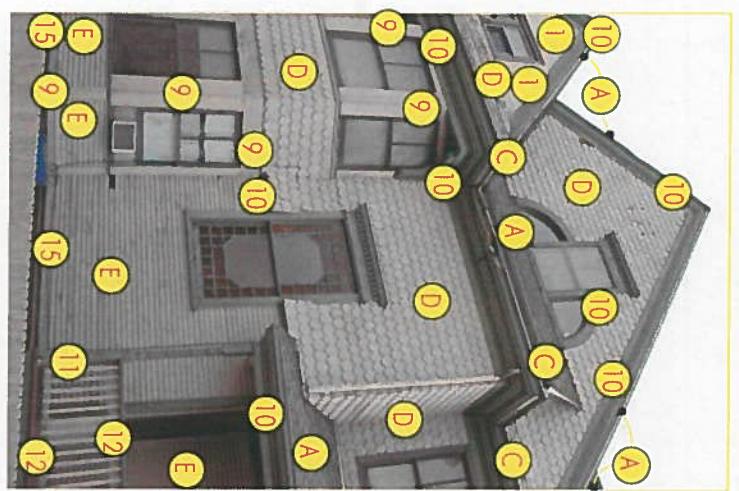
6 ARCH Street  
 Norwalk, CT

WEST ELEVATION DETAILS

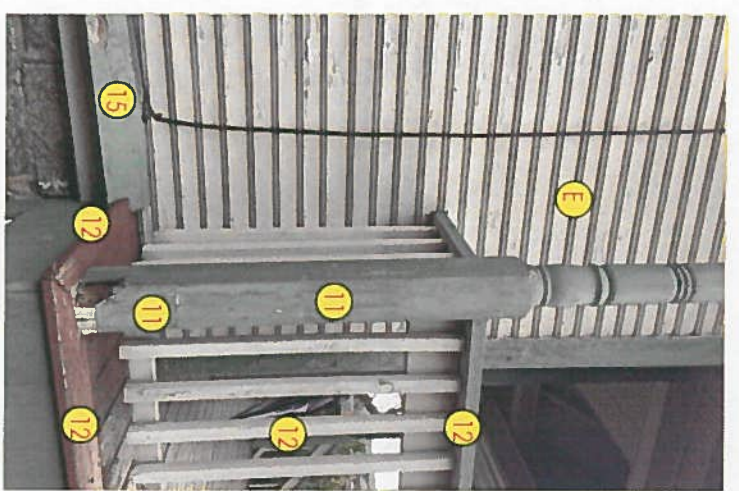
19 FEB. 2020

**A-4.1**

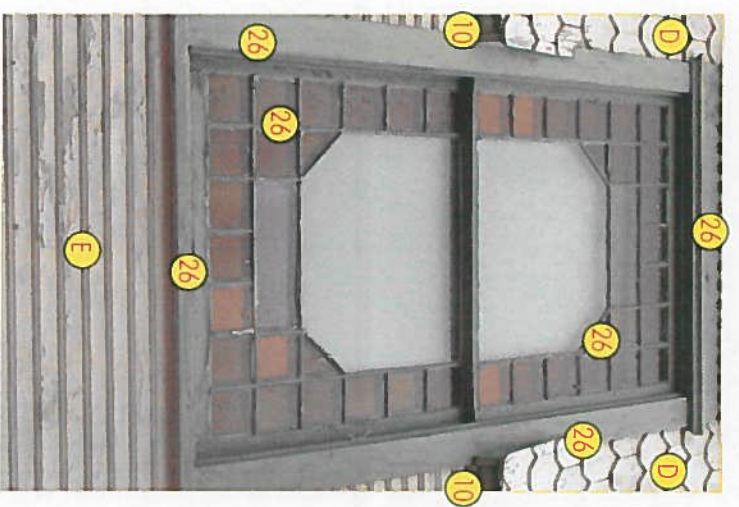
**KEY NOTES**  
 SEE DRAWING A-10 FOR GENERAL KEY NOTES;  
 SEE DRAWING A-40 FOR SPECIFIC KEY NOTES;



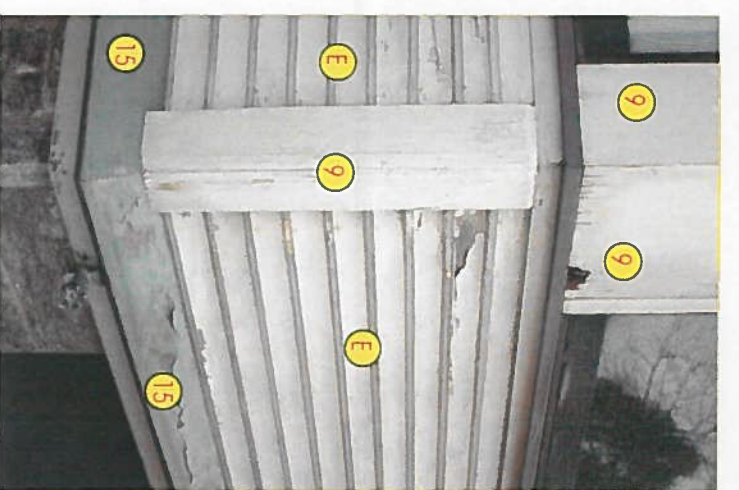
PORCH DETAIL



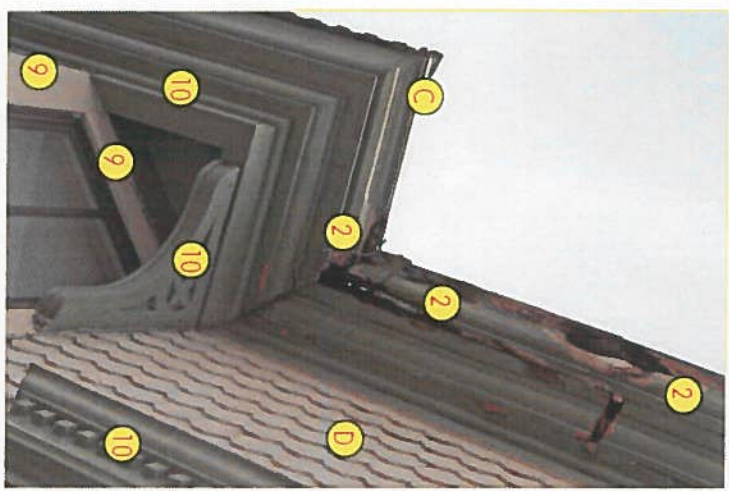
PORCH DETAIL



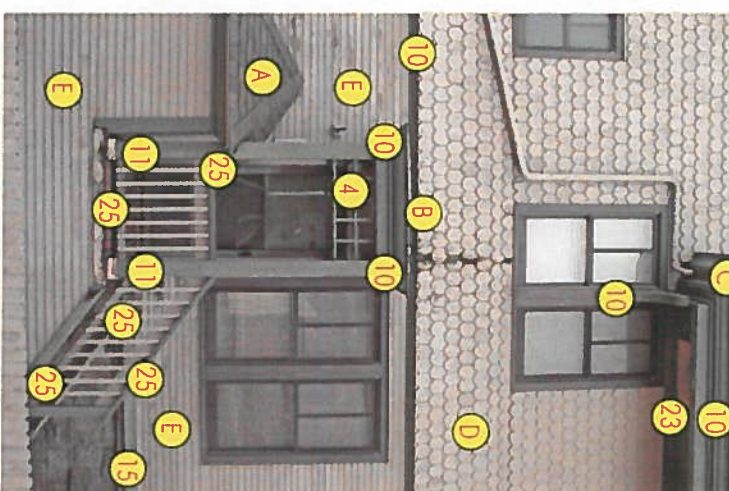
PORCH DETAIL



PORCH DETAIL



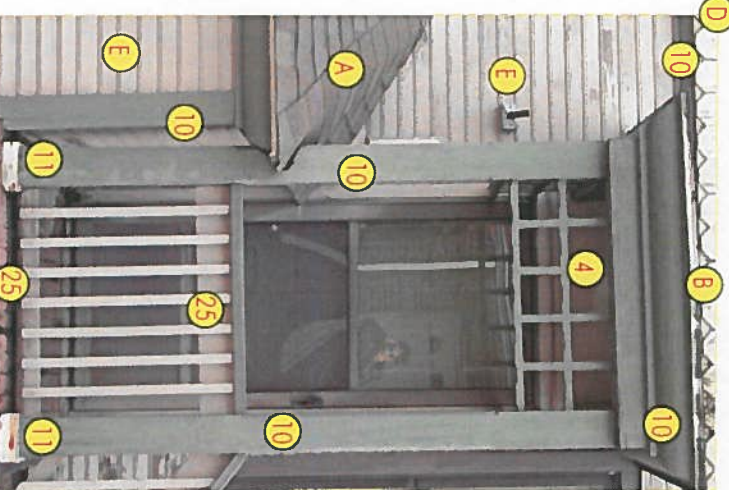
PORCH DETAIL



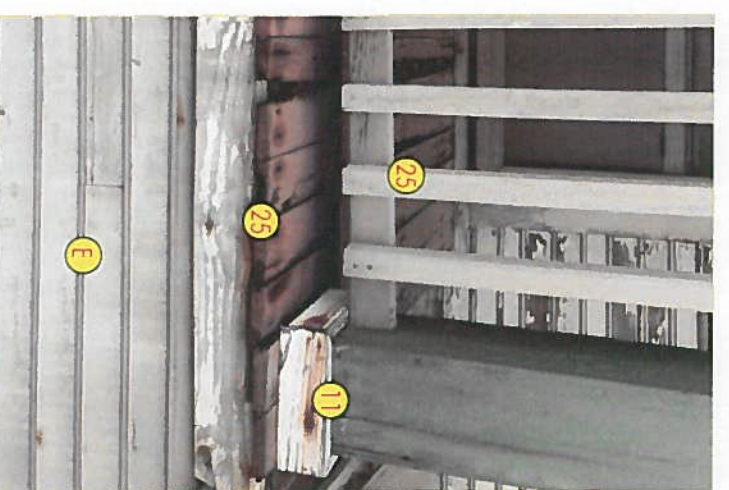
PORCH DETAIL



PORCH DETAIL



PORCH DETAIL



PORCH DETAIL

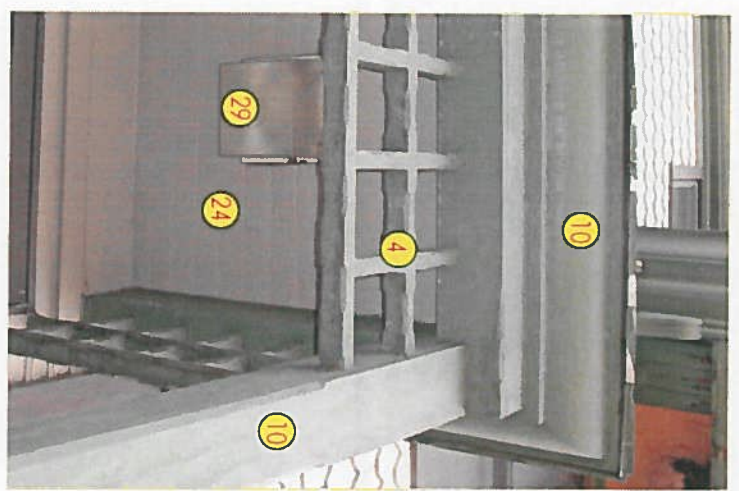
Rehabilitation &  
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6 ARCH Street  
 Norwalk, CT

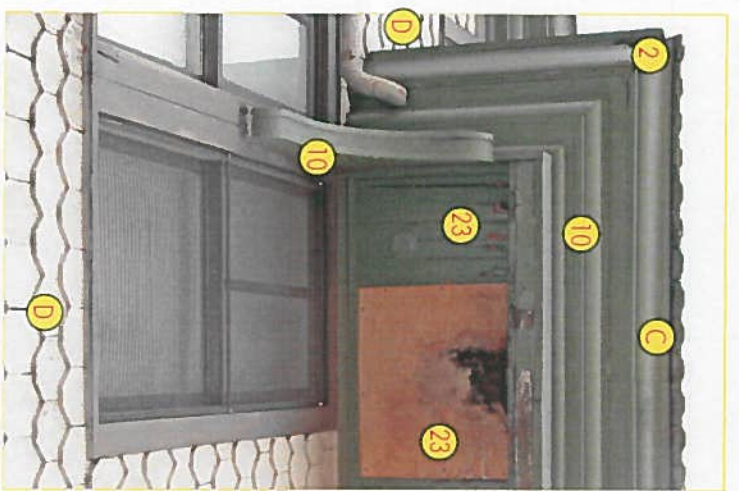
WEST ELEVATION DETAILS

19 FEB. 2020

# A-4.2



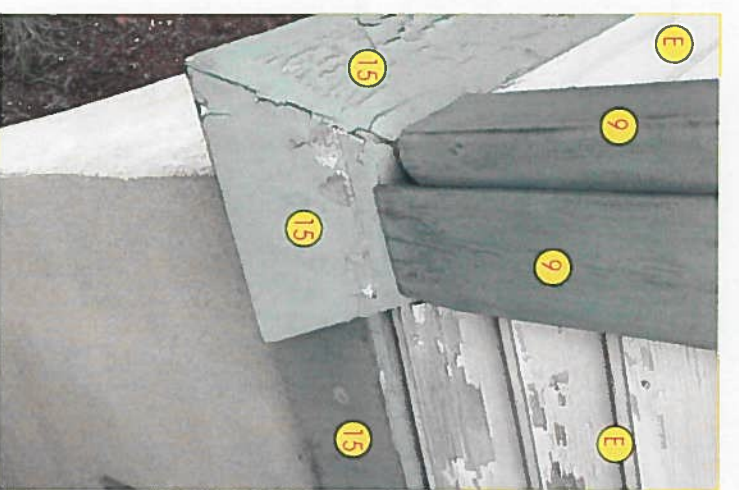
PORCH DETAIL



PORCH DETAIL



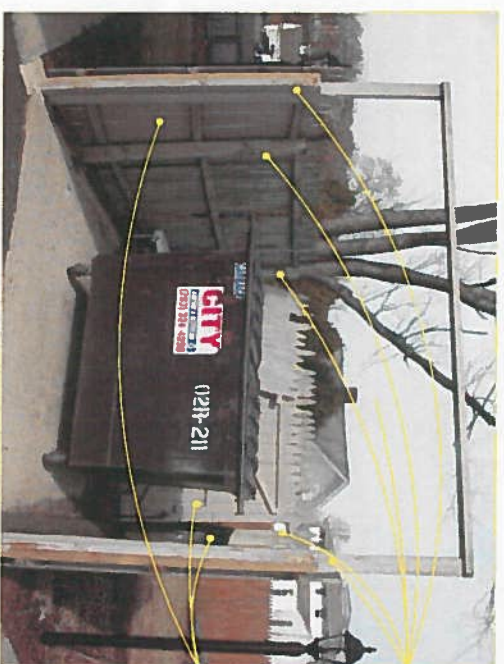
PORCH DETAIL



PORCH DETAIL

**KEY NOTES**

SEE DRAWING A-1.0 FOR GENERAL KEY NOTES;  
 SEE DRAWING A-4.0 FOR SPECIFIC KEY NOTES;

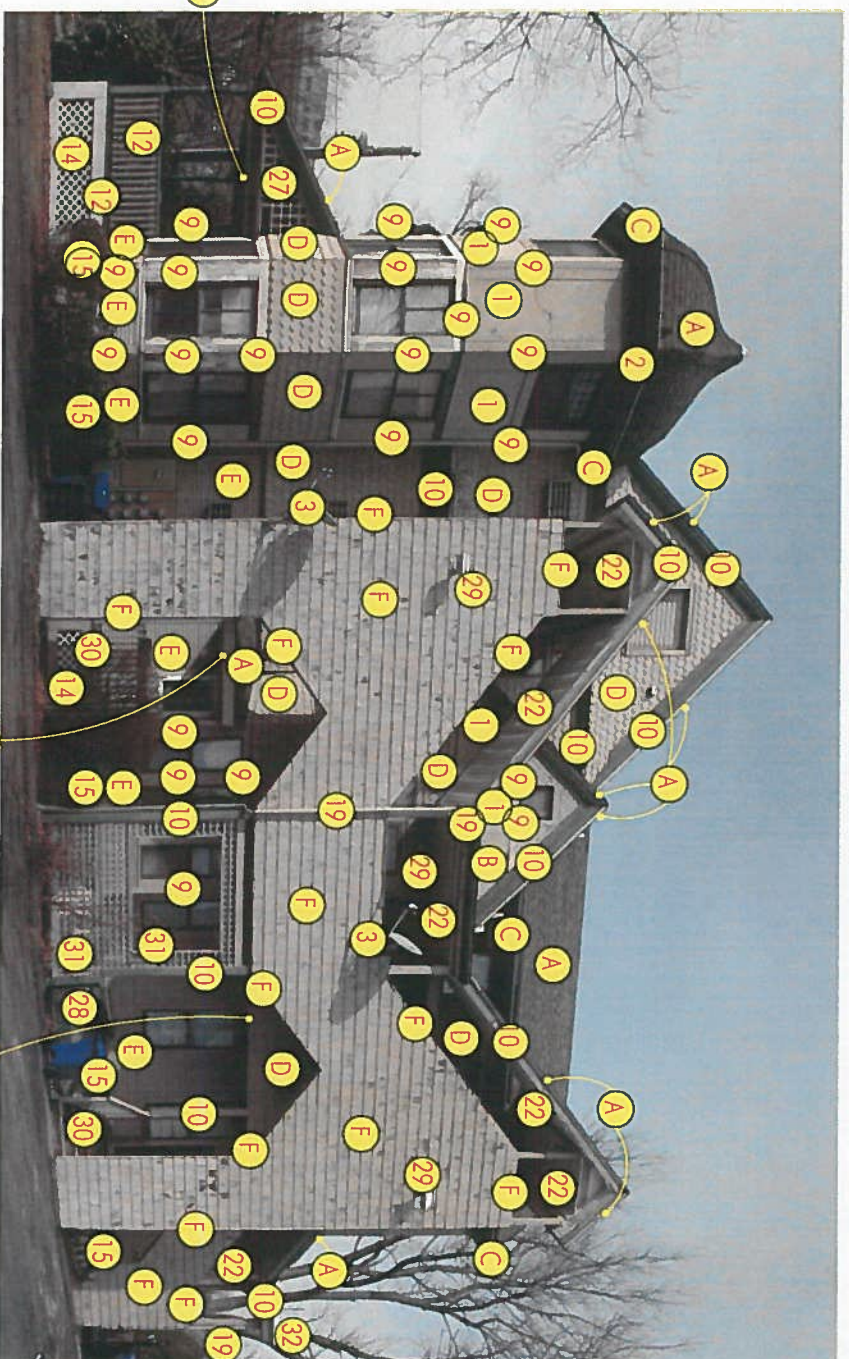


NEW 6x6 P.T. POSTS SET IN 12" DIAMETER CONC. FILLED SONOTUBES TO 42" BELOW GRADE

REPLACE WOOD FENCE TO MATCH EXISTING CONC. FILLED SONOTUBES TO 42" BELOW GRADE

REPLACE MISSING WOOD GATES TO MATCH FENCING ON HEAVY DUTY GALV. HINGES WITH GALV. LATCHES

REPLACE BACK DUMPSTER ENCLOSURE



EAST-RIGHT ELEVATION  
SEE ADDITIONAL DETAIL  
PHOTOS DWG. A-5.1 & A-5.2

**SPECIFIC KEY NOTES**

SEE DRAWING A-10 FOR GENERAL NOTES;  
**GENERAL KEY NOTES 'A' THRU 'E'; LEGENDS;  
& ABBREVIATIONS.**

- 1 REMOVE PAINT FROM STUCCO PANELS. PATCH ALL CRACKS & SKIM COAT W/DRYVIT FINISH
- 2 REPLACE YANKEE GUTTER & TRIM WHERE ROTTED OUT.
- 3 REINSTALL TENANTS SATELLITE DISHES & MAILBOXES.
- 4 NOT USED
- 5 NOT USED
- 6 NOT USED
- 7 NOT USED
- 8 NOT USED
- 9 REPLACE HORIZONTAL & VERTICAL WOOD TRIM BOARDS W/1/4" THICK AZEK METAL FLASHING @ HEAD OF HORIZONTAL BOARDS.
- 10 REMOVE ALL LOOSE PAINT FROM WOOD BRACKETS, RAKE/GABLE TRIM, TRIM & SPINDLES & REPAINT. PATCH WOOD WHERE REQUIRED
- 11 NOT USED
- 12 SAND & REFINISH EX. PORCH FL.; SEE SPEC. CUT BACK END BOARDS TO INSTALL NEW 3/4" WIDE BOARD ALL AROUND. MITER @ CORNERS. REPLACE PORCH RAILING; SEE DETAIL DWG. A-5.0.
- 13 NOT USED
- 14 REBUILD UNDER PORCH DECK ENCLOSURE: NEW 3" SQUARE OPENINGS, FRAMED W/1x2 AZEK LATTICE BOARDS. REPLACE WD. FRAME/TRIM BOARDS W/1/4" THICK AZEK.
- 15 REPLACE WOOD BOARD WATER TABLE W/AZEK. NEW METAL FLASHING UNDER NOVELTY CLAPBOARD OVER AZEK. NEW P.T. BLOCKING UNDER AS REQ'D. PATCH, SCAPE & REPAINT EX. TRIM UNDER.
- 16 REMOVE ALL LOOSE PAINT. SAND & REPAIR OR REPLACE DAMAGED DECKING; REPAINT; SEE SPEC.
- 17 NOT USED
- 18 NOT USED
- 19 REPLACE HALF ROUND GUTTER & LEADER.
- 20 NOT USED
- 21 NOT USED
- 22 EXISTING FIRE STAIR CEILING PANELS & TRIM TO REMAIN. REFASTEN LOOSE PANEL & REPLACE DAMAGED PANELS. PAINT
- 23 NOT USED

- 24 EXISTING CEILING BOARDS, RAFTERS & TRIM TO REMAIN. CLEAN & REMOVE LOOSE PAINT & REPAINT
- 25 NOT USED
- 26 NOT USED
- 27 REPAIR/REPAINT LATTICE TRIM.
- 28 DUPLICATE MISSING LATTICE SPINDLES & REPAINT EXISTING BILCO ACCESS DR & ENCLOSURE
- 29 EXISTING LIGHTS TO REMAIN
- 30 EXISTING STEPS, LANDING & PICKET RAILINGS TO REMAIN, REPLACE RAIL TOPS W/AZEK TO MATCH EXISTING SIZE. SCRAP OFF LOOSE PAINT & REPAINT
- 31 REPAIR/REPAINT TEMPORARY LATTICE TRIM. REPLACE MISSING & BROKEN BOARDS
- 32 REMOVE ALL ROOFING & DRIP EDGE TO SHEATHING. INSTALL NEW 60 MIL. FULLY ADHERED EPDM ROOF & FLASHING UP SLOPED ROOF TO MATCH EXISTING & AS RECOMMENDED BY MANUFACTURER. NEW ALUM. DRIP EDGE TO MATCH EXISTING. REUSE EXISTING ROOF DRAIN & INSTALL NEW METAL LEAF STRAINER

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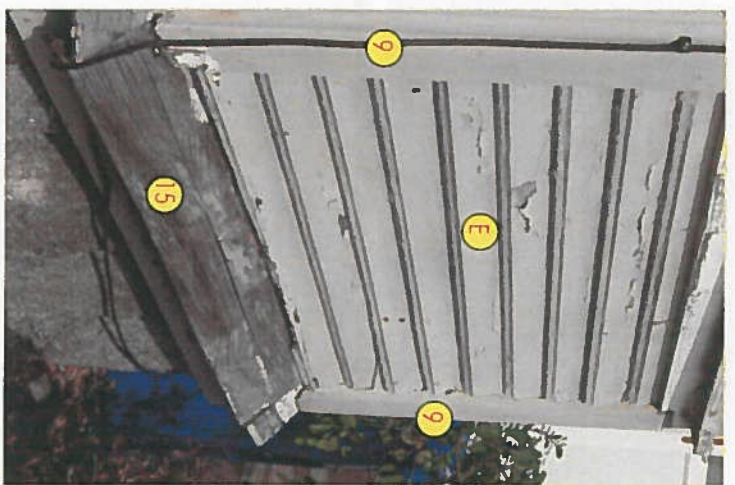
EAST-RIGHT ELEVATION  
DUMPSTER ENCLOSURE

19 FEB. 2020

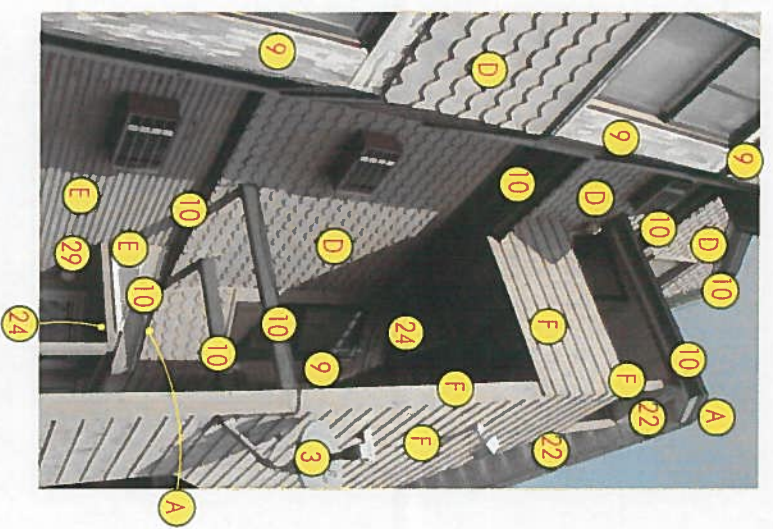
**A-5.0**



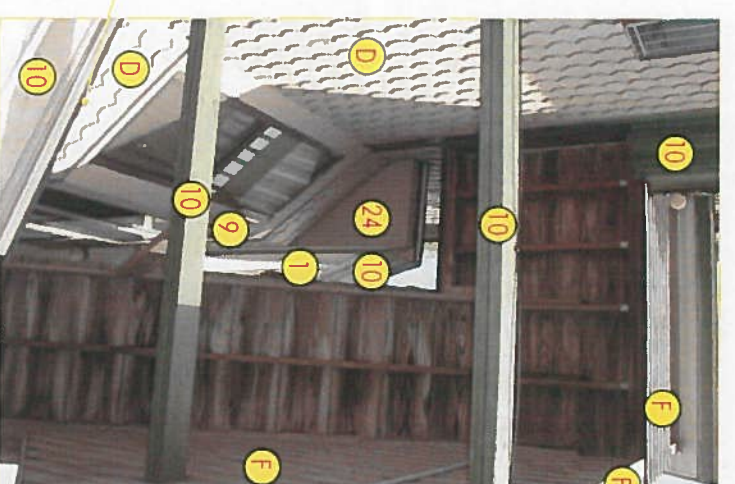
PORCH UPPER LATTICE



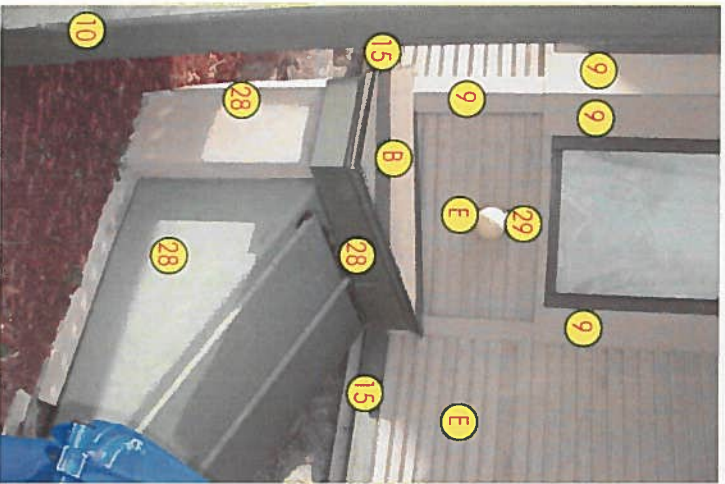
WATER TABLE



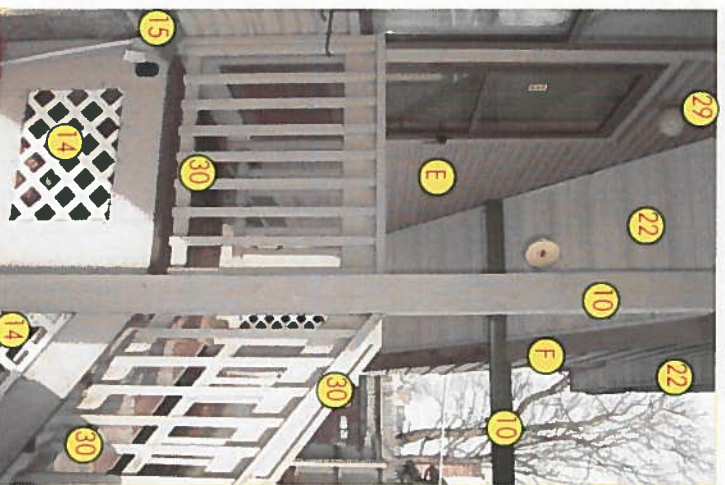
FIRE STAIR NEAR STREET



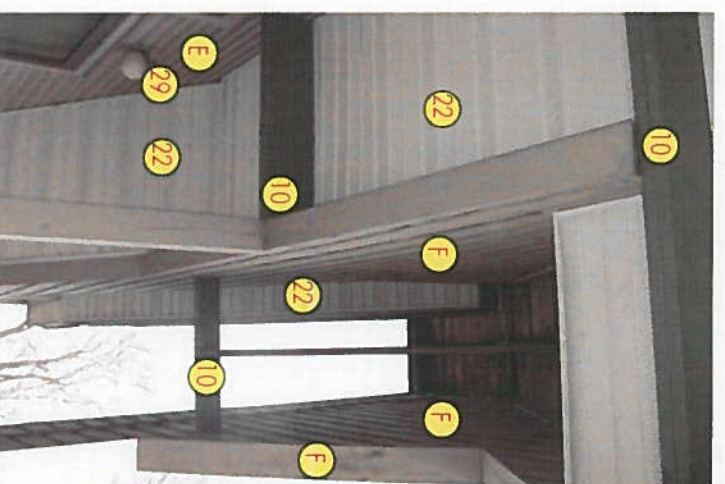
UNDERSIDE OF FIRE STAIR  
 NEAR STREET



"BILCO" DOOR



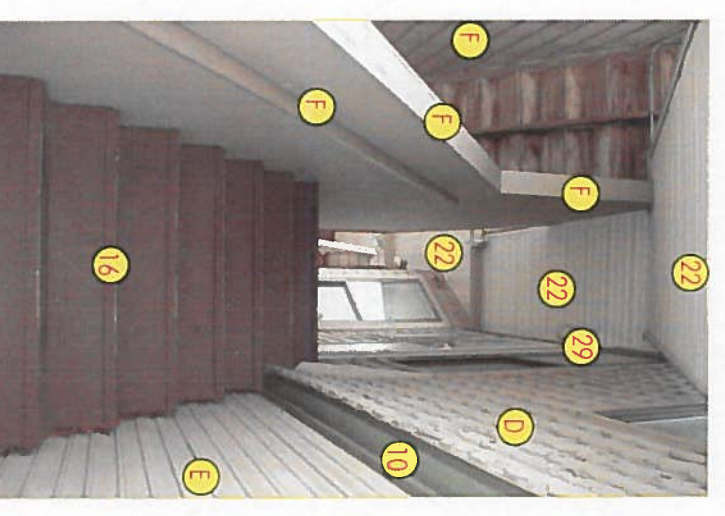
BACK 1ST. FL. STEPS



UNDERSIDE OF FIRE STAIR  
 LOOKING TOWARDS BACK



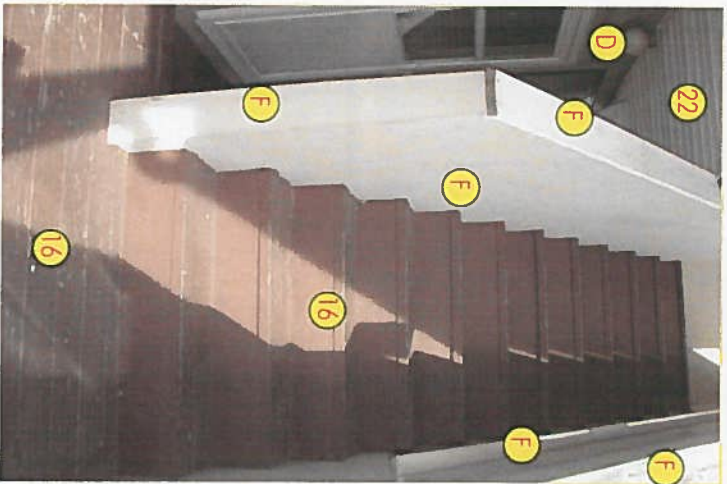
BACK FIRE STAIR TO 2ND. FL.  
 LOOKING TOWARDS STREET



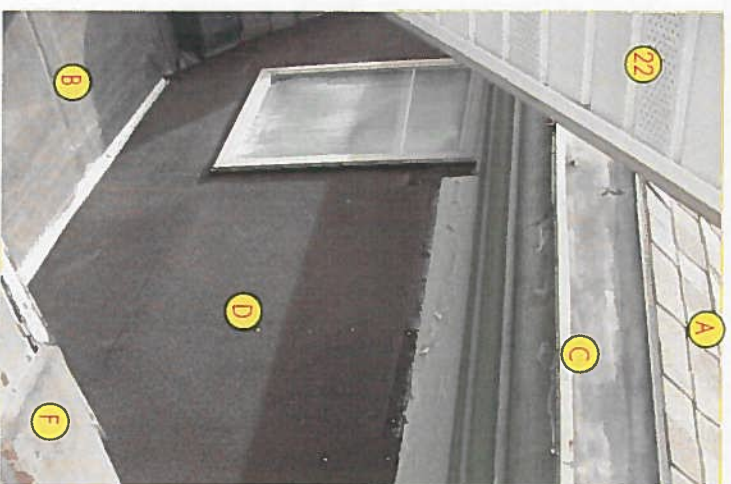
BACK FIRE STAIR TO 2ND. FL.

**KEY NOTES**  
 SEE DRAWING A-10 FOR GENERAL KEY NOTES;  
 SEE DRAWING A-50 FOR SPECIFIC KEY NOTES;

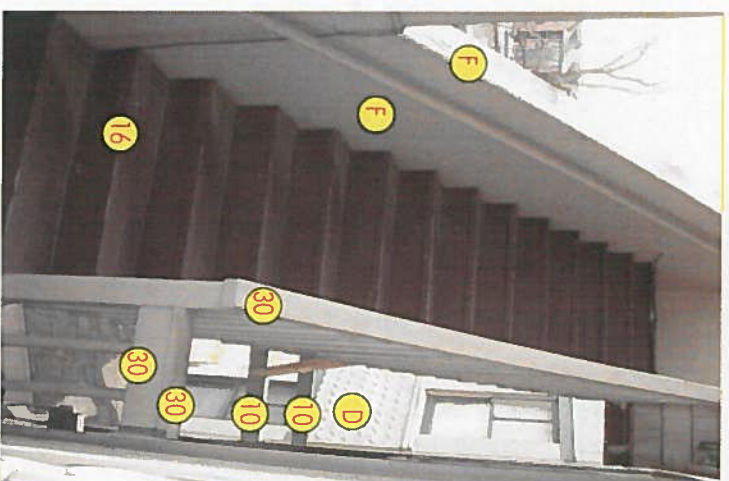
REPLACE WD. TRIM & MTL. DRIP EDGE  
 WHERE ROTTED OUT.



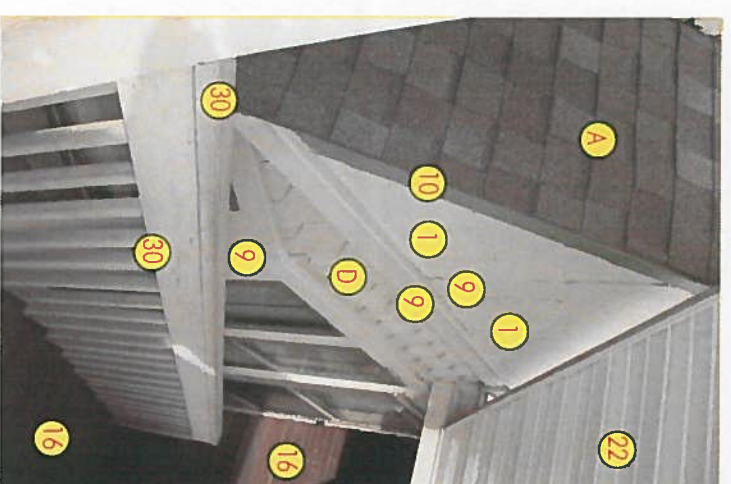
BACK STAIR TO ATTIC FL.



WALL, GUTTER, ROOF &  
STAIR CLG. @ BACK ATTIC FL.



FRONT STAIR TO ATTIC FL.



FRONT STAIR DOWN FROM  
ATTIC FL.

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Norwalk, CT

EAST ELEVATION DETAILS

19 FEB. 2020

**A-5.2**

**KEY NOTES**

SEE DRAWING A-10 FOR GENERAL KEY NOTES;  
SEE DRAWING A-50 FOR SPECIFIC KEY NOTES;



# Underwriting Worksheet

Date: 3/5/2020

Borrower(s):

Norwalk Mutual Housing, INC.

Rehab Case #: 4502

Address:

6 Chestnut Street

Owner Occupied / Investor Owned

# Units: 8

Property Value: \$900,500

Existing Loans: \$0

Proposed Loan: \$287,500

cLTV: 31.9%

*Guidelines allow up to 85%*

Property Address:

6 Arch Street

A. GROSS MONTHLY INCOME	Borrower	Co-Borrower	Totals	AGI
1 Base			-	
2 Overtime			-	
3 Pension			-	
4 Dividend/Interest			-	AMI
5 Net Rental (= 75% gross rent)	5,419		5,419	N/A
6 Other (Social Security)	1700		1,700	Family Size - 1
<b>Total Gross Monthly Income:</b>	<b>\$7,119</b>	<b>\$0</b>	<b>\$7,119</b>	

B. MONTHLY CREDIT LIABILITIES					
	Creditor	Type	Payment	Balance	As Agreed:
1					
2					
3					
4					
5					
6					
7					
8					
<b>Total Liabilities:</b>			<b>\$0</b>		

C. MONTHLY HOUSING EXPENSES			D. ASSETS		
	PITI	Current	Proposed	Forbearance loans only	
1	First Mortgage Payment	-		1	Savings
2	Rent	-		2	Savings
3	Property Taxes (Included in mort)	1,150		3	Savings
4	Homeowner's Insurance - In mor	475		4	Checking
5	Mortgage Insurance	-	-	5	Checking
6	Common Charges (other)		-	6	Retirement
7	<b>Proposed Loan(s):</b>			7	Retirement
	Principal:		\$287,500.00	8	Retirement
	Term:		300	9	Other
	Interest Rate:		2.00%	10	Other
	Payment:		\$1,216.55	11	Other
				12	Other
<b>Total Monthly Housing Expense:</b>		<b>\$ 1,625</b>	<b>1,217</b>	<b>Total Assets: \$ -</b>	

**E. MONTHLY EXPENSE RATIOS**

	<b>Current Housing</b>		<b>Proposed Housing</b>	
<b>Housing to Income Ratio:</b>	<u>\$1,625</u>	22.8%	<u>\$1,625</u>	22.8%
	\$7,119		\$7,119	
<b>Debt to Income Ratio:</b>	<u>\$1,625</u>	22.8%	<u>\$ 2,841</u>	39.9%
<b>Liabilities &amp; Housing Expenses/Income</b>	\$7,119		\$7,119	

*Guidelines allow up to 40% for amortized loans & 45% for forbearance loans*

**F. UNDERWRITING COMMENTS:**

**Year House was Built - 1887    Sq. Ft. of House - 4,573    Owners owned since 2006**

**Credit Score n/a**

# NORWALK DEVELOPMENT AGENCY

**CHAIRMAN**  
Felix R. Serrano

**COMMISSIONERS**  
Lisa M. Cooper  
John E. Igeri  
William R. Speirs  
David G. Westmoreland

**EXECUTIVE DIRECTOR**  
Brian T. Bidolli

**TO: REDEVELOPMENT AGENCY COMMISSIONERS**  
**FROM: BRIAN T. BIDOLLI, EXECUTIVE DIRECTOR**  
**DATE: MARCH 6, 2020**  
**RE: STRATEGIC PLAN UPDATE & BUDGET**

Over the coming months, staff will be engaging with community leaders to help shape a strategic vision for the agency. The goal is to clearly define the role of redevelopment and establish an organizational framework that aligns with the needs of the community. The Norwalk community has several recent plans on how to improve the physical, economic, and social environment. As such, we will be focused on project implementation and performance monitoring.

Prioritizing key projects for implementation, will be one of our first activities. An initial workshop will be held with city staff and community leaders to inventory and review key projects, and determine which evaluation criteria (time, cost, degree of difficulty, etc.) are the most important considerations for project prioritization. From there, staff will develop an initial ranking of projects for a subsequent workshop to discuss past challenges and what partnerships are necessary to advance mutual goals.

Upon developing clear project priorities as a group, a moderated discussion will be held internally and with community leaders to identify our shared strengths/ weaknesses, discuss barriers to project implementation, divide responsibilities, and monitor our performance. The end result will be an actionable framework for project implementation, strategies for increasing our likelihood of success, and mechanisms for monitoring our collective performance.

Although the majority of strategic planning work will be performed in-house, various consulting services will be required to support agency outreach and marketing efforts. Staff solicited proposals from two firms, followed up in person with Optimum Leadership and Susan Rubinsky Marketing Consulting, and have found the firms well-qualified to deliver the scope of services as attached. Based on the hourly rate and scope of work, staff is requesting a \$25,000 budget allocation for Consultants to support development of the agency's strategic plan.

## **Action Requested**

- i. Approve not to exceed budget of \$25,000 to select Consultants for the agency strategic plan and marketing.
- ii. Authorize Brian T. Bidolli, the Executive Director to execute contracts with selected vendors, for an amount not to exceed \$25,000.



SUSAN RUBINSKY **MARKETING CONSULTING**

Voice + Text: 203-215-9000 ▪ [susan@rubinsky.com](mailto:susan@rubinsky.com) ▪ 7 Calderwood Court, Bridgeport, CT 06605

QUOTE 3/3/20

Norwalk Redevelopment Agency

## Proposal for Outreach & Promotion

### Overview:

The Norwalk Redevelopment Agency (TNRA) needs to develop an outreach and promotion program to engage the community and key stakeholders in TNRA initiatives in 2020. This proposal focuses mainly on use of social media, email marketing, and the development of a new website. In addition, Phase 1 includes a survey to engage key stakeholders in the strategic planning process.

### Costs:

Note: Each item may be procured separately.

#### Phase 1 – Workshop Surveys - \$2,000.00 + Survey Platform Fees

20 Hours @ \$100.00/hr + Platform Fees

Survey Monkey – Advantage Annual Plan - \$384/Annual\* - <https://www.surveymonkey.com/>

Poll Everywhere – Various plans, from Free to \$120/Annual depending on features selected

\*Depending on logic/features needed, a higher level plan may be needed

- Collaborate in survey creation with NRA
- Setup unique surveys for three stakeholder groups in Survey Monkey
- Setup polling and other interactive features for live group data collection during stakeholder meetings using the platform Poll Everywhere

#### Phase 2 – Outreach & Engagement via Social Media & Email Newsletter

- Newsletter & Social Media Initial Setup – 10 hours @ \$100.00/hr = **\$1,000.00**
  - Newsletter in iContact – setup account, lists, template, etc
  - Facebook, Twitter, LinkedIn – setup and/or facilitate new access for new/additional administrator; icon, banners/graphics and copy setup

NOTE: Costs, below, may be adjusted, based on budget and editorial calendar; Some months may require more hours, some months less. Also, 24/7 Risk PR is often unpredictable with no activity for months then accelerated activity without warning (for example, Coronavirus has accelerated Risk PR in the public sector recently).

- Monthly Activity on Social – 20 hours/mo @ \$100.00/hr = **\$2000.00/mo**
  - Messaging Production & Distribution
  - Build a Following
  - Engage with Followers & other key audiences



SUSAN RUBINSKY **MARKETING CONSULTING**

Voice + Text: 203-215-9000 ▪ [susan@rubinsky.com](mailto:susan@rubinsky.com) ▪ 7 Calderwood Court, Bridgeport, CT 06605

- Email Marketing - **\$1,250.00 per newsletter**
  - 2020 Annual Cost: \$5,000.00 (\$1250.00 each for four newsletters, discounted from \$1,500.00 each).

### Phase 3 – Website – See Options, below

Produce a new website that is responsive in multiple screens and easy to manage and update and cost-effective to maintain over time. SRMC recommends using the website platform Duda. Duda is a low cost platform where all backend maintenance, including security updates, is conducted in real-time at no extra cost outside of the yearly subscription fee. Front-end maintenance (content and new features) is provided by SRMC – there is no contract to retain front-end maintenance with SRMC and NRA may choose another content producer at any time. (Basically, we don't hold you hostage just because we produced the initial website for you.)

#### Option 1 - \$4,500.00 + Duda Annual Fee \$264.00\*

\*Duda is currently running a 50% off for first year offer, or \$132.00/annual

Duda - <https://www.duda.co/plans>

10-page, bare bones website utilizing a standard Duda template. Template is modified to reflect NRA brand & style.

- Account & Template Setup for Home and Subpage - \$1000.00
- Page content development & implementation for 10 pages – 10 page X \$350/per page = \$3,500

#### Option 2 - \$10,750.00 + Duda Annual Fee \$264.00\*

\*Duda is currently running a 50% off for first year offer, or \$132.00/annual

Duda - <https://www.duda.co/plans>

25-page website utilizing a standard Duda template with a high level of customization. Template is modified to reflect NRA brand & style. Collaboration with NRA to completely restructure website from the ground up to reflect new strategy. NOTE: current website is 26 pages.

- Account & Template Setup for Home and Subpage - \$2000.00
- Page content development & implementation for 25 pages – 25 page X \$350/per page = \$8,750

Examples of sites currently using Duda:

- Norwalk Water Department - <https://www.firstdistrictwater.org/>
- Norwalk Green (this is a test link, site is scheduled to go live the week of 3/8/2020) - <https://norwalkgreen.multiscreensite.com/>

NOTE: Post-launch website content updates are charged at \$100.00/hr. Updates associated with email newsletter and social media line items are included as part of that work.

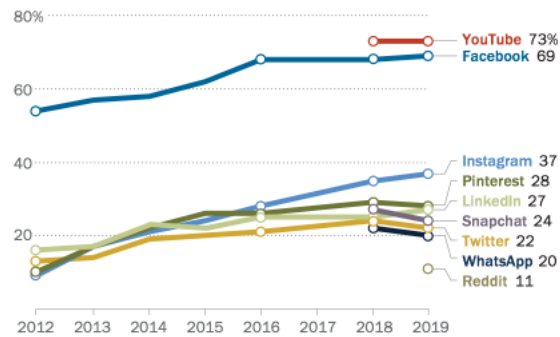
## Details:

## Social Media Market Overview & Editorial Calendar Creation

### Current Social Media Marketshare (2019 data)

#### Facebook, YouTube continue to be the most widely used online platforms among U.S. adults

% of U.S. adults who say they ever use the following online platforms or messaging apps online or on their cellphone



Note: Pre-2018 telephone poll data is not available for YouTube, Snapchat and WhatsApp. Comparable trend data is not available for Reddit. Source: Survey conducted Jan. 8-Feb. 7, 2019.

PEW RESEARCH CENTER

<https://www.pewresearch.org/fact-tank/2019/04/10/share-of-u-s-adults-using-social-media-including-facebook-is-mostly-unchanged-since-2018/>

- Create high level month-by-month editorial calendar for 2020 focusing on key TNRA initiatives and relevant topic areas (e.g., complete streets, transit, etc.). Since some initiatives may be in process, consider revising quarterly as is relevant. Q1 & Q2 to be more detailed; Q3 & Q4 more overarching. The calendar will always have openings for current events which may arise without notice.
- Select social media platforms and create messaging framework to engage target audiences. For example, twitter is heavily utilized by elected officials and legislators, while Facebook is heavily used by the general public. Framework will take into account differences in target audiences to define messaging strategy.

## Social Media Execution

### Initial Setup

Platform setup and/or refinement for: Facebook, LinkedIn, Instagram, Pinterest, twitter. Other platforms to be considered (e.g. Soundcloud for podcasts and/or interviews) during initial discovery period.

Inclusion of links in “Connect With Us” section of website footer.

Initial copywriting and graphics production for social media account fields



SUSAN RUBINSKY **MARKETING CONSULTING**

Voice + Text: 203-215-9000 ▪ [susan@rubinsky.com](mailto:susan@rubinsky.com) ▪ 7 Calderwood Court, Bridgeport, CT 06605

Platform branding graphics production and execution (banners, icons, etc. Each in the correct sizes for each platform)

### **Messaging Production & Distribution**

Copywriting and graphics production for social media distribution, as defined by editorial calendar

### **Build a Following & Engage Key Audiences**

Ongoing activity in “following” and “liking” other relevant entities (e.g., Norwalk Transit, MTA, local/state/federal elected officials) on social media platform to increase engagement.

Ongoing “sharing” of TNRA posts to relevant Groups in Facebook (e.g., We are from Norwalk CT - 11K members)

Ongoing “sharing” of relevant posts by other entities (platform dependent)

Ongoing commenting and development of cross-promotional opportunities

Social Monitoring – Monitoring comments and activity for trolling and negative activity;  
Collaborate with TNRA on responsive solutions to any such activity

### **Report>Analyze>Refine**

Monthly and/or Quarterly Metrics reporting, as defined in Phase 1. Each report follows a Report>Analyze>Refine model and editorial calendar is adjusted accordingly as data is accrued and analyzed over time.

## **Email Marketing**

### **Online Platform**

1. iContact (recommended)
  - a. Cost:
    - i. **\$30.60/mo for up to 2,500 subscribers PLUS 20% Non-profit discount**
    - ii. **\$75.65/mo for up to 10,000 subscribers PLUS 20% Non-profit Discount**
2. Constant Contact
  - a. Cost:
    - i. \$45.00/mo for up to 2,500 subscribers
    - ii. \$95.00/mo for up to 10,000 subscribers

### **Four Email Newsletters**

1. **Cost: \$5,000.00 (\$1250.00 each, discounted from \$1,500.00 each)**
2. Includes:
  - a. Online Platform Setup
    - i. Initial setup with TNRA credit card OR initial setup and adding TNRA Billing contact to add credit card
    - ii. Template setup in online platform



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- iii. List setup in online platform
- iv. Email signup box code generation for website
- v. One free send to invite new subscribers to a list provided by TNRA
- b. Content Creation
  - i. Copywriting/copyediting
  - ii. Local photography (up to 2 hours of photography time per newsletter)
  - iii. Custom graphic design – basic custom illustrations, as needed for newsletter
  - iv. Stock graphics & photography – use of SRMC stock library, as needed for newsletter
  - v. Produce and test responsive newsletter in online platform
  - vi. Setup newsletter landing page on website (if TNRA has the ability to easily add new users and news content to website, otherwise, landing page will need to be setup by existing website producers)
  - vii. Bi-lingual option – newsletter may be produced in English/ Spanish at minor extra cost, as follows:
    - 1. \$100 for duplicating email from English to Spanish and laying in replacement copy in Spanish; includes web landing page in Spanish if supported by the website CMS
    - 2. \$0.25 per word for Spanish translation
    - 3. Includes list segmentation for people who select Spanish option
    - 4. More details available upon request
- c. Email Sending & Tracking Reports:
  - i. Setup email and send to list/s
  - ii. 1-hour and 24-hour tracking reports included (options below are only if iContact is online platform chosen; other platforms may not have all option below available):
    - 1. Open Rate
    - 2. Click Rate
    - 3. Bounce Rate
    - 4. Unsubscribe Rate
    - 5. Open List, by Contact (which contacts opened email)



# Strategic Planning Proposal

February 5, 2020

**NORWALK re: DEVELOPMENT AGENCY**

Wally Hauck, PhD, CSP

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

## **Purpose:**

To create an aligned strategic plan to help Norwalk Redevelopment optimally achieve the ideal vision and mission. Why: Strategy is a critical element of the foundation for performance of an organization (see the House of Engagement and Trust page 5).

## **Big Picture Method:**

### **Step 1:**

**Conduct the DiSC Personal Profile Training** with all key personnel (see description page 4).

Why: The purpose of this session is to provide a tool to optimize interpersonal communication within the team. Interpersonal communication skills are essential for a team to facilitate a strategic plan.

### **Step 2:**

**Facilitate the adoption of a vision and mission** for the team (see description page 5).

Why: The vision and mission are critical elements of the foundation for performance of an organization (see the House of Engagement and Trust page 5).

### **Step 3:**

**Conduct an online S.W.O.T. Analysis** (Strengths, Weaknesses, Opportunities, and Treats description page 6).

Why: Create engagement and buy-in within the staff by using their opinions and feedback to create actions steps for the strategic plan.

### **Step 4:**

**Create an aligned strategic plan** (description page 6).

Why: A specific strategic plan enables staff to know continuously act and avoid wasted time (see the House of Engagement and Trust page 5).

## **Intended Outcomes:**

Improvement of:

- Key performance metrics: Infrastructure; Affordable Housing; Support from the city
- Trust, communication, and cooperation
- Credibility of Norwalk Redevelopment within the community and city

Reduction of:

- Wasted time
- Unnecessary damaging conflict
- Unhealthy stress

## **Detailed Method Steps:**

### **Step 1:**

**Conduct the DiSC Personal Profile Training** with all personnel.

- Participants complete and read a personal profile (see description page 4)
- Participants attend a 3-1/2-hour training session and create a personal action plan

### **Step 2:**

**Facilitate the adoption of a vision and mission** for the team.

- Participants complete pre-work (What do you think the vision and mission are for Norwalk Redevelopment?)
- Participants attend a 3-hour workshop to adopt a vision and mission

### **Step 3:**

**Conduct an online S.W.O.T. Analysis** (Strengths, Weaknesses, Opportunities, and Treats, see description page 6).

- Identify participants (key customers, stake holders, and staff) who will participate in the analysis
- Participants complete on-line survey S.W.O.T.
- Compile results and present to key stake holders
- Use the results to complete step 4

### **Step 4:**

**Create an aligned strategic plan.**

- Identify key participants for the strategic plan session (key influencers and stakeholders and possibly board members)
- Participants attend a 4-hour strategic planning session (Hoshin – see description page 7)
- Optimum Leadership prepares a final report and set of next steps and recommendation
- The staff works as a team to identify detailed roles, responsibilities and implement action steps
- Optimum Leadership provides necessary support to get the staff started

## **Investment:**

Total: \$7,975

Details:

- Step 1: DiSC – Session \$1,875; Profiles at \$75/each (\$525)
- Step 2: Vision and Mission – Session \$1,875
- Step 3: Conduct S.W.O.T. - \$1,200
- Step 4: Strategic Plan - \$2,500



## **DiSC® Classic (Personal Profile System®)<sup>1</sup> Influence Style Instrument**

*The foundation of personal and professional success lies in understanding yourself, understanding others, and realizing the impact of personal behavior on others. For nearly thirty years, the DiSC® Classic has unlocked the door to productive communication and relationships for over 30 million people through its DiSC® Dimensions of Behavior learning approach.*

DiSC Dimensions of Behavior method for exploring behavioral issues. There are four primary dimensions:

- **Dominance: Direct and Decisive.** D's are strong-willed, strong-minded people who like accepting challenges, taking action, and getting immediate results.
- **Influence: Optimistic and Outgoing.** i's are "people people" who like participating on teams, sharing ideas, and energizing and entertaining others.
- **Steadiness: Sympathetic and Cooperative.** S's are helpful people who like working behind the scenes, performing in consistent and predictable ways, and being good listeners.
- **Conscientiousness: Concerned and Correct.** C's are sticklers for quality and like planning ahead, employing systematic approaches, and checking and re-checking for accuracy.

DiSC is a multi-level learning instrument that helps individuals assess to what degree they utilize each dimension of behavior in a situation. The instrument then provides feedback designed to help people in your organization: build productive teams

- develop effective managers
- train a powerful sales force
- improve customer service
- ease frustration and conflict

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<sup>1</sup> <http://www.inscapepublishing.com/products/productSearch.asp>

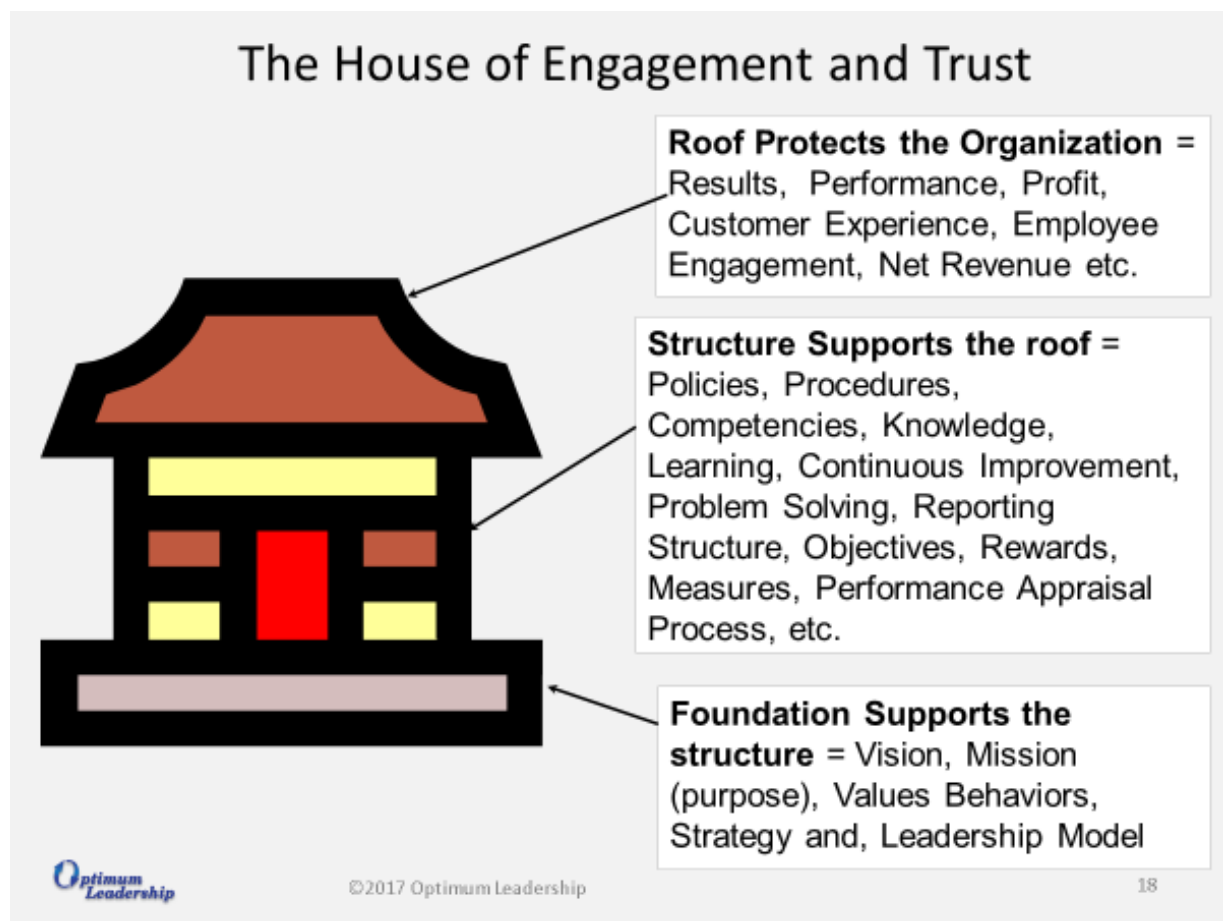
## Vision and Mission Definitions

Mission:

- Aim or Purpose of being – why does the organization exist?

Vision:

- A picture of an ideal future state – what do you want to (or will) look like in the future?



## **SWOT Analysis Survey for Participants and Absent Participants to Complete Prior to the Strategic Plan**

A S.W.O.T. analysis can help an organization identify the most important issues so it can set its priorities for the future.

S.W.O.T. stands for Strengths, Weaknesses, Opportunities, and Threats.

What are the most important issues for “YOUR ORGANIZATION” to address to be successful in the future?

### **What are the Strengths of “YOUR ORGANIZATION”?**

First, we want to know the Strengths of “YOUR ORGANIZATION”. Strengths are a distinct INTERNAL resource, skill, interaction, or characteristic that gives “YOUR ORGANIZATION” an advantage and helps to quickly and easily achieve its Mission and Vision.

### **What are the Weaknesses of “YOUR ORGANIZATION”?**

Second, we want to know the Weaknesses of “YOUR ORGANIZATION”. A Weakness is an INTERNAL deficiency in resource, skill, interaction, or characteristic that holds “YOUR ORGANIZATION” back from effective performance and from fully achieving its Mission and Vision.

### **What are the Opportunities for “YOUR ORGANIZATION”?**

Third, we want to know the Opportunities for “YOUR ORGANIZATION”. An Opportunity is a favorable situation in the EXTERNAL environment that will help it achieve its Mission and Vision.

### **What are the Threats facing “YOUR ORGANIZATION”?**

A Threat is a mainly unfavorable situation in the EXTERNAL environment that the organization operates within. A Threat can prevent it from fully achieving its Mission and Vision.

# The Hoshin Planning Process

The Hoshin Planning Process has been utilized for many years by high quality companies and organizations to:

- Create consistent strategic plans
- Instill commitment of worthy goals by all participants
- To get things done faster, better, and with less effort.

The process focuses efforts on the steps that will generate the best results and normally produces major improvement.

“The Japanese interpretation of Deming’s thoughts and ideas was a culmination of statistical process control, detailed planning, and leadership. In the 1950’s Deming’s theories of PLAN, DO, STUDY, ACT became the foundation for Japan’s management control and total quality management – Hoshin Kanri.

The literal translations of Hoshin Kanri can have several American meanings. *Ho* meaning *method* and *shin* meaning *shining needle* or compass. Kanri means management or control – a methodology for strategic direction setting.

Hoshin Kanri provides a step-by-step planning, implementation, and review process for planning and managed change. It is specifically a systems approach to the management and the continuous improvement of an organization. A system is a “*set of coordinated and interdependent processes that accomplish the core objectives of the organization.*”

Steps:

- Identify Issues – see key question
- Organize ALL the issues in related groups
- Prioritize the groups

Outcomes:

- A priority of action steps
- Alignment<sup>2</sup> of people in the room

---

<sup>2</sup> Alignment – Awareness, Understanding and Agreement on issues or action steps – Alignment creates focus and energy to act



Dr. [Wally Hauck](#), CSP works with leaders and teams to reduce unnecessary frustrations and unhealthy stress. Wally facilitates building cultures of trust, accountability, and self-management thereby unleashing ‘employee genius’.

For more than 20 years Wally has worked with more than 200 organizations, hundreds of leaders, and thousands of employees to optimize engagement, customer experience and significant transformational improvement.

Wally holds a doctorate in organizational leadership from Warren National University, a Master of Business Administration in finance from Iona College, and a bachelor’s degree in philosophy from the University of Pennsylvania. Wally is a Certified Speaking Professional or CSP. As a professor of Organizational Change and Development at the University of New Haven in Connecticut Wally received the highest ratings of all professors in 2012.

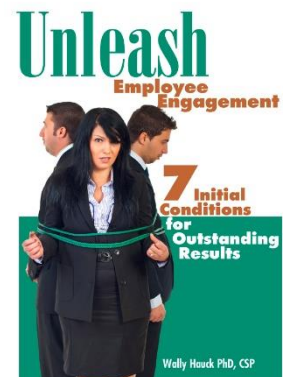
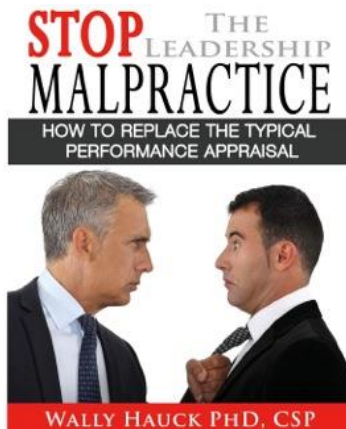
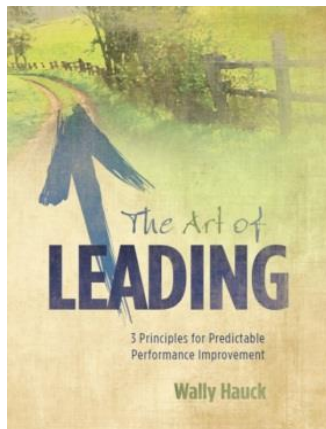
Wally is married to his lovely wife Lori for over 26 years. They have two daughters, one son, three grandchildren, two rescue dogs a very dysfunctional cat. Wally has passion for golf, family, politics, and good movies.



[\*The Art of Leading: 3 Principles for Predictable Performance Improvement\*](#)

[\*Stop the Leadership Malpractice: How to Replace the Typical Performance Appraisal\*](#)

[\*Unleash Employee Engagement: 7 Initial Conditions for Outstanding Results\*](#)



<http://www.optimumleadership.com>

**NORTH WALKE HOUSING  
CORPORATION**

TO: MEMBERS, NORTH WALKE HOUSING CORPORATION  
FROM: FELIX R. SERRANO, CHAIRMAN  
DATE: MARCH 6, 2020  
RE: MEETING NOTICE

.....

**A Special Meeting of the North Walke Housing Corporation will be held at 5:30 PM on Tuesday, March 10, 2020 at 3 Belden Avenue, First Floor.**

**NORTH WALKE HOUSING  
CORPORATION  
SPECIAL MEETING  
MARCH 10, 2020  
5:30 P.M.**

**A G E N D A**

CALL TO ORDER

ROLL CALL

PUBLIC PARTICIPATION

**I. ADMINISTRATION**

**A. APPROVAL OF MINUTES**

1. Approve Minutes of February 11, 2020 Regular Meeting.

**II. NEW BUSINESS**

**III. OLD BUSINESS**

**ADJOURNMENT**

**CITY OF NORWALK  
NORTH WALKE HOUSING  
CORPORATION  
FEBRUARY 11, 2020**

**ATTENDANCE:** Felix Serrano, Chair; Lisa Cooper, William Speirs, David Westmoreland (via telephone)

**COUNSEL:** Marc J. Grenier, Esq.

**STAFF:** Brian Bidolli, Executive Director; Eugenia Lupinski,

**CALL TO ORDER**

Mr. Serrano called meeting to order at 7:20 p.m.

**ROLL CALL**

A quorum was present

**PUBLIC PARTICIPATION**

There was no action on this item.

**I. ADMINISTRATION**

A. Approval of Minutes

i. Approve minutes of the December 10, 2019 Special Meeting

\*\*Change attendance to show that Mr. Speirs was not in attendance

**\*\*MS. COOPER MOTIONED TO APPROVE MINUTES OF THE DECEMBER 10, 2019 SPECIAL MEETING AS AMENDED**

**\*\*MR. SERRANO SECONDED**

**\*\* THE MOTION PASSED 3-0 WITH ONE ABSTENSION (SPEIRS)**

B. Finance

A. Approve North Walke's Revenue and Expenditures Statements and Balance Sheets for all funds for Year-to-Date December 31, 2019

Ms. Lupinski gave a report for all funds, she said:

City of Norwalk  
Redevelopment  
Agency  
February 11, 2020

- The Operating Fund had \$6000 in revenue and \$7000 in expenses which resulted in an operating deficit of \$1000.
- The balance sheet had \$1,363,000 in assets, \$1,000,015 in liabilities and \$348,000 in total net assets.
- The Revolving Loan Fund had an operating surplus of \$1600, from interest on notes.
- The balance sheet had assets of \$162,000 and total liabilities and net assets of \$162,000

**\*\*MS. COOPER MOTIONED TO APPROVE NORTH WALKE’S REVENUE AND EXPENDITURES STATEMENTS AND BALANCE SHEETS FOR ALL FUNDS FOR YEAR-TO-DATE DECEMBER 31, 2019**

**\*\*MR. SPEIRS SECONDED**

**\*\* THE MOTION PASSED UNANIMOUSLY**

**II. NEW BUSINESS**

There was no action on this item

**III. OLD BUSINESS**

There was no action on this item.

**ADJOURNMENT**

**\*\*MS. COOPER MOTIONED TO ADJOURN**

**\*\*MR. SPEIR SECONDED**

**\*\* THE MOTION PASSED UNANIMOUSLY**

The meeting adjourned at 7:25 p.m.

Respectfully submitted,

L. Grassilli  
Telesco Secretarial Services

# NORWALK DEVELOPMENT AGENCY

**CHAIRMAN**  
Felix R. Serrano

**COMMISSIONERS**  
Lisa M. Cooper  
John E. Igneri  
William R. Speirs  
David G. Westmoreland

**EXECUTIVE DIRECTOR**  
Brian T. Bidolli

TO: MEMBERS, NORWALK REDEVELOPMENT AGENCY

FROM: FELIX R. SERRANO, CHAIRMAN

DATE: MARCH 6, 2020

RE: MEETING NOTICE

\*\*\*\*\*

The next Meeting of the Norwalk Redevelopment Agency will be held on Tuesday, March 10, 2020 at 5:30 p.m. at 3 Belden Avenue, First Floor.

**MARCH 10, 2020  
5:30 P.M.  
REGULAR MEETING  
A G E N D A**

CALL TO ORDER

ROLL CALL

PUBLIC PARTICIPATION

**I. ADMINISTRATION**

1. APPROVAL OF MINUTES
  - i. Approve Minutes of the January 14, 2020 Regular Meeting
  - ii. Approve Minutes of the February 11, 2020 Regular Meeting
2. FINANCE
  - i. Approve Norwalk Redevelopment Agency Operating Revenue and Expenditure Statement for January 31, 2020.

**II. BUSINESS**

1. REHABILITATION LOAN.
  - i. Approve Residential Rehabilitation Loan #4502 as recommended by the loan committee.
  - ii. Authorize Brian T. Bidolli, Executive Director to execute related loan documents and contracts for Residential Rehabilitation Loan #4502

2. STRATEGIC PLAN UPDATE

- i. Approve not to exceed budget of \$25,000 to select Consultants for the agency strategic plan and marketing.
- ii. Authorize Brian T. Bidolli, the Executive Director to execute contracts with selected vendors, for an amount not to exceed \$25,000.

**III. EXECUTIVE SESSION**

1. Discussion regarding entitled, City of Norwalk and City of Norwalk Redevelopment Agency v. ILSR Owners, LLC and Wall Street Opportunity Fund, MMC, Docket No. FST-CV-18-6038249-S, which is currently pending in the Stamford-Norwalk Judicial District of Stamford.

**IV.** Possible action related to III.1.

**V. NEW BUSINESS**

**VI. OLD BUSINESS**

ADJOURNMENT

**CITY OF NORWALK  
REDEVELOPMENT AGENCY  
REGULAR MEETING  
JANUARY 14, 2020**

**ATTENDANCE:** Felix R. Serrano, Chairman, Commissioners Lisa Cooper and John Igneri.

**AGENCY COUNSEL:** Marc J. Grenier, Esq.

**STAFF:** Brian Bidolli, Executive Director, Tami Strauss, Deputy Director; John Slovak, Comptroller; Lori Guttman, Director of Community Development Planning.

**CALL TO ORDER**

Chairman Serrano called the Regular Meeting of the Norwalk Redevelopment Agency of January 14, 2020 to order at 5:30 PM.

**ROLL CALL**

Chairman Serrano noted that a quorum was present.

**PUBLIC PARTICIPATION**

There was no one present from the public who wished to comment.

**I-A. APPROVAL OF MINUTES**

**\*\* MS. COOPER MOVED TO APPROVE THE MINUTES OF THE  
DECEMBER 10, 2019 REGULAR MEETING.**

**\*\* MR. IGNERI SECONDED.**

**\*\* THE MOTION PASSED UNANIMOUSLY.**

**I-B. FINANCE**

1. Approve NRA Fund 100 Statement of Revenues and Expenditures for Year-To-Date November 30, 2019.

Mr. Slovak reported on the NRA Fund 100 Statement of Revenues and Expenditures for Year-To-Date November 30, 2019 as follows:

- Operating Fund 100 had revenues of \$592,065 versus budgeted revenues of \$619,903 with an unfavorable variance of \$27,838.
- Operating Fund 100 had total expenditures of \$621,743 versus budgeted total expenditures of \$625,719 resulting in a \$3,977 favorable expenditure variance.
- There is an actual operating deficit of \$29,678 versus a budgeted operating deficit of \$5,816 resulting in a \$23,862 unfavorable net operating, which is mostly due to legal fees for the Wall Street litigation.

**\*\* MS. COOPER MOVED TO APPROVE THE NRA FUND 100 STATEMENT  
OF REVENUES AND EXPENDITURES FOR YEAR-TO-DATE NOVEMBER  
30, 2019.**

**\*\* MR. IGNERI SECONDED.**

**\*\* THE MOTION PASSED UNANIMOUSLY.**

2. Budget Amendment:
  - a. Approve budget amendment for Consultants in the amount of \$15,000.
  - b. Approve the Executive Director to execute a contract with Operations, Inc. for an amount not to exceed \$15,000 over a 12-month period.

Mr. Bidolli said this is a request to approve a budget amendment to add \$15,000 to our consultant budget and to authorize the Executive Director to execute a contract with Operations, Inc. in an amount not to exceed \$15,000 to review the Agency's internal HR practices, personnel and operations policies to standardize them and make any recommended changes for Agency consideration. The Agency received multiple quotes and staff is recommending entering into an agreement with Operations, Inc. based on their local presence and the services they provide. Ms. Strauss and I met with a representative from Operations, Inc last week, and determined it really is an hourly basis contract that we need. The initial task would be to look at the Agency personnel policy, which encompasses personnel, operations and benefits policies all in one document. Operations, Inc. recommended to update the same and further to provide ongoing support should on an as needed basis.

Chairman Serrano said the heavy lift and the dollars would be front ended because of what we need to do right now, but going forward it would be on an as needed basis.

Mr. Bidolli said the \$15,000 is the initial lump sum, which he is going to try to minimize as much as possible by doing internal viewing and flagging things and as much outsource as needed.

Ms. Cooper asked if this will be better than hiring an HR firm on a regular basis? Mr. Bidolli said the Agency's volume is small, so the Agency would benefit the most with this type of out sourcing.

Ms. Strauss said it would cost a lot more to hire somebody, and what's nice about Operations, Inc. is that they have people who specialize in benefits and policy and people who do different specialties, so you are getting a whole team of experts who each have their specialty areas. Mr. Bidolli noted that it will be more cost effective and we will get better quality.

- \*\* **MR.IGNERI MOVED TO APPROVE THE BUDGET AMENDMENT FOR CONSULTANTS IN THE AMOUNT OF \$15,000, AND TO APPROVE THE EXECUTIVE DIRECTOR TO EXECUTE A CONTRACT WITH OPERATIONS, INC. FOR AN AMOUNT NOT TO EXCEED \$15,000 OVER A 12-MONTH PERIOD.**
- \*\* **MS. COOPER SECONDED.**
- \*\* **THE MOTION PASSED UNANIMOUSLY.**

Chairman Serrano noted that that will be coming from the operating fund, Fund 100.

## **II. A. LANDSCAPE MAINTENANCE SERVICES**

Mr. Bidolli said the Agency currently maintains a three-year agreement with Meticulous Landscaping to provide landscaping services throughout the urban corridor. The last time this agreement was approved, the Commissioners asked that each year staff talk about the

apportionment and the scope of the services to be provided. Staff met with Meticulous last week, and nothing is going to change in terms of the cost. It is going to be the same dollar amount, \$111,250. However, there are other indirect expenses that are required to implement this budget, and staff wanted to make sure that the Agency has coverage and that the Commissioners are aware of those costs.

Ms. Strauss said that the Agency does not get charged for water, so it's really the cost for the police and buying the plants from Western Growers to put in the islands. Meticulous waters them, and oftentimes staff will ask them to clean up some street furniture or do some extra work just to improve the overall look and leverage the investment that we're making in the landscape. Last year those extra costs totaled about \$50,000, so this year staff is asking that the Agency encumber \$65,000 for the additional expenses that come with the landscaping contract, which was approved in 2019.

Chairman Serrano said while the Commissioners approved the contract for a three year period, the Commissioners did want it to come back on an annual basis to have these type of discussions. Western Growers is fantastic, and Chairman Serrano noted that the Agency does not want to diminish the quality of their product because that's the investment that Agency is making in the urban corridor, but wonders if the landscaper would be able to do this in a more cost effective way. Ms. Strauss said Western Growers was the most cost effective and least expensive provider of the plants.

Mr. Bidolli said that Staff can definitely follow up with Western Growers. When staff talked to Joe Tamburro at Meticulous, he mentioned other vendors versus Western Growers, but he was more favorable to Western Growers quality and not having to buy replantings, which is important because it could drag out the cost. Mr. Tamburro is into high quality and very into his work. He clearly knows what he's talking about, and so he has confidence in that.

Chairman Serrano said that's the Agency we get tremendous kudos during the summer and during the holidays and everything looks great, and he doesn't want to diminish that.

Mr. Igneri said it seems like a lot of money, and he is just wondering if there could be some savings.

Ms. Strauss said if you look at the scope of work that is attached to her memo, you'll see there are about 20 different properties that are in this report which range from Wall Street and West Avenue all the way down to South Norwalk, and there are the islands, the exit ramps, Freese Park, the Clocktower Island, the Art Park and turning on and off the irrigation systems for the Clocktower and the islands. This is the fifth year we had Meticulous and this is the same price that we paid him last year, so he didn't increase his price.

Attorney Grenier said plus Joe Tamburro is a member of the Exchange Club, which is always giving back to the community. When the Agency started the project it was for the properties located in the urban core, which is what the Redevelopment Agency covers and that's what the appendix shows. The Scope of work is not outside the core area that the Agency serves, and that was important for the Commission at the time the agreement was approved .

Chairman Serrano said, again, this will come back next year because it's on an annual basis.

- \*\* MS. COOPER MOVED TO AUTHORIZE THE CHAIRMAN TO APPROVE ENCUMBERING \$65,000 FOR ANCILLARY COSTS FOR THE URBAN CORE LANDSCAPING PROGRAM FOR CALENDAR YEAR 2020.**
- \*\* MR.IGNERI SECONDED.**
- \*\* THE MOTION PASSED UNANIMOUSLY.**

**B. 55/77 NORTH WATER STREET PROPOSED CHANGES IN USE/DESIGN**

1. Find that proposed changes to the first floor uses at 55 North Water Street are consistent with the Reed Putnam Urban Renewal Plan.
2. Find that proposed changes to the first floor uses at 77 North Water Street will substantially change the Urban Renewal Plan and will require a modification to the Plan in accordance with State Statute.

Ms. Strauss said last month Redniss and Mead presented to the Commissioners the proposed change in use for the ground floor of 55 and 77 North Water Street in the Reed Putnam Urban Renewal Plan area. The Commissioners found the proposed change for 55 North Water Street to be consistent with the Urban Renewal Plan. However, for 77 North Water Street, Redniss and Mead proposed changing 100% office on the ground floor to 100% residential use, and that was determined by the Commissioners not to be consistent with the Urban Renewal Plan and that the requested change would require a modification to the plan in accordance with state statute. Rather than go through a substantial amendment to the plan, Redniss and Mead met with staff and have now come back with a revised plan for 77 North Water Street which brings the mix to 25% commercial and 75% residential. Staff is recommending that the Commissioners find the proposed changes to be consistent with the Reed Putnam Urban Renewal Plan.

Ms. Strauss said the northern half of the building is elevated off the side, and people living there are going to have a really nice terrace and be able to sit outside and watch people go by, so they will see more activity than they would if there were commercial use elevated off the street, so this is consistent with a mixed use. Also, this project will have to come back to the Agency, as the Agency has design review, since 77 North Water is in the Urban Renewal Plan Area.

Chairman Serrano said what is being proposed is consistent with the mixed use component, not what it is going to look like. That's why we have the design review process.

- \*\* MR.IGNERI MOVED TO FIND THAT PROPOSED CHANGES TO THE FIRST FLOOR USES AT 77 NORTH WATER STREET ARE CONSISTENT WITH THE REED PUTNAM URBAN RENEWAL PLAN.**
- \*\* MS. COOPER SECONDED.**
- \*\* THE MOTION PASSED UNANIMOUSLY.**

**III. EXECUTIVE SESSION**

- A. Discussion and update on litigation titled City of Norwalk and City of Norwalk Redevelopment Agency vs. ILSR Owners, LLC and Wall Street Opportunity

Fund LLC, which is currently pending in the Stamford-Norwalk Judicial District at Stamford.

B. Discussion related to Agency personnel matters.

**\*\* MR. IGNERI MOVED TO GO INTO EXECUTIVE SESSION AT 5:54 PM TO (A) DISCUSS AND UPDATE THE LITIGATION TITLED CITY OF NORWALK AND CITY OF NORWALK REDEVELOPMENT AGENCY VS. ILSR OWNERS, LLC AND WALL STREET OPPORTUNITY FUND LLC, WHICH IS CURRENTLY PENDING IN THE STAMFORD-NORWALK JUDICIAL DISTRICT AT STAMFORD, AND (B) DISCUSS RELATED PERSONNEL MATTERS.**

**\*\* MS. COOPER SECONDED.**

**\*\* THE MOTION PASSED UNANIMOUSLY.**

Whereupon the Norwalk Redevelopment Agency meeting went into Executive Session at 5:55 P.M. and came out of Executive Session at 6:54 P.M. No action was taken on items III. A and B.

#### IV. Agency Organizational Structure

- a. Discussion of Proposed Structure
- b. Possible action on IV.a

Mr. Bidolli provided a general overview on the proposed agency organizational structure as developed through his internal review of current projects and coordination with agency staff. He described how he believed that the new agency organizational chart would support new program development and the preparation of a strategic plan for Commissioners to review later in the year. He described numerous redundancies in staff assignment, and his approach to streamline agency operations to optimize both project and financial management for the Agency. Mr. Bidolli indicated the organizational chart if approved by the Commissioners would be effective immediately.

**\*\* MR. IGNERI MOVED TO APPROVE THE NORWALK REDEVELOPMENT AGENCY ORGANIZATIONAL CHART AS PRESENTED BY THE EXECUTIVE DIRECTOR.**

**\*\* MS. COOPER SECONDED.**

**\*\* THE MOTION PASSED UNANIMOUSLY.**

V. Possible action related to III.b.

This item was tabled as no action was required.

**III. NEW BUSINESS**  
(None.)

**IV. OLD BUSINESS**

(None.)

**ADJOURNMENT**

Upon motion of Mr. Igneri and second of Ms. Cooper the Norwalk Redevelopment Agency regular meeting of January 14, 2020 was adjourned at 7:15pm.

Respectfully submitted,  
Karen Pacchiana

**CITY OF NORWALK  
NORWALK REDEVELOPMENT  
AGENCY  
FEBRUARY 11, 2020**

**ATTENDANCE:** Felix Serrano, Chair; Lisa Cooper, William Speirs, David Westmoreland (via telephone)

**COUNSEL:** Marc J. Grenier, Esq.

**STAFF:** Brian Bidolli, Executive Director; Eugenia Lupinski,

**OTHERS:** Robert Gryzwacz, DeCarlo & Doll; Harrison Gill, Gill & Gill; Michael Rodor, Gill & Gill

**I. CALL TO ORDER**

Mr. Serrano called meeting to order at 5:30 p.m.

**II. ROLL CALL**

A quorum was present

**III. PUBLIC PARTICIPATION**

There was no action on this item.

**IV. ADMINISTRATION**

1. Approval of Minutes

- i. Approve minutes of the January 14, 2020 Regular Meeting

Mr. Serrano noted that there was not a quorum of those commissioners who had attended the meeting to approve the minutes

**\*\*MS. COOPER MOTIONED TO TABLE THE APPROVAL OF THE MINUTES**

**\*\*MR. SPEIRS SECONDED**

**\*\* THE MOTION PASSED UNANIMOUSLY**

2. Finance

i. Approve Norwalk Redevelopment Agency Quarterly Revenue and Expenditures Statements and Balance Sheets for all funds for Year-to-Date December 31, 2019

Ms. Lupinski gave a report for all funds, she said;

- The Operating Fund had revenues of \$706,000 versus a budget of \$744,000 which resulted in an unfavorable variance of \$38,000 which was due to lower CBDG drawdowns which was being resolved.
- Actual legal expenses were \$171,000 versus a budget of \$9600 which resulted in an unfavorable variance of \$161,000 due to the Wall Street litigation.
- Total operating expenses were \$792,000 versus a budget of \$744,000 which resulted in an unfavorable variance of \$38,000.
- The Operating Deficit of \$76,000 versus the break-even of the bottom line, resulted in an unfavorable variance of \$76,000.
- The balance sheet had \$6,500,000 in cash, accounts receivable due from other funds and property and equipment. Loans receivable and other assets totaled \$219,000.
- There was \$2,349,000 in deferred revenue, which would be earned when expensed and \$3,586,000 in total net assets.
- The Brookfield Operating fund had \$86,000 in both revenues and expenses which resulted in a break even.
- The balance sheet for the Brookfield Operating fund had \$520,000 in both assets and liabilities.
- The CDGB revolving loan fund had \$14,400 in interest income from notes receivable and \$3,500 of expenses which resulted in an operating surplus of \$10,900.
- The balance sheet had \$749,000 in cash and due from other funds, \$280,000 in net loans receivable, \$526,000 in liabilities and \$503,000 in total net assets.
- The CDGB non-revolving fund had revenues of \$151,000 and program expenses of \$322,000 which resulted in an operating deficit of \$171,000. This amount had been reimbursed and drawn down from CDGB in January.
- The balance sheet had \$196,000 in cash and due from other funds, \$92,000 in net loans receivable and \$288,000 in total liabilities and net assets.
- The Agency Project and Program fund had \$1,995,000 in revenue and \$2,000,064 in expenses which resulted in an operating deficit of \$70,000. This would be a break even after grant billing
- The balance sheet had \$676,000 in cash, receivables and due to other funds; and \$676,000 in total liabilities and net assets.

**\*\*MS. COOPER MOTIONED TO APPROVE THE NORWALK REDEVELOPMENT AGENCY QUARTERLY REVENUE AND EXPENDITURES STATEMENTS AND BALANCE SHEETS FOR ALL FUNDS FOR YEAR-TO-DATE DECEMBER 31, 2019**

**\*\*MR. SPEIRS SECONDED**

**\*\* THE MOTION PASSED UNANIMOUSLY**

- ii. Renew Agency's \$2 million secured line of credit with People's United Bank

Mr. Bidolli stated that the Agency had had a business line of credit with Peoples United bank since 2011. He has requested that it be renewed for a three-year term until February 8, 2023. The line of credit would only be used for Agency capital expenses as needed and after approval by the Commissioners. All terms and conditions remained the same.

Mr. Speirs asked how often the Agency has used the line of credit, and Ms. Lupinski said that the Agency used the line of credit once in 2011 regarding the purchase of condominiums. She said that the only time there would be a fee was if the Agency utilized the line of credit and that there was no fee involved in renewing it.

**\*\*MS. COOPER MOTIONED TO APPROVE RENEWAL OF THE AGENCY'S SECURED LINE OF CREDIT WITH PEOPLE'S UNITED BANK TO FEBRUARY 8, 2023.**

**\*\*MR. SPEIRS SECONDED**

**\*\* THE MOTION PASSED UNANIMOUSLY**

#### **IV. BUSINESS**

##### 1. Leonard Street design review

- i. Approve the final project site design for 9-13 Leonard Street as consistent with the design guidelines set forth in the Wall Street-West Avenue Redevelopment Plan, as recommended by the Third-Party Design reviewer, DeCarlo & Doll.

Mr. Bidolli said that they were looking at the design which had been reviewed by a third party, he noted that they recommended approval based on the consistency with the plans.

Harrison Gill of Gill and Gill Architects introduced himself and Robert Gryzwacz of DeCarlo and Doll who had been retained to act as the third party. He noted that his company formerly conducted design reviews, and that they found this process different and more thorough because of the involvement of Planning and Zoning.

He said that the building was located on Leonard Street behind the Isaac Street Parking Lot. He said it was a marginal through street with a lot of light industrial and old housing stock. He said this proposed building would be an improvement to the area.

Mr. Gill said the building was smaller than the one on the corner of West Avenue and Leonard Street. He also noted that because of the review, his client had upgraded the materials substantially for the building.

He noted that zoning would allow for 32 dwelling units, and this design proposes 26 dwelling units. He said that the Floor Area Ratio was 3.0, which based on the 16,000 square footage for this which meant a 48,000 square foot building could be built rather than the proposed 40,000 square foot building. He said that the site was difficult because of the shape of the lots.

Mr. Gill said that the building met the affordable housing standards, and that the building was designed to create a more generous sidewalk to meet landscaping suggestions. He discussed the design of the canopy over the main entrance.

Mr. Serrano asked Mr. Gryzwacz to talk about his review process. Mr. Gryzwacz referred to his report which went systematically through the review process, including compliance with Planning and Zoning as well as the Wall Street-West Avenue Design guidelines.

Mr. Gryzwacz went over his report and noted that the application met the Agency Design Guidelines.

Mr. Serrano asked if there was anything still pending. Mr. Gryzwacz said that there was some clarification that would need to come from the building permit process.

Mr. Serrano asked who monitored the building to ensure that the materials in the design would be used during the building project. Mr. Bidolli said the building inspector would be responsible to ensure compliance with what is being approved

Mr. Speirs asked about parking and asked if it extended behind the building.

Mr. Gill noted that it was a mixed-use building with 1000 square feet of retail space. He said that there was a double loaded parking lot behind the building, with one vehicle entrance and exit. He said the assumption was that the residents would not be parked there during business hours, so the businesses could use the spaces in accordance with the Zoning regulations.

Ms. Cooper asked if parking was assigned. Mr. Gill said that it would be a decision made by building management.

Mr. Westmoreland asked about the use of the space on the fifth floor where the design stepped back. Mr. Gill said there were two apartments, as well as space for a gym, gathering space and bathrooms. He said that his client had removed front windows, because of a terrace on the fourth floor. He said the fifth floor would get natural light from the north and west sides.

Mr. Westmoreland asked if the exterior light fixtures were dark sky compliant? Mr. Gill said yes, full cutoff.

**\*\*MR. COOPER MOTIONED TO APPROVE THE PROPOSED DESIGN FOR 9-13 LEONARD STREET AS CONSISTENT WITH THE DESIGN GUIDELINES SET FORTH IN THE WALL STREET-WEST AVENUE REDEVELOPMENT PLAN, AS RECOMMENDED BY THE THIRD PARTY DESIGN REVIEWER, DECARLO & DOLL.**

**\*\*MR. SPIER SECONDED**

**\*\* THE MOTION PASSED UNANIMOUSLY**

## 2. LEASEHOLD IMPROVEMENTS

- i. Approve budget allocation for Leasehold Improvements in the amount of \$25,000.

Mr. Bidolli noted that the first floor of the building needed some aesthetic and functional improvements and he further discussed the scope of proposed work.

The Agency was requesting \$25,000, to cover the \$21,000 scope of work, with a small contingency. He indicated the work would be completed before the next Agency meeting.

- ii. Approve the Executive Director to execute a contract with selected vendors for office Leasehold Improvements.

**\*\*MR. SPEIRS MOTIONED TO APPROVE THE BUDGET ALLOCATION FOR LEASEHOLD IMPROVEMENTS IN THE AMOUNT OF \$25,000 AND THE EXECUTIVE DIRECTOR TO EXECUTE A CONTRACT WITH SELECTED VENDORS FOR LEASEHOLD IMPROVEMENTS.**

**\*\*MS. COOPER SECONDED**

**\*\* THE MOTION PASSED UNANIMOUSLY**

## 3. Review of strategic plan work program

Mr. Bidolli discussed his thoughts on a strategic plan for the Agency. He said that the work program would follow a discovery, design and deployment strategy, with City and community input.

He provided an overview of the project scope, and indicate the effort would be focused on implementation and performance monitoring of previously identified redevelopment projects. He said that his goal was to have the planning program complete by the end of June, and requested the Commissioners provide input regarding key individuals to reach out to during the planning process.

Mr. Serrano asked the Commissioners to email Brian regarding any thoughts and/or ideas that they may have about the process

Ms. Cooper said that she appreciated the community participation plan, because that was crucial.

Mr. Westmoreland asked if Mr. Bidolli was comfortable running this process or if he needed consultants. Mr. Bidolli said that he thought it can be done internally given his experience, and the plans focus on implementation of existing plans which are the result of significant level public outreach. He indicated an a la carte approach to consulting services would be favorable to support plan development to manage costs while expanding the existing capacity of the agency.

Mr. Westmoreland said that he wanted to ensure that they step back and look at how the Agency relates to the City and vice versa. He said he wanted to ensure that they stepped back and looked at it objectively. Mr. Bidolli said he had considered that, and intended to utilize the technical advisory committee to obtain such input.

Mr. Bidolli said that at the March meeting he would bring a revised approach with specific proposals for consideration.

#### 4. Wheels 2u

i. Approve the extension of the Marketing and Communications Contract with Silver Creative Group for the Microtransit program in an amount not to exceed \$60,000 through June 30, 2020 from Fund 115.

Mr. Bidolli said that as part of the mall project, there had been a budget allocation to provide marketing for Wheels 2u. He said the contract would have to be renewed, and that he met with the vendor in advance of the meeting to review the contract to examine the budget in detail.

He said additional review would be necessary to determine the marketing support they were receiving, but in order to not disrupt marketing efforts in the interim, he was recommending a six-month extension, for \$60,000.

Mr. Serrano noted that it would be helpful to get metrics and other feedback from this review in the six month extension.

**\*\*MR. SPIER MOTIONED TO APPROVE THE EXTENSION OF THE MARKETING AND COMMUNICATIONS CONTRACT WITH SILVER CREATIVE GROUP FOR THE MICROTRANSIT PROGRAM IN AN AMOUNT NOT TO EXCEED \$60,000 THROUGH JUNE 30, 2020 FROM FUND 115.**

**\*\*MS. COOPER SECONDED**

**\*\* THE MOTION PASSED UNANIMOUSLY**

### **III. EXECUTIVE SESSION**

i. Discussion and update on litigation titled City of Norwalk and City of Norwalk Redevelopment Agency vs. ILSR Owners, LLC and Wall Street Opportunity Fund LLC, which is currently pending in the Stamford-Norwalk Judicial District at Stamford and Discussion related to Agency personnel matters/claims

City of Norwalk

Redevelopment

Agency

February 11, 2020

ii. Discussion related to Agency personnel matters/claims

**\*\*MR. SPIER MOTIONED TO GO TO EXECUTIVE SESSION FOR DISCUSSION AND UPDATE ON LITIGATION TITLED CITY OF NORWALK AND CITY OF NORWALK REDEVELOPMENT AGENCY VS. ILSR OWNERS, LLC AND WALL STREET OPPORTUNITY FUND LLC, WHICH IS CURRENTLY PENDING IN THE STAMFORD-NORWALK JUDICIAL DISTRICT AT STAMFORD AND DISCUSSION RELATED TO AGENCY PERSONNEL MATTERS/CLAIMS**

**\*\*MR. COOPER SECONDED**

**\*\* THE MOTION PASSED UNANIMOUSLY**

The meeting went into executive session at 6:30pm.

**\*\*MS. COOPER MOTIONED TO COME OUT OF EXECUTIVE SESSION**

**\*\*MR. SPEIR SECONDED**

**\*\*THE MOTION PASSED UNANIMOUSLY**

The meeting came out of executive session at 7:15pm. No action was taken in Executive Session.

#### **V. NEW BUSINESS**

Mr. Grenier stated that the executive director had requested a new business item be added to the Agency agenda regarding the authorization of the 6 Arch Street rehabilitation project. He noted that a 2/3 vote of the Commissioners present to approve adding the item to the Agenda.

**\*\*MS. COOPER MOTIONED TO ADD THE AUTHORIZATION OF CONTRACT EXECUTION FOR 6 ARCH STREET REHAB PROJECT TO BE ADDED TO THE AGENDA**

**\*\*MR. SPIERS SECONDED**

**\*\* THE MOTION PASSED UNANIMOUSLY**

Mr. Bidolli said this was a time sensitive item. He said it was a request for architectural services for the proposed rehabilitation. He said an authorization was needed to approve architectural services in the amount of \$8,240, and he suggested that the Commissioners approve \$10,000 to cover any minor contingencies

**\*\*MR. SPEIR MOTIONED TO AUTHORIZE THE EXECUTIVE DIRECTOR TO EXECUTE THE PROPOSED CONTRACT WITH GILL AND GILL ARCHITECTS, LLC NOT TO EXCEED \$10,000.**

**\*\*MR. SPIERS SECONDED**

**\*\* THE MOTION PASSED UNANIMOUSLY**

**VI. OLD BUSINESS**

There was no action on this item.

**\*\*MS. COOPER MOTIONED TO ADJOURN**

**\*\*MR. SPEIR SECONDED**

**\*\* THE MOTION PASSED UNANIMOUSLY**

The meeting adjourned at 7:20 p.m.

Respectfully submitted,

L. Grassilli  
Telesco Secretarial Services

**Norwalk Redevelopment Agency**  
**Explanation of Statement of Revenues & Expenditures**  
**Year-To-Date January 31, 2020**

- Operating Fund 100 had revenues of \$864,939 versus budgeted revenues of \$867,865 with an unfavorable variance of \$2,925.
- Operating Fund 100 had total expenditures of \$965,067 versus budgeted total expenditures of \$879,496 resulting in an unfavorable variance of \$85,571.
- There is an actual operating deficit of \$100,128 versus a budgeted operating deficit of \$11,632 resulting in an unfavorable variance of \$88,496.

**Norwalk Redevelopment Agency Inc.**  
Statement of Revenues and Expenditures - Board Rev & Exp Comparison-YTD, Budget, Prior YTD  
100 - NRA Operating - Fund 100  
From 7/1/2019 Through 1/31/2020  
(In Whole Numbers)

	YTD Actual	YTD Budget	YTD Variance	Prior YTD Actual	Annual Budget	Annual Budget \$ Remaining
<b>REVENUES</b>						
Grant Revenues						
Grants - City Positions	84,175	84,177	(2)	220,353	144,304	60,129
Grants - NRA Project Funds	480,262	480,260	2	532,567	823,303	343,041
Grants - CDBG City Neighborhoods	141,466	145,250	(3,784)	153,815	249,000	107,534
Grants - CDBG Program Admin	110,652	104,689	5,963	110,831	179,467	68,815
Grants - Other	3,280	30,896	(27,615)	9,427	52,964	49,684
Total Grant Revenues	819,835	845,272	(25,437)	1,026,993	1,449,038	629,203
Other Revenues						
Interest Income from Notes	6,752	1,262	5,490	11,432	2,163	(4,589)
Interest Income - Other	17,424	19,059	(1,635)	19,753	32,673	15,249
Miscellaneous Revenues	459	2,272	(1,813)	6,033	3,894	3,435
Rental Income	20,470	0	20,470	0	0	(20,470)
Total Other Revenues	45,104	22,593	22,512	37,219	38,730	(6,374)
Total REVENUES	864,939	867,865	(2,925)	1,064,212	1,487,768	622,829
<b>EXPENDITURES</b>						
Personnel						
Salaries	460,025	540,865	80,840	603,635	907,258	447,233
Taxes & Benefits	177,894	182,455	4,561	211,129	312,780	134,886
Total Personnel	637,919	723,320	85,401	814,764	1,220,038	582,119
Administrative Expenses						
Professional Fees - Legal	206,686	11,250	(195,436)	199,300	19,286	(187,400)
Professional Fees - Other	7,292	9,472	2,180	7,000	16,237	8,945
Consultants/Contracted Svcs	22,500	2,152	(20,348)	0	3,689	(18,811)
Occupancy	62,012	61,417	(595)	0	105,287	43,275
Office Expenses	12,982	20,320	7,339	12,404	34,835	21,853
Insurance	340	10,125	9,785	0	17,357	17,017
I.T. Expense	5,336	11,229	5,892	7,063	19,249	13,913
Training	4,073	10,198	6,126	6,811	17,483	13,410
Agency Marketing	5,795	17,617	11,822	3,944	30,200	24,405
Miscellaneous	132	2,396	2,264	260	4,107	3,975
Total Administrative Expenses	327,148	156,176	(170,972)	236,781	267,730	(59,418)
Total EXPENDITURES	965,067	879,496	(85,571)	1,051,545	1,487,768	522,701
NET OPERATING SURPLUS/(DEFICIT)	(100,128)	(11,632)	(88,496)	12,667	0	100,128

**Norwalk Redevelopment Agency Inc.**  
**Statement of Revenues and Expenditures**  
100 - NRA Operating - Fund 100  
From 1/1/2020 Through 1/31/2020  
(In Whole Numbers)

	<u>Month Actual</u>	<u>Month Budget</u>	<u>Month Variance</u>	<u>Prior Year Month</u>
<b>REVENUES</b>				
Grant Revenues				
Grants - City Positions	12,025	12,025	(0)	31,479
Grants - NRA Project Funds	68,601	68,609	(8)	64,081
Grants - CDBG City Neighborhoods	51,479	20,750	30,729	27,123
Grants - CDBG Program Admin	22,342	14,956	7,387	14,604
Grants - Other	0	4,414	(4,414)	433
Total Grant Revenues	<u>154,447</u>	<u>120,753</u>	<u>33,694</u>	<u>137,720</u>
Other Revenues				
Interest Income from Notes	884	180	704	10,101
Interest Income - Other	1,809	2,723	(913)	3,429
Miscellaneous Revenues	0	325	(325)	0
Rental Income	1,978	0	1,978	0
Total Other Revenues	<u>4,672</u>	<u>3,228</u>	<u>1,444</u>	<u>13,531</u>
Total REVENUES	<u>159,119</u>	<u>123,981</u>	<u>35,139</u>	<u>151,251</u>
<b>EXPENDITURES</b>				
Personnel				
Salaries	87,067	87,236	170	95,451
Taxes & Benefits	31,171	26,065	(5,106)	35,672
Total Personnel	<u>118,238</u>	<u>113,301</u>	<u>(4,937)</u>	<u>131,122</u>
Administrative Expenses				
Professional Fees - Legal	35,614	1,607	(34,007)	44,323
Professional Fees - Other	1,042	1,353	311	1,000
Consultants/Contracted Svcs	17,500	307	(17,193)	0
Occupancy	7,442	8,774	1,332	0
Office Expenses	2,239	2,903	664	3,486
Insurance	0	1,446	1,446	0
I.T. Expense	295	1,604	1,309	596
Training	826	1,457	631	1,124
Agency Marketing	140	2,517	2,377	1,995
Miscellaneous	0	342	342	0
Total Administrative Expenses	<u>65,098</u>	<u>22,311</u>	<u>(42,787)</u>	<u>52,524</u>
Total EXPENDITURES	<u>183,336</u>	<u>135,612</u>	<u>(47,724)</u>	<u>183,646</u>
NET OPERATING SURPLUS/(DEFICIT)	<u>(24,216)</u>	<u>(11,632)</u>	<u>(12,585)</u>	<u>(32,395)</u>

# NORWALK DEVELOPMENT AGENCY

**CHAIRMAN**  
Felix R. Serrano

**COMMISSIONERS**  
Lisa M. Cooper  
William R. Speirs  
John E. Igneri  
David G. Westmoreland

**EXECUTIVE DIRECTOR**  
Brian T. Bidolli

**TO: COMMISSIONERS OF THE NORWALK REDEVELOPMENT AGENCY**

**FROM: STEPHEN IVAN, HOUSING DEVELOPMENT PROJECT MANAGER**

**DATE: March 5, 2020**

**RE: RESIDENTIAL REHABILITATION LOAN #4502**

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## Loan Overview

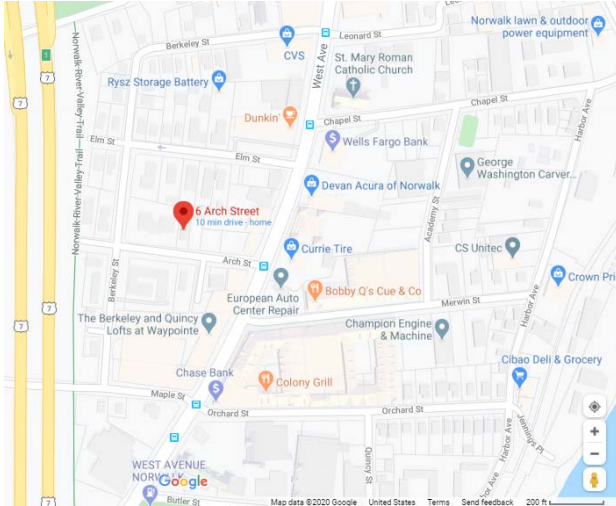
Norwalk Mutual Housing Inc. has applied for a loan to rehabilitate their property located at 6 Arch Street, Norwalk, CT 06850. The structure is a 4,573 square foot multi-family building constructed in 1887. Norwalk Mutual Housing acquired the property in 2006 and uses the six unit building to house five extremely low income individuals and has a sixth vacant unit that requires repairs before the unit is occupied. Norwalk Mutual Housing plans to renovate the vacant unit with their own funding, which will contribute another \$663 per month to their income. There is a detached, two unit structure on the property that brings the unit total to eight units. There will be no work performed on the detached structure. Norwalk Mutual Housing will use the loan to rehabilitate the deteriorating façade of the building and replace the roof.

The scope of work developed by the Housing Development Project Manager and Gill and Gill Architects consists of removing existing siding, exterior trim work, and roof and replacing them with new, in-kind material to preserve the historical architecture of the house. Please see the attached document (Attachment B) for the project specifications and additional photos. The proposed loan is for \$287,500, which includes 15% contingency funds for anticipated additional work likely to be discovered once demolition begins.

The loan committee has reviewed the loan and approved to forward the project to the Agency's Board of Commissioners for review. Upon Agency approval of the loan package, the loan will be presented to the Norwalk Mutual Housing Board of Directors for their approval. Staff will receive formal approval and documentation from Norwalk Mutual Housing's Board once the loan is approved. Should the loan not be approved by their board the loan contract will not be executed. The federally required review by the State Historic Preservation Office is also pending. Their eligible response period will end on March 20, 2020.

## **Location Details**

The property is located at 6 Arch Street, Norwalk, CT 06850.



**Image 1** – Map of property location



**Image 2** – Image of home

## **Current Conditions and Scope of Work**

The majority of the façade of the structure is in a deteriorated condition. Several sections of Yankee gutter have rotted to the point where holes have formed through the wood. The paint on the shingles and clapboard siding is chipped and cracking throughout the building. The roof was improperly fastened with nails that were too short for a second layer of shingles, causing sections to blow loose from the structure and creating leaks. The Housing Development Project Manager is recommending the replacement of the materials due to the condition of the structure. Repainting and repair work presents recurring issues because of the deteriorated conditions. Please see the attached document (Attachment B) for a full explanation of the scope of work and reference pictures.

## **Bidding Process and Proposed Loan**

The proposed loan is based off of the Housing and Urban Development requirement for competitive bidding. The results of that process are included below. According to HUD regulation, the lowest, responsible bidder must be chosen otherwise the owner must pay for the difference out of pocket if they select another contractor who is not the lowest bidder. The lowest bid was not acceptable to the Housing Development Project Manager to complete the work based on the allowances within the scope of work

that was included with the bid package. The second lowest bid was accepted as a reasonable and responsible bid.

**BID OPENING RESULTS**  
**6 Arch Street**  
**March 5, 2020 @ 9am**

---

BIDDER	Bid
<b>Shoreline Construction</b>	<b>\$270,000.00</b>
<b>North Atlantic Contracting Corporation</b>	<b>\$315,000.00</b>
<b>Maggiore Construction</b>	<b>\$355,000.00</b>
<b>Medoit Group</b>	<b>\$369,000.00</b>
<b>Titan Enterprises</b>	<b>\$178,000.00</b>

The proposed loan consists of the following:

Low Bid:	\$250,000
Agency Loan:	\$0
15% Contingency:	\$37,500
Attorney Fees:	\$0
<b>Total for Loan</b>	<b>\$287,500</b>

In order for the applicant to meet underwriting guidelines, the Housing Development Project Manager has removed various items from the scope of work. The replacement of the front porch railing (Item 12 on the specific key notes page, attachment B), the replacement of the lattice on the front porch (item 14), repairs to the paint on the exterior staircase on the right side of the house (item 10) and repairs to the plywood sheathing (item F) have been removed from the scope to accommodate the loan guidelines.

**Underwriting and Loan Structure**

The underwriting was conducted using the current Residential Rehabilitation Program's guidelines. During the underwriting process it was determined the non-profit could afford monthly debt payments of \$1,217 which would bring their *Debt to Income (DTI) Ratio* to 39.9%; the maximum DTI allowed is 40%. With the maximum term of 25 years and the current 2% interest rate for nonprofit organizations, \$287,500 would be amortized with a monthly payment of \$1,217.

The underwriting was completed conservatively using only the net income generated by rental property as a source of repayment. The underwriting does not include the organization's financial assets. As a source of repayment, the non-profit currently earns \$4,837 per month from their rental income. The underwriting was completed using net rental income produced by the seven occupied unit and the minimum rental amount for the vacant unit. Their rental income will increase to a minimum of \$5,419

once the repairs to the vacant unit are completed and rented. Payments will not begin until work is completed as is the case with all residential rehabilitation loans. The proposed loan represents the underwriting process (see Attachment C) following the current Residential Rehabilitation Program's underwriting guidelines.

The non-profit currently has no mortgage on the property. There are no other debts on the property.

Amortized Loan:

Loan Principle:	\$287,500
Interest rate:	2%
Term:	25 Years
Monthly Payment:	\$1,217

The current guidelines allow for a *Combined Loan to Value (cLTV)* ratio of 85%, a *DTI ratio* of 40%, and a *Debt Service Coverage Ratio (DSCR)* exceeding 1.5. As structured, the loan will meet them as outlined below:

**cLTV: 31.9%** - 85% maximum allowed  
**DTI Ratio: 39.9%** - 40% maximum allowed  
**DSCR: 2.51**– minimum 1.5 allowed

The non-profit's *cLTV*, *DTI ratio*, and *DSCR* all meet the Residential Rehabilitation Program's guidelines. Staff requests that the loan be approved as presented.

**ACTIONS:**

- I. Approve Residential Rehabilitation Loan #4502 as recommended by the loan committee.
- II. Authorize Brian T. Bidolli, Executive Director, to Execute related loan documents and contracts for Residential Rehabilitation Loan #4502

**Attachment A – Property Card**

**Attachment B – Photos of the Property and Scope of Work**

**Attachment C – Underwriting Worksheet**

# 6 ARCH ST

**Location** 6 ARCH ST

**Mblu** 1/ 23/ 19/ 0/

**Acct#** 1352

**Owner** NORWALK MUTUAL HOUSING  
INC

**Assessment** \$630,350

**Appraisal** \$900,500

**PID** 1352

**Building Count** 2

## Current Value

Appraisal			
Valuation Year	Improvements	Land	Total
2018	\$664,780	\$235,720	\$900,500
Assessment			
Valuation Year	Improvements	Land	Total
2018	\$465,350	\$165,000	\$630,350

## Owner of Record

**Owner** NORWALK MUTUAL HOUSING INC  
**Co-Owner**  
**Address** 1 PARK ST  
NORWALK, CT 06851

**Sale Price** \$0  
**Certificate** 6173-171  
**Book & Page** 6173/171  
**Sale Date** 04/18/2006  
**Instrument** 4

## Ownership History

Ownership History					
Owner	Sale Price	Certificate	Book & Page	Instrument	Sale Date
NORWALK MUTUAL HOUSING INC	\$0	6173-171	6173/171	4	04/18/2006
GREATER NWLK COMMNTY COUNCIL	\$0		224750/144		09/01/1988
NORWALK CITY OF	\$535,000		2247/144		09/01/1988
KOSKERIDES ANTONIO + PENELOPE	\$0		0/0		

## Building Information

### Building 1 : Section 1

**Year Built:** 1909  
**Living Area:** 4,573  
**Replacement Cost:** \$826,684  
**Building Percent Good:** 68

### Building Photo

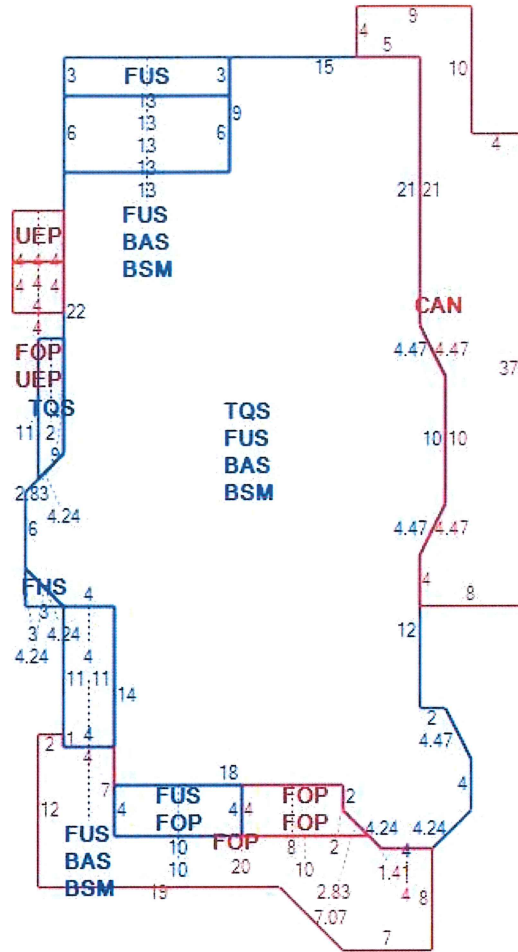
 Building Photo  
(<http://images.vgsi.com/photos/NorwalkCTPhotos//68>)

**Replacement Cost**

**Less Depreciation:** \$562,150

Building Attributes	
Field	Description
Style	5-8 Unit Res Apt
Model	Residential
Grade	B
Stories	2.75
Occupancy	6
Exterior Wall 1	Clapboard
Exterior Wall 2	
Roof Structure:	Gable
Roof Cover	Arch. Shingles
Interior Wall 1	Drywall
Interior Wall 2	
Interior Floor 1	Carpet
Interior Floor 2	
Heat Fuel	Gas
Heat Type	Hot Water
AC Type	Chilled Water
Bedrooms	6
Full Baths	6
Half Baths	0
Extra Fixtures	0
Total Rooms	18
Bath Style	Average
Kitchen Style	Average
Extra Kitchens	0
Frame	Wood
Insulation	Typical
Bsmt Garage	0
Foundation	Stone
FBM Area	
FBM Quality	
Fireplaces	0
# of Heat Systems	3.00
Central Vac	
Solar HW	
Electrical	Typical

**Building Layout**



(ParcelSketch.ashx?pid=1352&bid=1352)

Building Sub-Areas (sq ft)			Legend
Code	Description	Gross Area	Living Area
FUS	Finished Upper Story	1,740	1,740
BAS	First Floor	1,661	1,661
TQS	Three Quarter Story	1,559	1,169
FHS	Finished Half Story	5	3
BSM	Basement	1,661	0
CAN	Canopy	328	0
FOP	Framed Open Porch	335	0
UEP	Utility Enclosed Porch	32	0
		7,321	4,573

**Building 2 : Section 1**

**Year Built:** 1909  
**Living Area:** 1,062  
**Replacement Cost:** \$209,629  
**Building Percent Good:** 68  
**Replacement Cost Less Depreciation:** \$142,550

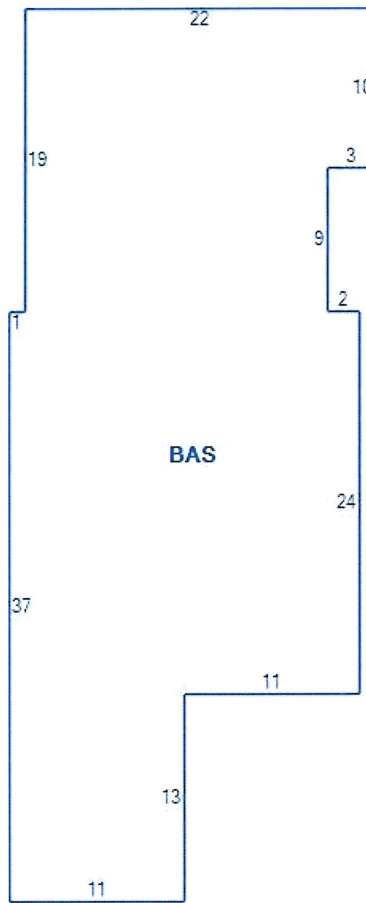
**Building Photo**



(<http://images.vgsi.com/photos/NorwalkCTPhotos//00\00\87\10>).

Building Attributes : Bldg 2 of 2	
Field	Description
Style	Multi Family
Model	Multi Family
Grade	C
Stories	1.00
Occupancy	2
Exterior Wall 1	Vinyl Siding
Exterior Wall 2	
Roof Structure:	Hip
Roof Cover	Arch. Shingles
Interior Wall 1	Drywall
Interior Wall 2	
Interior Floor 1	Carpet
Interior Floor 2	
Heat Fuel	Gas
Heat Type	Hot Water
AC Type	None
Bedrooms	2
Full Baths	2
Half Baths	0
Extra Fixtures	0
Total Rooms	6
Bath Style	Average
Kitchen Style	Average
Extra Kitchens	0
Frame	Wood
Insulation	Typical
Bsmt Garage	0
Foundation	Slab
FBM Area	
FBM Quality	
Fireplaces	1
# of Heat Systems	2.00
Central Vac	
Solar HW	

**Building Layout**



(ParcelSketch.ashx?pid=1352&bid=50061)

Building Sub-Areas (sq ft)			Legend
Code	Description	Gross Area	Living Area
BAS	First Floor	1,062	1,062
		1,062	1,062

Electrical

Typical

**Extra Features**

Extra Features	<u>Legend</u>
No Data for Extra Features	

**Land****Land Use**

**Use Code** 108  
**Description** Apartments  
**Zone** D  
**Neighborhood** C430

**Land Line Valuation**

**Size (Acres)** 0.32  
**Frontage**  
**Depth**  
**Assessed Value** \$165,000  
**Appraised Value** \$235,720

**Outbuildings**

Outbuildings						<u>Legend</u>
Code	Description	Sub Code	Sub Description	Size	Value	Bldg #
PAV1	Paving Asph.			3200.00 S.F.	\$4,160	1

**Valuation History**

Appraisal			
Valuation Year	Improvements	Land	Total
2018	\$664,780	\$235,720	\$900,500
2017	\$553,240	\$235,720	\$788,960
2016	\$553,240	\$235,720	\$788,960

Assessment			
Valuation Year	Improvements	Land	Total
2018	\$465,350	\$165,000	\$630,350
2017	\$387,270	\$165,000	\$552,270
2016	\$387,270	\$165,000	\$552,270

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**GENERAL KEY NOTES  
FOR ALL DRAWINGS**

**A SHINGLE ROOFS**

1. REMOVE ALL SHINGLES, FELT/PAPER & DRIP EDGE TO SHEATHING.
2. INSPECT SHEATHING & REPLACE DETERIORATED PORTIONS, CUT OUT BETWEEN RAFTERS & INSTALL NEW. SEE SPECS. FOR UNIT COST.
3. REPAIR EXIST. METAL FLASHINGS. SEE SPECS. FOR UNIT REPLACEMENT COST
4. INSTALL NEW ARCHITECTURAL ASPHALT SHINGLES OVER #15 FELT
5. REPLACE ALL ALUM. DRIP EDGES
6. INSTALL ICE & WATER SHIELDS @ EAVES & VALLEYS

**B EPDM ROOFS**

1. EXISTING EPDM ROOFING TO REMAIN
2. PATCH DAMAGED EPDM AS RECOMMENDED BY ROOFING MANUFACTURER. SEE SPECIFICATIONS FOR UNIT COSTS FOR EPDM ROOFING & FLASHING REPAIRS
3. REPAIR EXIST. METAL FLASHINGS. SEE SPECS. FOR UNIT REPLACEMENT COST
4. ALUM. DRIP EDGES TO REMAIN; INSTALL COLOR MATCH SEALANT @ OPEN JOINTS
5. SEE DWG. A-3 & A-5 FOR EPDM REPLACEMENT ROOFING.

**C BUILT-IN "YANKEE" GUTTERS & LEADERS**

1. EXISTING EPDM LINING ON METAL GUTTERS TO REMAIN.
2. REPAIR EXIST. METAL GUTTERS WHERE DAMAGED OR DETERIORATED. PATCH EPDM LINING AS RECOMMENDED BY EPDM ROOFING MANUFACTURER
3. REPLACE METAL GUTTERS, EPDM LINING & WOOD TRIM & SUPPORT BELOW WHERE NOTED. SEE SPECIFICATIONS FOR UNIT COSTS. FOR ADDITIONAL REPLACEMENT NOT NOTED
4. REMOVE ALL LOOSE PAINT FROM WOOD GUTTER SUBPT/TRIM BELOW & REPAINT PATCH WOOD WHERE REQUIRED
5. REPLACE PAINTED METAL LEADERS, OFFSETS & ALL ACCESSORIES, CONNECT TO EXISTING SUBSURFACE DRAINAGE SYSTEM

**D NOVELTY SHINGLE WALL**

**FINISHES ABOVE FIRST FLOOR**

1. REMOVE ALL SHINGLES, FELT/PAPER TO SHEATHING.
2. INSPECT SHEATHING & REPLACE DETERIORATED PORTIONS, CUT OUT BETWEEN WALL STUDS & INSTALL NEW. SEE SPECS. FOR UNIT COST
3. INSTALL TYVEK AIR INFILTRATION BARRIER SEE SPECS. FOR UNIT REPLACEMENT COST
4. INSTALL NEW CEDAR VICTORIAN OCTAGONAL SHINGLES TO MATCH EXIST. MATCH EXISTING EXPOSURE & WIDTH; +/-5". INSTALL AS PER \*CEDAR SHAKE & SHINGLE BUREAU\* RECOMMENDATIONS. FINISH & BACK PRIME AS PER SPEC.
5. INSTALL NEW CEDAR VICTORIAN OCTAGONAL SHINGLES ON ALL WALLS PREVIOUSLY FINISHED IN PLYWOOD OR EPDM/ROOFING.

**E NOVELTY CLAPBOARD WALL FINISHES BELOW SECOND FL.**

1. REMOVE ALL CLAPBOARD, FELT/PAPER TO SHEATHING.
2. INSPECT SHEATHING & REPLACE DETERIORATED PORTIONS, CUT OUT BETWEEN WALL STUDS & INSTALL NEW. SEE SPECS. FOR UNIT COST
3. INSTALL TYVEK AIR INFILTRATION BARRIER SEE SPECS. FOR UNIT REPLACEMENT COST
4. INSTALL NEW NOVELTY CEDAR CLAPBOARD SIDING TO MATCH EXIST. MATCH EXISTING +/- 2 3/4" EXPOSURE & BOTTOM EDGE PROFILE. FINISH & BACK PRIME AS PER SPEC.
5. REPLACE CORNER BOARDS W/ 1/4" THICK AZEK. MATCH EXISTING BOARDS WIDTH.

**F EAST STAIRS SHINGLE WALL FINISHES & TRIM**

1. REMOVE ALL SHINGLES, FELT/PAPER TO SHEATHING.
2. INSPECT SHEATHING & REPLACE DETERIORATED PORTIONS, CUT OUT BETWEEN WALL STUDS & INSTALL NEW. SEE SPECS. FOR UNIT COST
3. INSTALL TYVEK AIR INFILTRATION BARRIER SEE SPECS. FOR UNIT REPLACEMENT COST
4. INSTALL NEW CEDAR SHINGLES TO MATCH EXISTING. MATCH EXISTING +/- 5" EXPOSURE & WIDTH. INSTALL AS PER \*CEDAR SHAKE & SHINGLE BUREAU\* RECOMMENDATIONS. FINISH & BACK PRIME AS PER SPEC.
5. EXISTING PAINTED PLYWOOD STAIR GUARD/WALL TO REMAIN; REPAINT
6. REPLACE ALL WALL END CAPS/TRIM & STAIR GUARD RAIL CAPS W/AZEK TO MATCH EXISTING SIZES

**ABBREVIATIONS:**

ADJ	ADJUSTABLE
BLK	BLOCK
BLKG	BLOCKING
CLG	CEILING
EA	EACH
EQ	EQUAL
EXIST	EXISTING
EXT.	EXTERIOR
FIN FL	FINISH FLOOR
INT	INTERIOR
LVL	LAMINATED VENEER LUMBER
MAT'L	MATERIALS
MTD	MOUNTED
O/C	ON CENTER
OPNG	OPENING
PT	PRESSURE TREATED
REQID	REQUIRED
TH	THICK
T&G	TONGUE & GROOVE
TYP	TYPICAL
W/	WITH
WD.	WOOD


**GENERAL NOTES:**

1. OWNER RESERVES RIGHT TO REJECT ANY OR ALL BIDS AND MAY CHOOSE NOT TO INCLUDE ONE OR MORE PARTS OF THE PROJECT AS SHOWN.
2. ALL CONSTRUCTION SHALL COMPLY WITH LOCAL, STATE AND OTHER APPLICABLE BUILDING CODES.
3. CONTRACTOR SHALL VERIFY ALL FIELD CONDITIONS & DIMENSIONS PRIOR TO STARTING WORK - NOTIFY ARCHITECT OF ANY INCONSISTENCIES BEFORE PROCEEDING.
4. ALL SPECIFIED PRODUCTS TO BE INSTALLED PER MANUFACTURERS' SPECIFICATIONS.
5. ALL FLASHING, CAULKING, & SEALANTS REQUIRED TO PROVIDE WEATHERTIGHT CONSTRUCTION IS INCLUDED, WHETHER OR NOT SPECIFICALLY SHOWN.
6. UNLESS OTHERWISE NOTED, ALL SIDING, WOOD TRIM, EAVE, FASCIA AND SIMILAR DETAILS SHALL MATCH EXISTING CONDITIONS.
7. CONTRACTOR SHALL PROTECT ALL AREAS TO REMAIN FROM DAMAGE DURING HIS OPERATIONS. ANY DAMAGE SHALL BE CORRECTED TO OWNER'S SATISFACTION AT CONTRACTOR'S EXPENSE.
8. CONTRACTOR SHALL PATCH AND REFINISH ALL AREAS AFFECTED BY THE WORK SHOWN. TO BLEND SEAMLESSLY WITH EXISTING AREA.

**DEMOLITION NOTES:**

1. THE CONTRACTOR SHALL COORDINATE DEMOLITION WORK WITH NEW WORK SHOWN ON DRAWINGS AND SHALL CONFIRM ALL REQUIRED DIMENSIONS, OPENINGS, ETC., PRIOR TO START OF WORK.
2. REMOVE ALL OBJECTS DESIGNATED AS REQUIRED TO COMPLETE ALL. ALL CONTRACT WORK, DISCARD ALL ITEMS NOT INDICATED TO BE SAVED OR RE-USED. REMOVE ALL TRASH, DISCARDED MATERIALS AND EQUIPMENT SCHEDULED FOR REMOVAL IN PROPER CONTAINERS AND REMOVE FROM SITE AND DISPOSE OF ACCORDING TO APPLICABLE STATE AND LOCAL LAWS AND ORDINANCES.
3. DRAWINGS DO NOT PURPORT TO SHOW ALL OBJECTS EXISTING AT SITE. BEFORE COMMENCING THE WORK, CONTRACTOR MUST VERIFY AT SITE ALL OBJECTS TO BE PRESERVED, AND REPORT ANY DISCREPANCIES OR QUESTIONABLE ITEMS TO THE ARCHITECT.
4. THE CONTRACTOR SHALL USE ALL NECESSARY MEANS TO PROTECT EXISTING OBJECTS DESIGNATED TO REMAIN, AND IN THE EVENT OF DAMAGE, IMMEDIATELY MAKE ALL REPAIRS OR REPLACEMENTS NECESSARY TO RESTORE OBJECTS AND/OR MATERIALS TO THEIR ORIGINAL CONDITION PRIOR TO DEMOLITION WORK.
5. THE CONTRACTOR SHALL PROVIDE ALL NECESSARY SHORING AND BRACING PRIOR TO ANY CUTTING OR DEMOLITION OF ANY BEARING ELEMENTS, NON-LOAD BEARING ELEMENTS SUPPORTING EQUIPMENT TO REMAIN, AND/OR OTHER AREAS REQUIRING TEMPORARY SUPPORT DURING DEMOLITION AND NEW CONSTRUCTION WORK.
6. THE CONTRACTOR SHALL CHECK AND VERIFY THE LOCATIONS OF ANY UNDERGROUND UTILITIES THAT MAY BE IN THE AREA OF CONSTRUCTION BEFORE STARTING WORK.
7. ANY HAZARDOUS MATERIALS SHALL BE ABATED AND/OR REMOVED FROM THE SITE FOLLOWING ALL PROPER LOCAL, STATE AND NATIONAL STANDARDS & PROCEDURES.
8. DISPOSE OF ALL CONSTRUCTION DEBRIS IN A LEGAL MANNER - PROTECT ALL AREAS OF HOUSE BEYOND CONSTRUCTION ZONE FROM DUST AND NOISE.

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Rehabilitation & Restoration of

6 ARCH Street  
Norwalk, CT

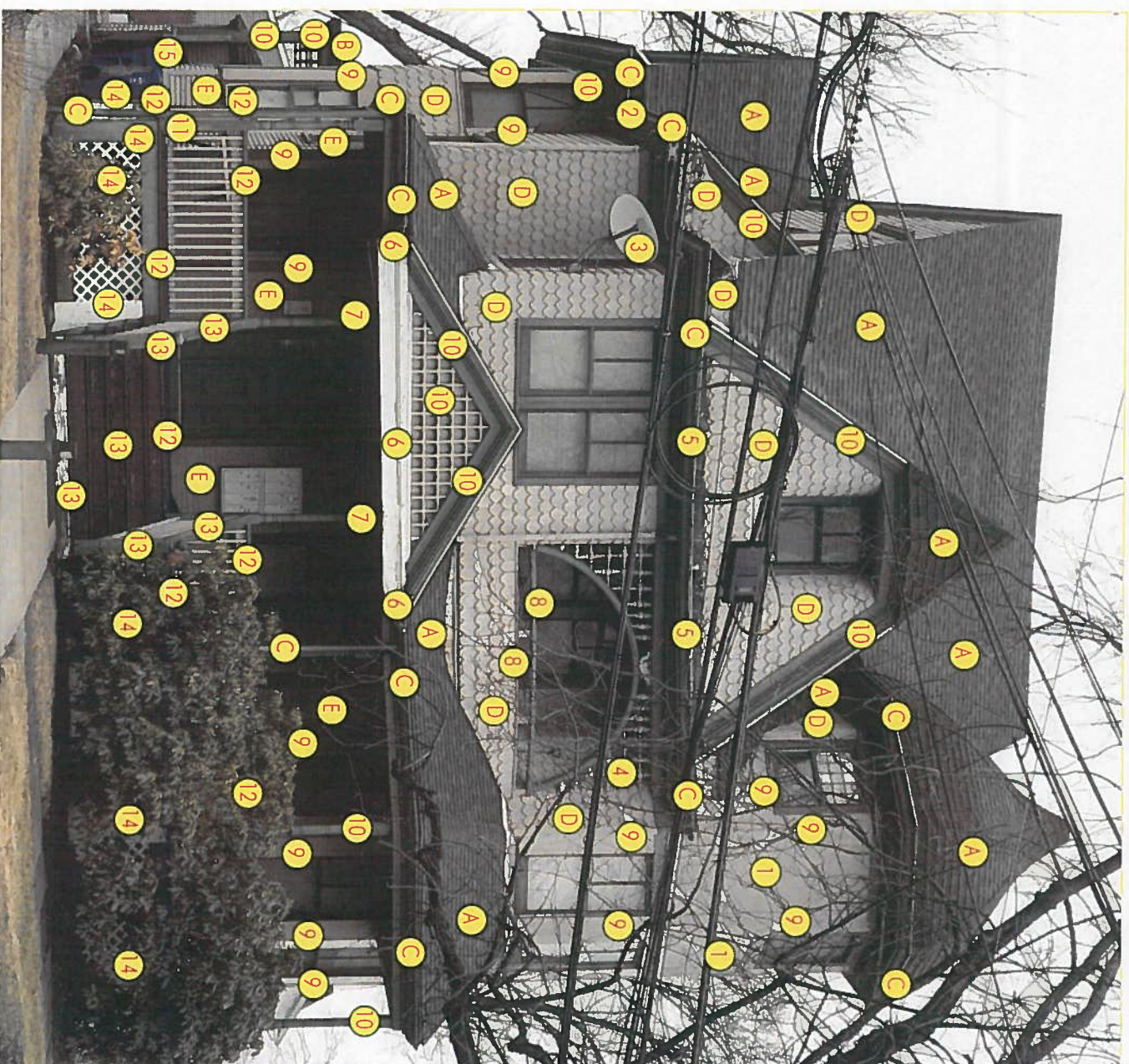
GENERAL NOTES:  
GENERAL KEY NOTES;  
ABBREVIATIONS  
DEMOLITION NOTES

19 FEB. 2020

**A-1.0**

**SPECIFIC KEY NOTES**

SEE DRAWING A-10 FOR GENERAL NOTES;  
**GENERAL KEY NOTES A THRU E; LEGENDS;**  
 & ABBREVIATIONS.



**SOUTH-STREET ELEVATION**

- 1 REMOVE PAINT FROM STUCCO PANELS. PATCH ALL CRACKS & SKIM COAT W/DRYWIT FINISH
- 2 REPLACE YANKEE GUTTER & TRIM WHERE ROTTED OUT.
- 3 REINSTALL TENANTS SATELLITE DISHES & MAILBOXES.
- 4 REPAIR/REPAINT LATTICE TRIM; RESECURE LOOSE LATTICE TRIM.
- 5 STARIGHTEN YANKEE GUTTER & TRIM; REPAIR/REBUILD AS REQUIRED.
- 6 RECREATE YANKEE GUTTER & TRIM PREVIOUSLY REMOVED FROM GABLE.
- 7 REPAIR & RESUPPORT EXISTING GABLE REPLACE TRIMMED CANTILEVERED BM; UNDER PORCH W/12" 1<sup>3</sup>/<sub>4</sub>" LVL. REPLACE DETERIORATED CLG. BOARDS TO MATCH EXISTING. SEE ALSO DRAWING A-2.1.
- 8 REPLACE UPPER & LOWER BALCONY RAIL-CAP W/2" & 1" THICK AZEK TO MATCH EXIST. PROFILE. REPLACE BLOCKS BET. W/AZEK.
- 9 REPLACE HORIZONTAL & VERTICAL WOOD TRIM BOARDS W/1" THICK AZEK METAL FLASHING @ HEAD OF HORIZONTAL BOARDS.
- 10 REMOVE ALL LOOSE PAINT FROM WOOD BRACKETS; RAKE/GABLE TRIM; TRIM & SPINDLES & REPAINT. PATCH WOOD WHERE REQUIRED
- 11 SPLICE NEW SOLID WOOD BASE INTO EXISTING NEW POSTS ROTTED BASES.
- 12 SAND & REFINISH EX. PORCH FL.; SEE SPEC. CUT BACK END BOARDS TO INSTALL NEW 3<sup>1</sup>/<sub>2</sub>" WIDE BOARD ALL AROUND. MITER @ CORNERS. REPLACE PORCH RAILING; SEE DETAIL DWG. A-5.0.
- 13 REBUILD STAIR. NEW RAILINGS TO MATCH PORCH; SEE NOTE ABOVE. 2x6 TREADS & RISERS. REPAIR & REUSE BOTTOM NEWEL RESECURE NEWEL TO STINGER & FDN. W/GALZ. STANDOFF BASE.
- 14 REBUILD UNDER PORCH DECK ENCLOSURE: NEW 3" SQUARE OPENINGS FRAMED W/4x2 AZEK LATTICE BOARDS. REPLACE WD. FRAME/TRIM BOARDS W/1" THICK AZEK.
- 15 REPLACE WOOD BOARD WATER TABLE W/AZEK. NEW METAL FLASHING UNDER NOVELTY CLAPBOARD OVER AZEK. NEW P.T. BLOCKING UNDER AS REQ'D. PATCH; SCAPE & REPAINT EX. TRIM UNDER.
- 16 NOT USED
- 17 NOT USED
- 18 NOT USED
- 19 NOT USED
- 20 NOT USED
- 21 NOT USED
- 22 NOT USED
- 23 NOT USED
- 24 EXISTING. CEILING BOARDS, RAFTERS & TRIM TO REMAIN. CLEAN & REMOVE LOOSE PAINT & REPAINT
- 25 NOT USED
- 26 NOT USED
- 27 REPAIR/REPAINT LATTICE TRIM; DUPLICATE MISSING LATTICE SPINDLES
- 28 NOT USED
- 29 EXISTING LIGHTS TO REMAIN
- 30 NOT USED
- 31 NOT USED
- 32 NOT USED

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**SOUTH-STREET ELEVATION**  
 19 FEB. 2020  
**A-2.0**

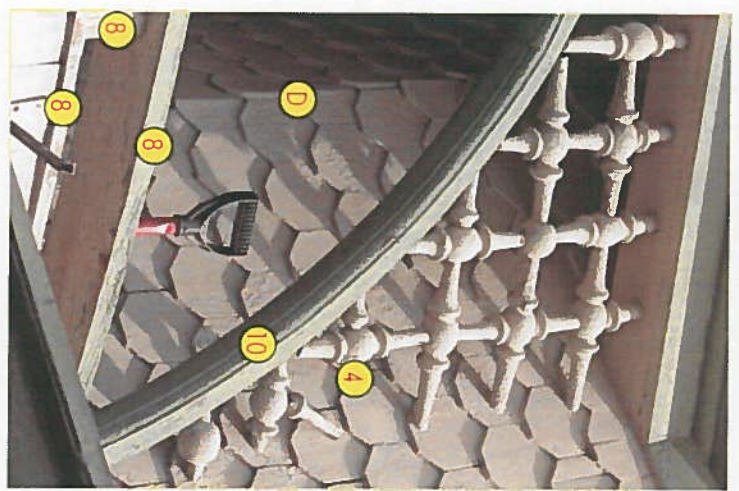
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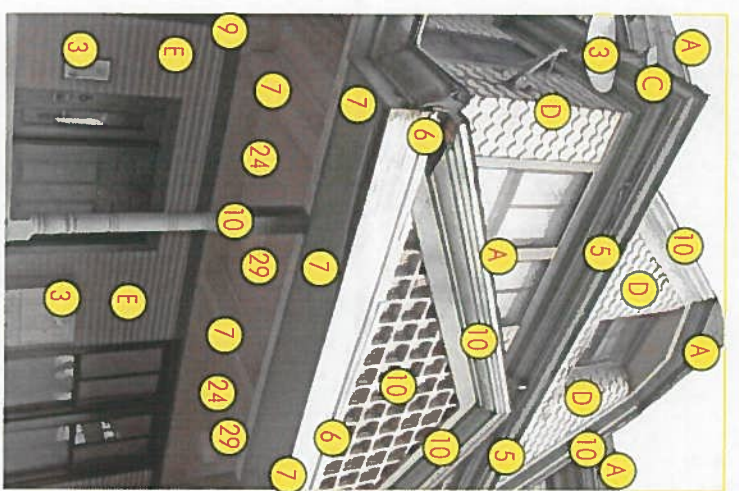
SOUTH ELEVATION DETAILS

19 FEB. 2020

**A-2.1**



2ND. FL. LATTICE TRIM



PORCH GABLE

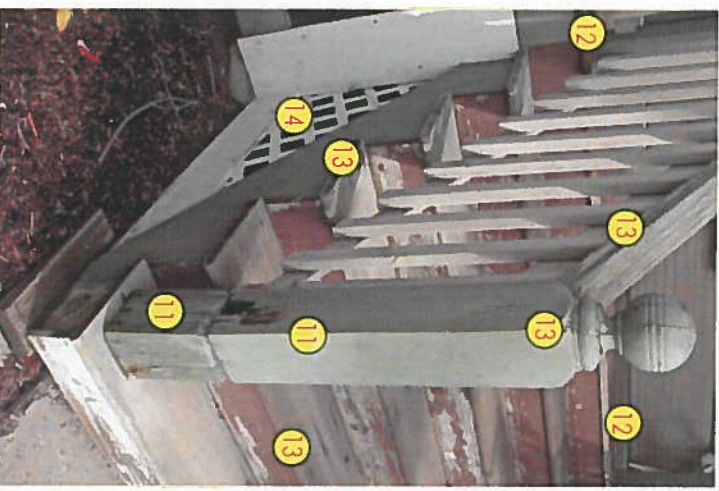


PORCH GABLE DETAIL

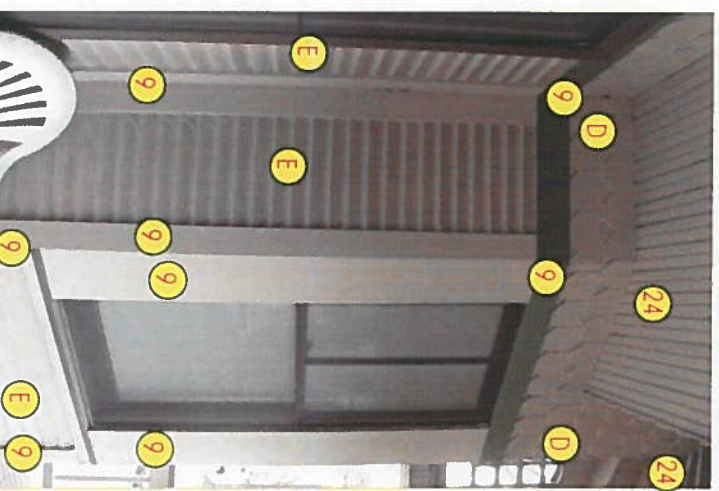


PORCH GABLE DETAIL

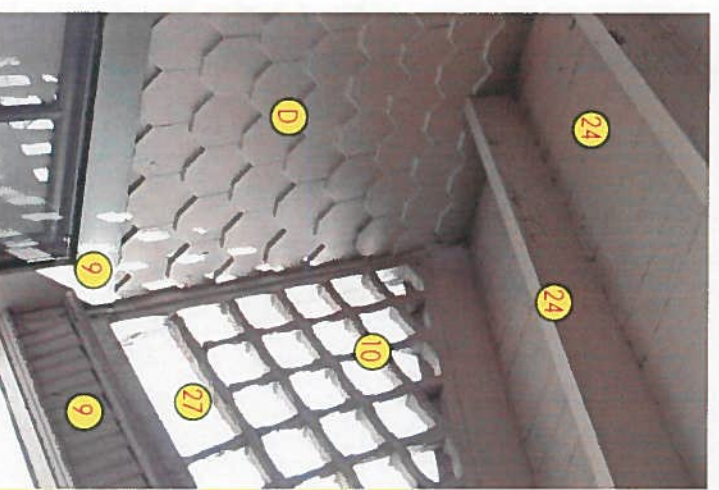
**KEY NOTES**  
 SEE DRAWING A-10 FOR GENERAL KEY NOTES;  
 SEE DRAWING A-20 FOR SPECIFIC KEY NOTES.



PORCH STAIR & RAIL



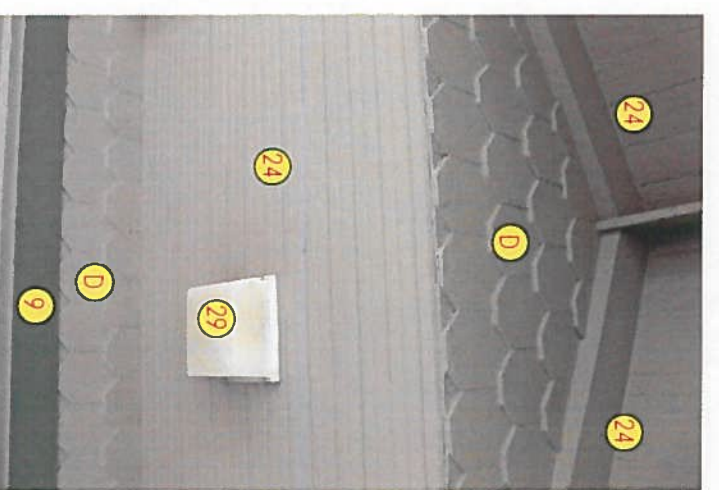
PORCH CEILING DETAIL



PORCH LATTICE/CLG. DETAIL



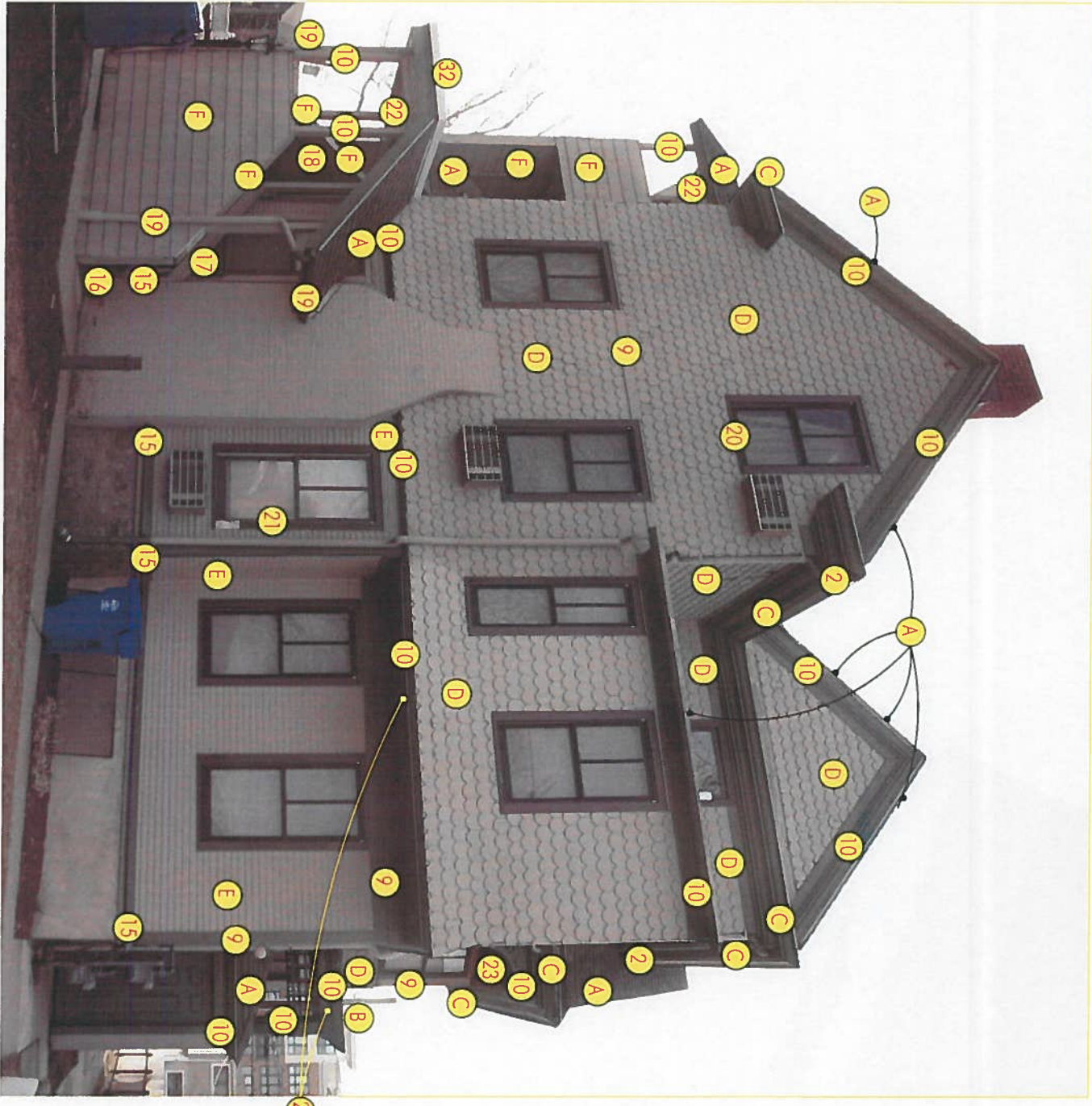
PORCH CEILING DETAIL



PORCH CEILING DETAIL

**SPECIFIC KEY NOTES**  
 SEE DRAWING A-10 FOR GENERAL NOTES:  
**GENERAL KEY NOTES 'A' THRU 'E'; LEGENDS**  
 & ABBREVIATIONS.

- 1 NOT USED
- 2 REPLACE YANKEE GUTTER & TRIM
- 3 NOT USED
- 4 NOT USED
- 5 NOT USED
- 6 NOT USED
- 7 NOT USED
- 8 NOT USED
- 9 REPLACE HORIZONTAL & VERTICAL WOOD TRIM BOARDS W/1/4" THICK AZEK METAL FLASHING @ HEAD OF HORIZONTAL BOARDS.
- 10 REMOVE ALL LOOSE PAINT FROM WOOD BRACKETS, RAKE/GABLE TRIM & SPINDLES & REPAIR. PATCH WOOD WHERE REQUIRED
- 11 NOT USED
- 12 NOT USED
- 13 NOT USED
- 14 NOT USED
- 15 REPLACE WOOD BOARD WATER TABLE W/AZEK, NEW METAL FLASHING UNDER NOVELTY CLAPBOARD UNDER AZEK, NEW P.T. BLOCKING UNDER AS REQ'D. PATCH, SCAPE & REPAIR EX. TRIM UNDER.
- 16 FIRE STAIRS TREADS, RISERS & DECKS: REMOVE ALL LOOSE PAINT, SAND & REPAIR OR REPLACE DAMAGED DECKING; REPAIR; SEE SPEC.
- 17 EXISTING PICKET RAIL/GUARD TO REMAIN. REPLACE RAIL CAPS W/AZEK TO MATCH EXISTING SIZES.
- 18 REMOVE ALL LOOSE PAINT, SAND & REPAIR EXISTING HANDRAIL TO REMAIN.
- 19 REPLACE HALF ROUND GUTTER & LEADER.
- 20 CUT OUT & REPLACE ENTIRE DETERIORATED WINDOW SILL
- 21 CUT OUT & REPLACE ENTIRE WINDOW JAMB TRIM
- 22 EXISTING FIRE STAIR CEILING PANELS & TRIM TO REMAIN; REFASTEN LOOSE PANEL & REPLACE DAMAGED PANELS. PAINT
- 23 REPLACE PLYWOOD SOFFIT PATCH W/WOOD BOARDS TO MATCH ADJOINING & PAINT
- 24 EXISTING CEILING BOARDS, RAFTERS & TRIM TO REMAIN. CLEAN & REMOVE LOOSE PAINT & REPAIR
- 25 NOT USED
- 26 NOT USED
- 27 NOT USED
- 28 NOT USED
- 29 NOT USED
- 30 NOT USED
- 31 NOT USED
- 32 REMOVE ALL ROOFING, & DRIP EDGE TO SHEATHING. INSTALL NEW 60 MIL. FULLY ADHERED EPDM ROOF & FLASHING UP SLOPED ROOF TO MATCH EXISTING & AS RECOMMENDED BY MANUFACTURER. NEW ALUM. DRIP EDGE TO MATCH EXISTING. REUSE EXISTING ROOF DRAIN & INSTALL NEW METAL LEAF STRAINER



NORTH-BACK ELEVATION

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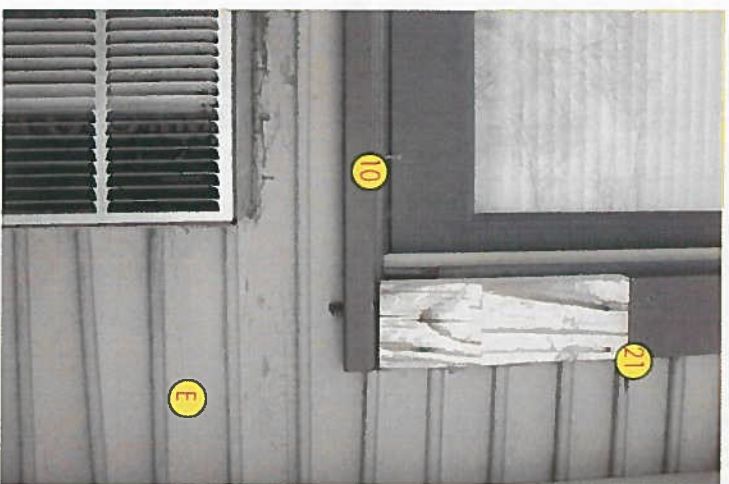
NORTH-BACK ELEVATION

19 FEB. 2020

**A-3.0**



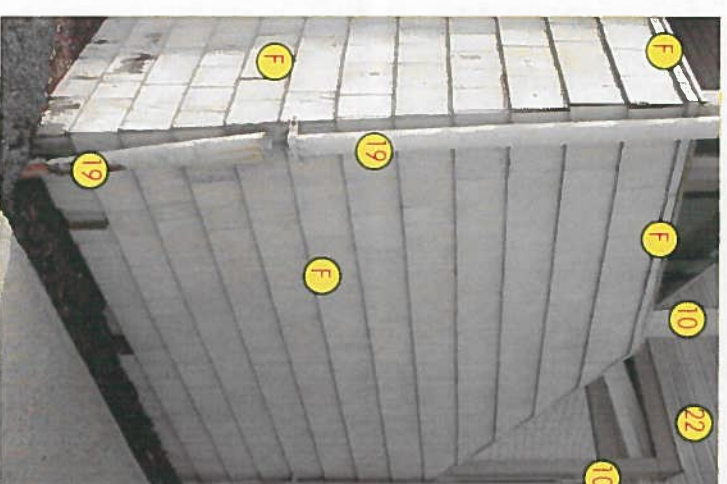
BACK DETAIL



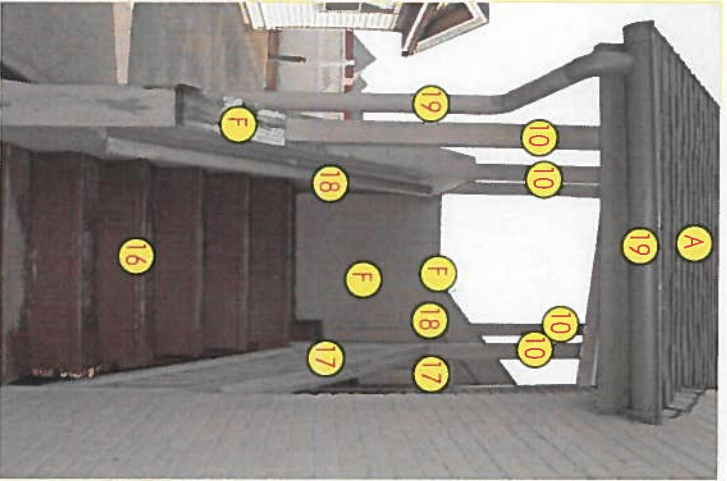
BACK WINDOW JAMB TRIM



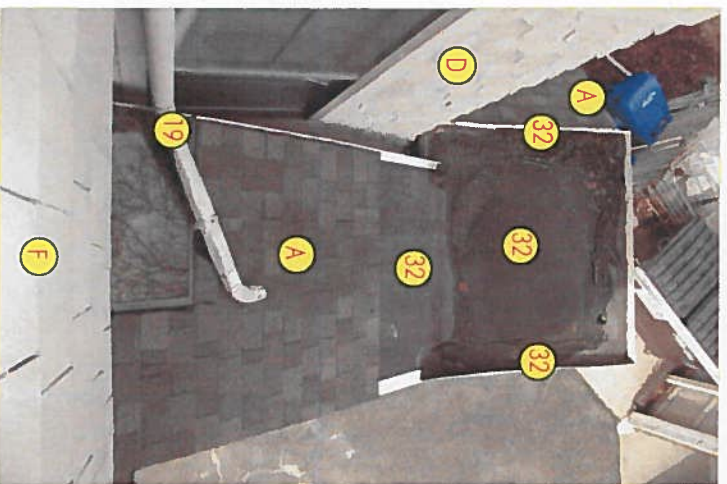
WATER TABLE DETAIL



STAIR TO 2ND. FL.



STAIR TO 2ND. FL.



ROOF OVER  
STAIR TO 2ND. FL.

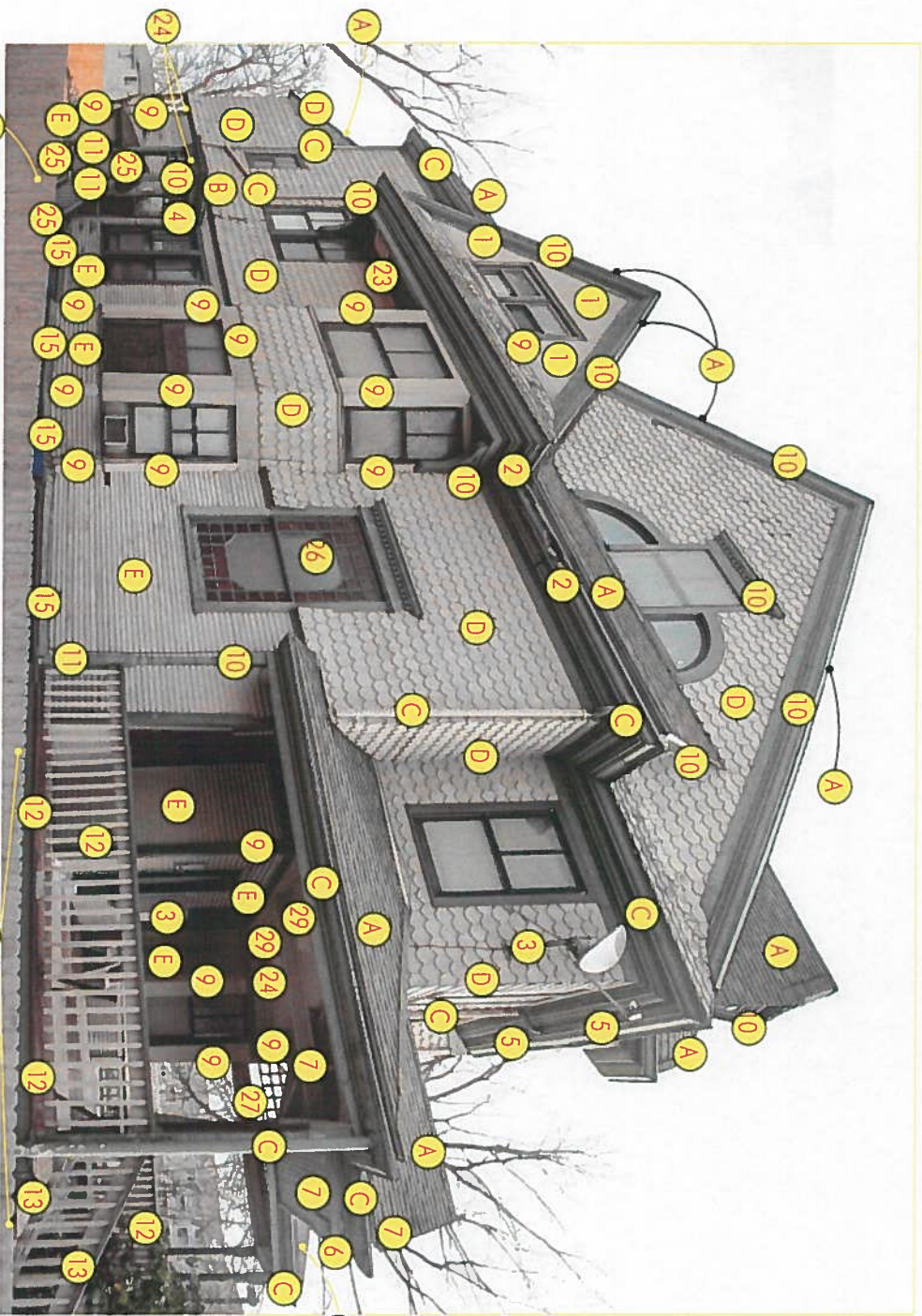
KEY NOTES

SEE DRAWING A-1.0 FOR GENERAL KEY NOTES;  
 SEE DRAWING A-3.0 FOR SPECIFIC KEY NOTES;

**SPECIFIC KEY NOTES**

SEE DRAWING A-4.0 FOR GENERAL NOTES;  
**GENERAL KEY NOTES A THRU E; LEGENDS;**  
 & ABBREVIATIONS.

- 1 REMOVE PAINT FROM STUCCO PANELS. PATCH ALL CRACKS & SKIM COAT W/ DRYVIT FINISH
- 2 REPLACE YANKEE GUTTER & TRIM WHERE ROTTED OUT.
- 3 REINSTALL TENANTS SATELLITE DISHES & MAILBOXES.
- 4 REPAIR/REPAINT LATTICE TRIM; RESECURE LOOSE LATTICE TRIM.
- 5 STARIGHTEN YANKEE GUTTER & TRIM; REPAIR/REBUILD AS REQUIRED.
- 6 RECREATE YANKEE GUTTER & TRIM PREVIOUSLY REMOVED FROM GABLE.
- 7 REPAIR & RESUPPORT EXISTING GABLE REPLACE TRIMMED CANTILEVERED BM; UNDER PORCH W/1/2" 1 3/4" LVL; REPLACE DETERIORATED CLG. BOARDS TO MATCH EXISTING. SEE ALSO DRAWING A-2.1.
- 8 NOT USED
- 9 REPLACE HORIZONTAL & VERTICAL WOOD TRIM BOARDS W/1/4" THICK AZEK METAL FLASHING @ HEAD OF HORIZONTAL BOARDS.
- 10 REMOVE ALL LOOSE PAINT FROM WOOD BRACKETS; RAKE/GABLE TRIM; TRIM & SPINDLES & REPAINT. PATCH WOOD WHERE REQUIRED
- 11 SPLICE NEW SOLID WOOD BASE INTO EXISTING POSTS ROTTED BASES.
- 12 SAND & REFINISH EX. PORCH FL.; SEE SPEC. CUT BACK END BOARDS TO INSTALL NEW 3 1/2" WIDE BOARD ALL AROUND; MITER @ CORNERS. REPLACE PORCH RAILING; SEE DETAIL DWG. A-5.0.
- 13 REBUILD STAIR. NEW RAILINGS TO MATCH PORCH; SEE NOTE ABOVE. 2x6 TREADS & RISERS. REPAIR & REUSE BOTTOM NEWEL W/GALZ. STANDOFF BASE.
- 14 REBUILD UNDER PORCH DECK ENCLOSURE: NEW 3" SQUARE OPENINGS FRAMED W/1/2" AZEK LATTICE BOARDS. REPLACE WD. FRAME/TRIM BOARDS W/1/4" THICK AZEK.
- 15 REPLACE WOOD BOARD WATER TABLE W/AZEK. NEW METAL FLASHING UNDER NOVELTY CLAPBOARD OVER AZEK. NEW P.T. BLOCKING UNDER AS REQ'D. PATCH, SCAPE & REPAINT EX. TRIM UNDER.
- 16 NOT USED
- 17 NOT USED
- 18 NOT USED
- 19 NOT USED
- 20 NOT USED
- 21 NOT USED
- 22 NOT USED
- 23 REPLACE PLYWOOD SOFFIT PATCH W/WOOD BOARDS TO MATCH ADJOINING & PAINT
- 24 EXISTING CEILING BOARDS, RAFTERS & TRIM TO REMAIN. CLEAN & REMOVE LOOSE PAINT & REPAINT
- 25 REBUILD STAIR & LANDING. NEW RAILINGS TO MATCH FRONT PORCH; SEE NOTE 12 ABOVE. NEW 2x6 TREADS & RISERS. NEW PAINTED WD. DECKING @ LANDING.
- 26 STAINED GLASS WINDOW: REMOVE ALL LOOSE PAINT & PUTTY GLAZING. NEW PUTTY GLAZING & REPAINT
- 27 NOT USED
- 28 NOT USED
- 29 EXISTING LIGHTS TO REMAIN
- 30 NOT USED
- 31 NOT USED
- 32 NOT USED



WEST-LEFT ELEVATION

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WEST-LEFT ELEVATION  
 19 FEB. 2020  
**A-4.0**

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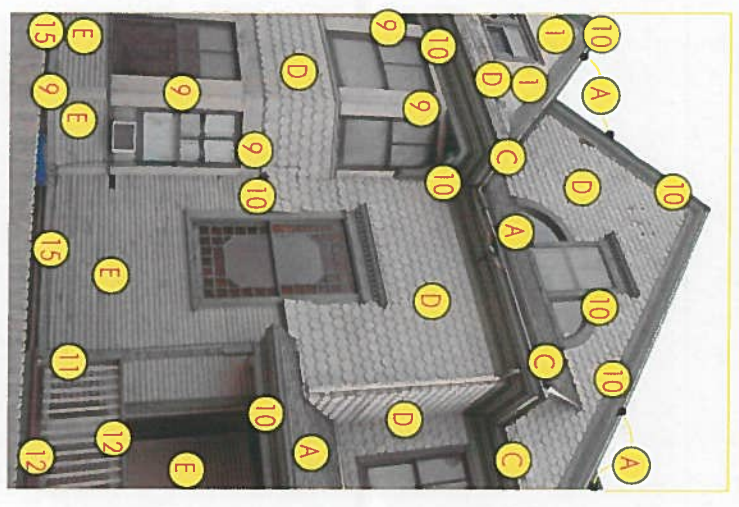
WEST ELEVATION DETAILS

19 FEB. 2020

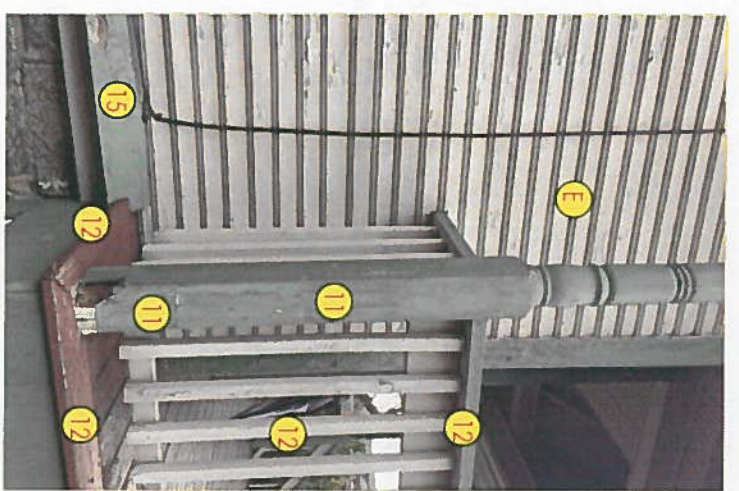
**A-4.1**

**KEY NOTES**

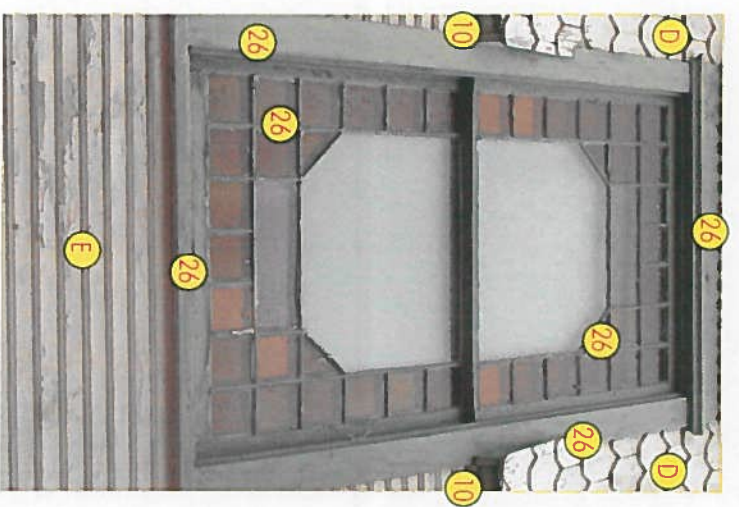
SEE DRAWING A-10 FOR GENERAL KEY NOTES;  
 SEE DRAWING A-40 FOR SPECIFIC KEY NOTES;



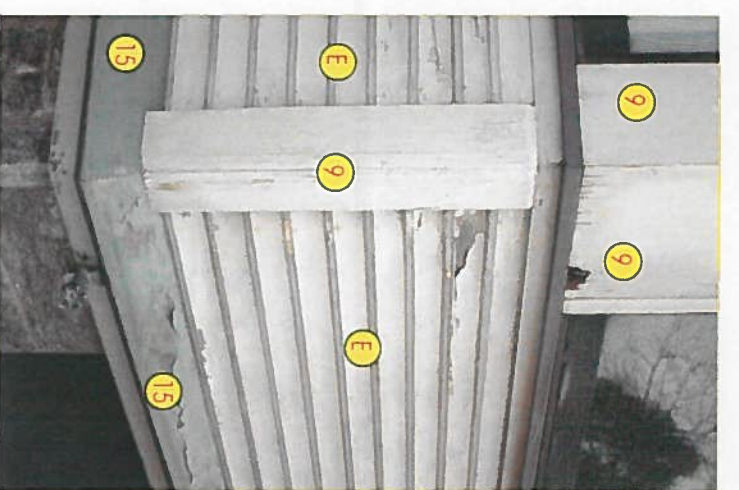
PORCH DETAIL



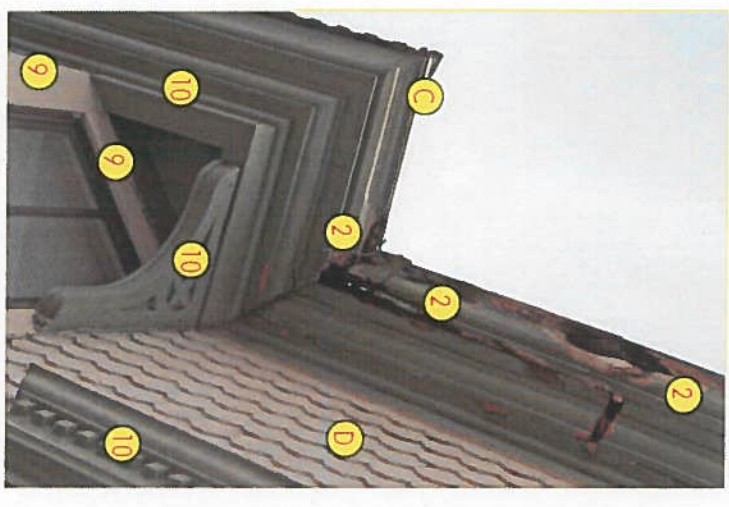
PORCH DETAIL



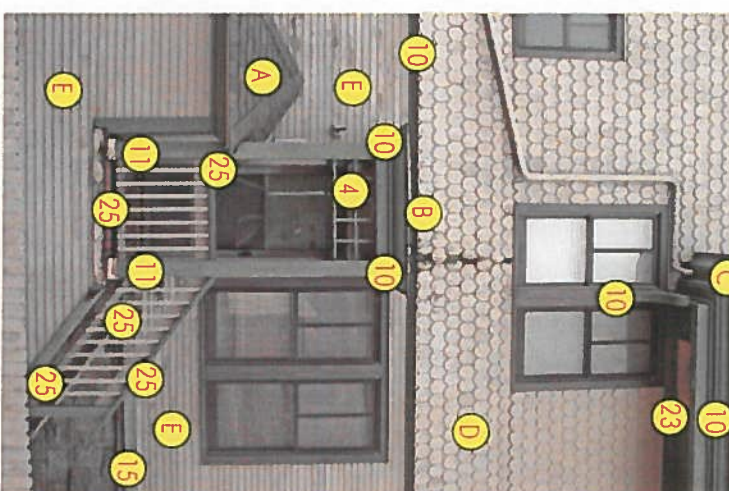
PORCH DETAIL



PORCH DETAIL



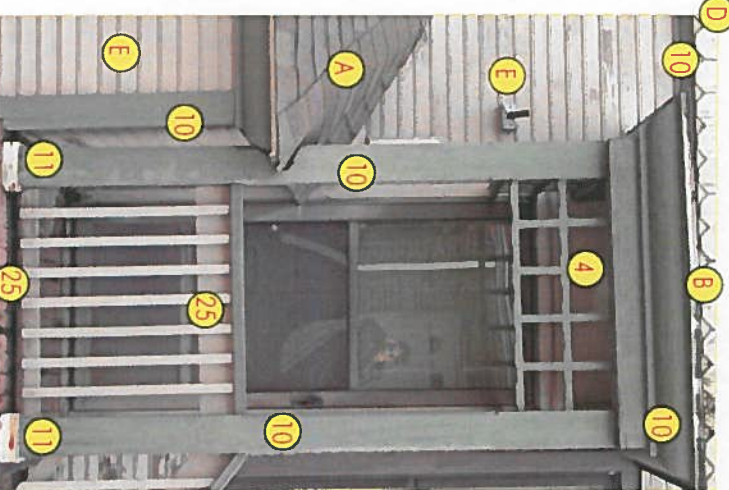
PORCH DETAIL



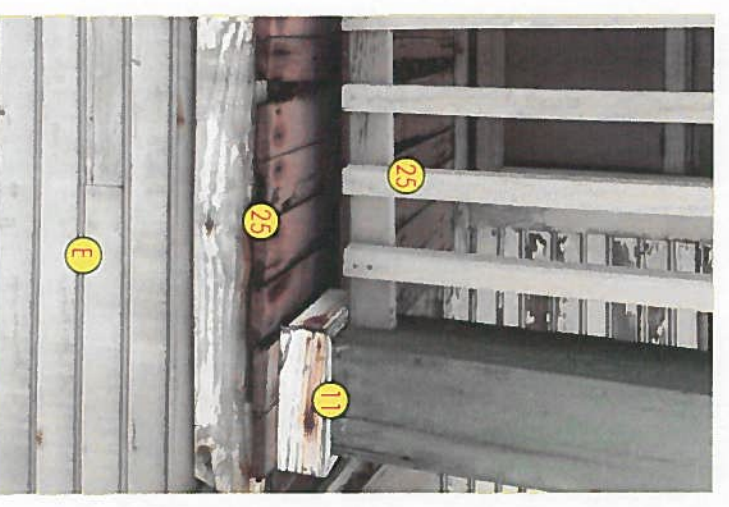
PORCH DETAIL



PORCH DETAIL



PORCH DETAIL



PORCH DETAIL

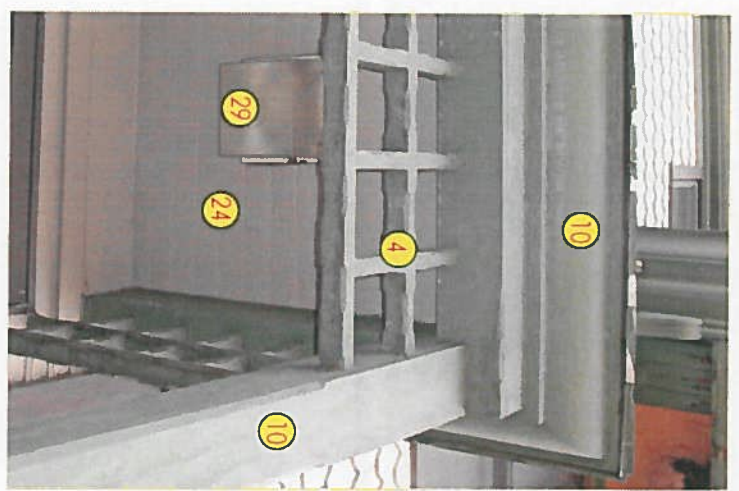
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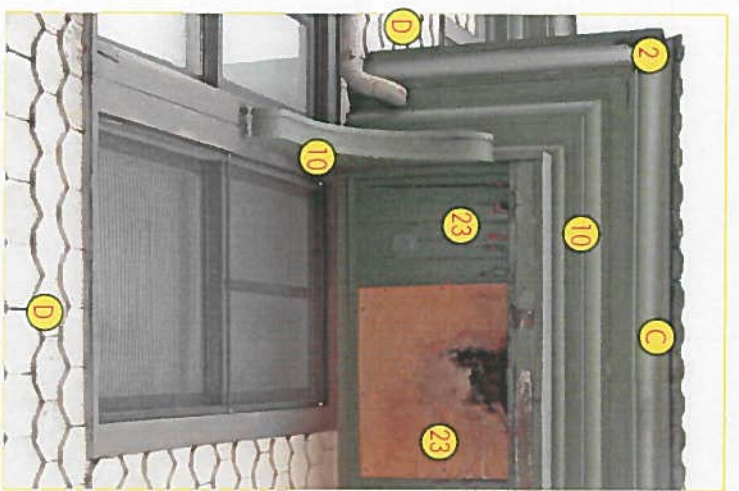
WEST ELEVATION DETAILS

19 FEB. 2020

# A-4.2



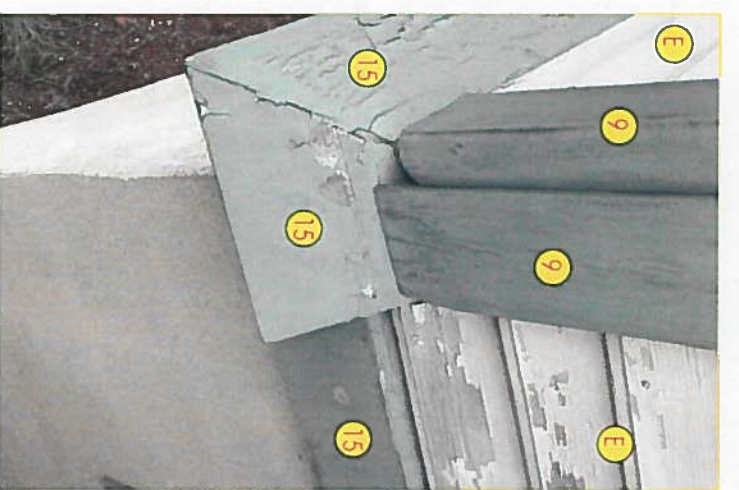
PORCH DETAIL



PORCH DETAIL



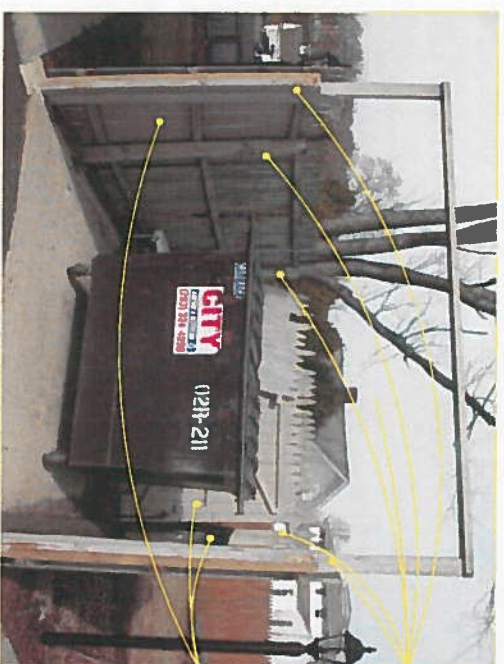
PORCH DETAIL



PORCH DETAIL

**KEY NOTES**

SEE DRAWING A-10 FOR GENERAL KEY NOTES;  
 SEE DRAWING A-40 FOR SPECIFIC KEY NOTES;



NEW 6x6 P.T. POSTS SET IN 12" DIAMETER CONC. FILLED SONOTUBES TO 42" BELOW GRADE

REPLACE WOOD FENCE TO MATCH EXISTING CONC. FILLED SONOTUBES TO 42" BELOW GRADE

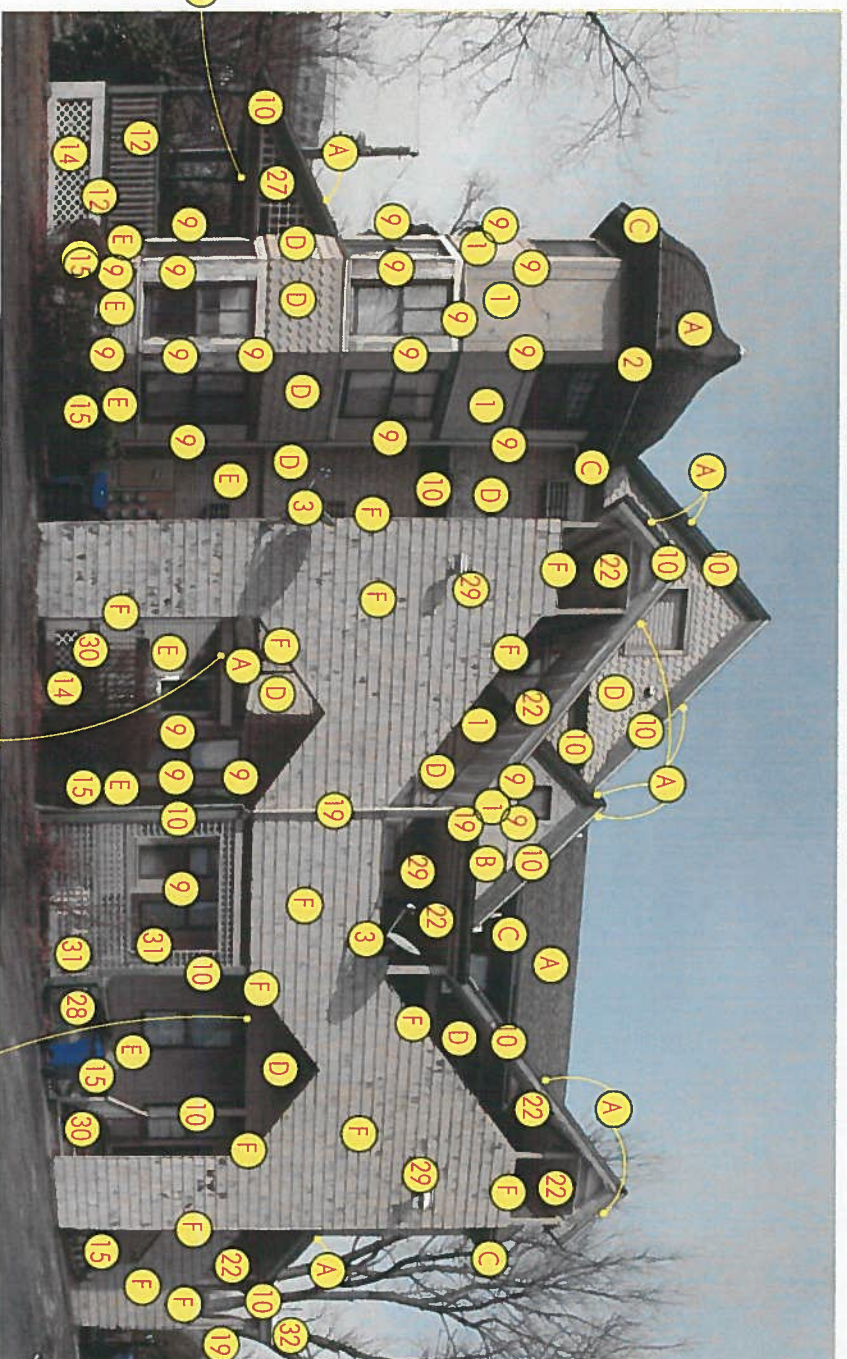
REPLACE MISSING WOOD GATES TO MATCH FENCING ON HEAVY DUTY GALV. HINGES WITH GALV. LATCHES

REPLACE BACK DUMPSTER ENCLOSURE

SPECIFIC KEY NOTES

SEE DRAWING A-10 FOR GENERAL NOTES; GENERAL KEY NOTES A THRU E; LEGENDS; & ABBREVIATIONS.

- 1 REMOVE PAINT FROM STUCCO PANELS. PATCH ALL CRACKS & SKIM COAT W/DRYVIT FINISH
- 2 REPLACE YANKEE GUTTER & TRIM WHERE ROTTED OUT.
- 3 REINSTALL TENANTS SATELLITE DISHES & MAILBOXES.
- 4 NOT USED
- 5 NOT USED
- 6 NOT USED
- 7 NOT USED
- 8 NOT USED
- 9 REPLACE HORIZONTAL & VERTICAL WOOD TRIM BOARDS W/1/4" THICK AZEK METAL FLASHING @ HEAD OF HORIZONTAL BOARDS.
- 10 REMOVE ALL LOOSE PAINT FROM WOOD BRACKETS, RAKE/GABLE TRIM, TRIM & SPINDLES & REPAINT. PATCH WOOD WHERE REQUIRED
- 11 NOT USED
- 12 SAND & REFINISH EX. PORCH FL.; SEE SPEC. CUT BACK END BOARDS TO INSTALL NEW 3/4" WIDE BOARD ALL AROUND. MITER @ CORNERS. REPLACE PORCH RAILING; SEE DETAIL DWG. A-5.0.
- 13 NOT USED
- 14 REBUILD UNDER PORCH DECK ENCLOSURE: NEW 3" SQUARE OPENINGS, FRAMED W/1x2 AZEK LATTICE BOARDS, REPLACE WD. FRAME/TRIM BOARDS W/1/4" THICK AZEK.
- 15 REPLACE WOOD BOARD WATER TABLE W/AZEK. NEW METAL FLASHING UNDER NOVELTY CLAPBOARD OVER AZEK. NEW P.T. BLOCKING UNDER AS REQ'D. PATCH, SCAPE & REPAINT EX. TRIM UNDER.
- 16 REMOVE ALL LOOSE PAINT. SAND & REPAIR OR REPLACE DAMAGED DECKING; REPAINT; SEE SPEC.
- 17 NOT USED
- 18 NOT USED
- 19 REPLACE HALF ROUND GUTTER & LEADER.
- 20 NOT USED
- 21 NOT USED
- 22 EXISTING FIRE STAIR CEILING PANELS & TRIM TO REMAIN. REFASTEN LOOSE PANEL. & REPLACE DAMAGED PANELS. PAINT
- 23 NOT USED



EAST-RIGHT ELEVATION  
SEE ADDITIONAL DETAIL  
PHOTOS DWG. A-5.1 & A-5.2



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EAST-RIGHT ELEVATION  
DUMPSTER ENCLOSURE

19 FEB. 2020

A-5.0

- 24 EXISTING CEILING BOARDS, RAFTERS & TRIM TO REMAIN. CLEAN & REMOVE LOOSE PAINT & REPAINT
- 25 NOT USED
- 26 NOT USED
- 27 REPAIR/REPAINT LATTICE TRIM.
- 28 DUPLICATE MISSING LATTICE SPINDLES & REPAINT EXISTING BILCO ACCESS DR & ENCLOSURE
- 29 EXISTING LIGHTS TO REMAIN
- 30 EXISTING STEPS, LANDING & PICKET RAILINGS TO REMAIN, REPLACE RAIL TOPS W/AZEK TO MATCH EXISTING SIZE. SCRAP OFF LOOSE PAINT & REPAINT
- 31 REPAIR/REPAINT TEMPORARY LATTICE TRIM. REPLACE MISSING & BROKEN BOARDS
- 32 REMOVE ALL ROOFING & DRIP EDGE TO SHEATHING. INSTALL NEW 60 MIL. FULLY ADHERED EPDM ROOF & FLASHING UP SLOPED ROOF TO MATCH EXISTING & AS RECOMMENDED BY MANUFACTURER. NEW ALUM. DRIP EDGE TO MATCH EXISTING. REUSE EXISTING ROOF DRAIN & INSTALL NEW METAL LEAF STRAINER

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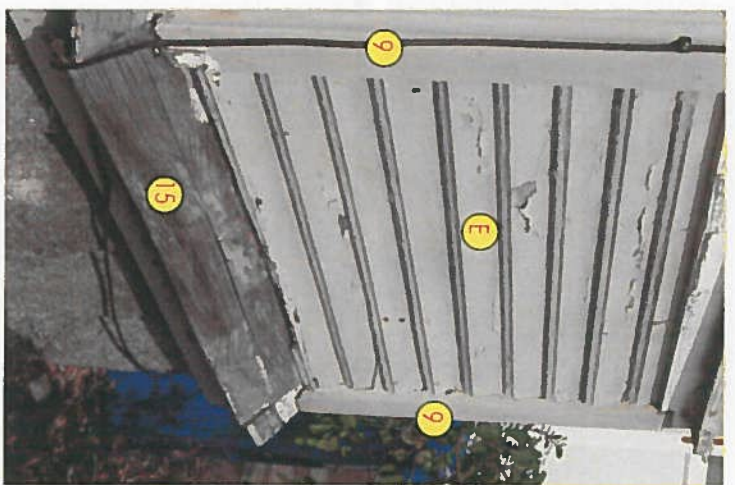
EAST ELEVATION DETAILS

19 FEB. 2020

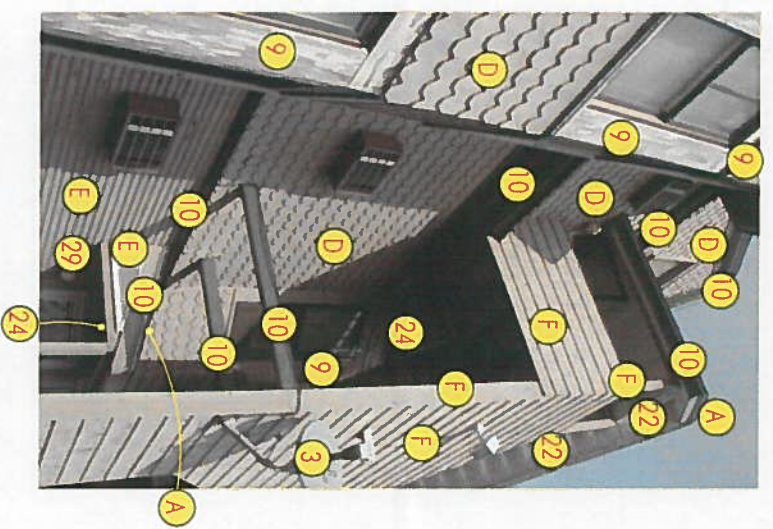
**A-5.1**



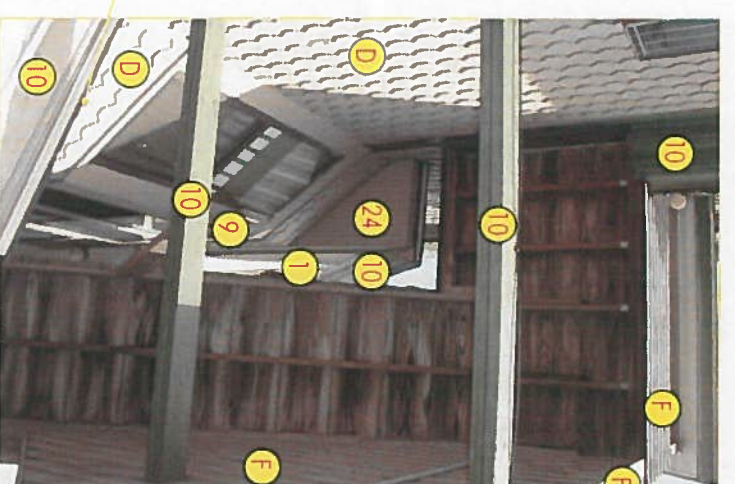
PORCH UPPER LATTICE



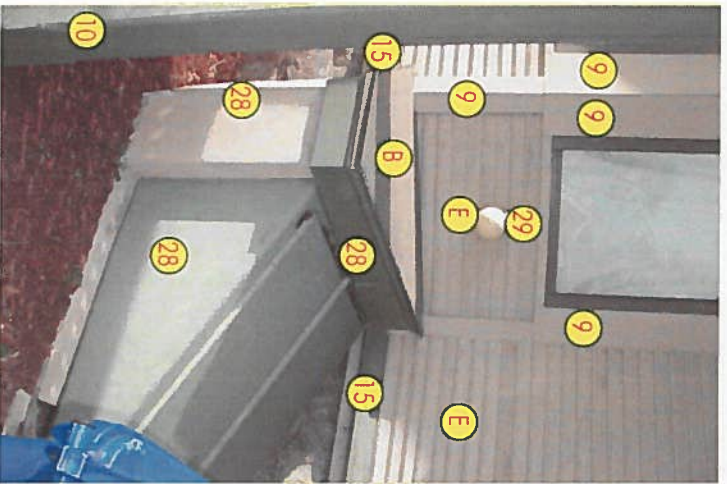
WATER TABLE



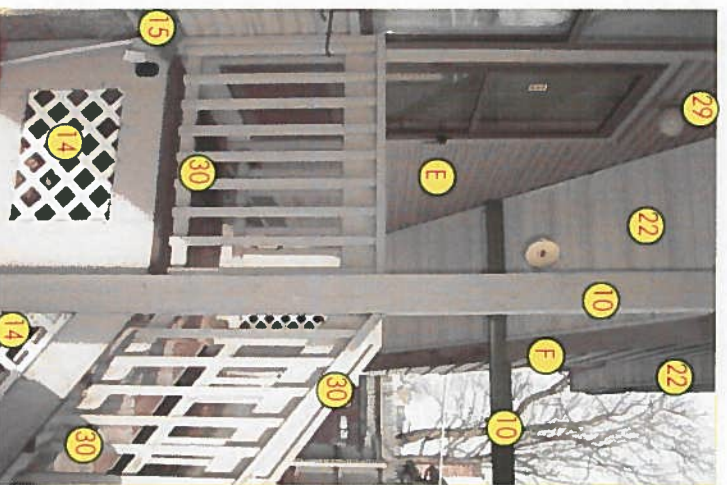
FIRE STAIR NEAR STREET



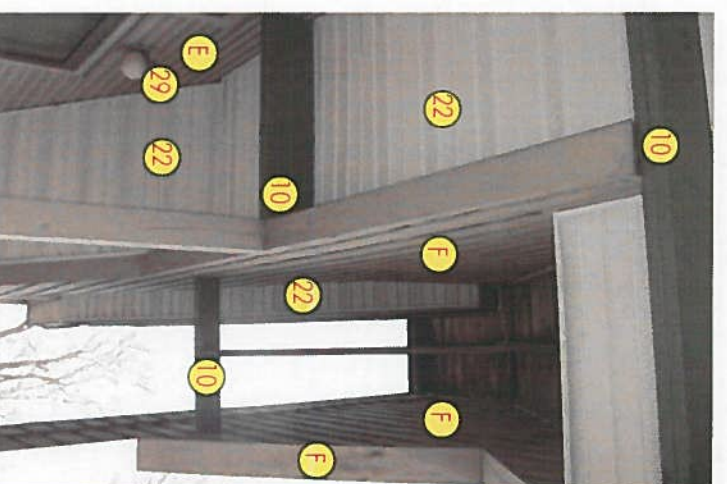
UNDERSIDE OF FIRE STAIR  
 NEAR STREET



"BILCO" DOOR



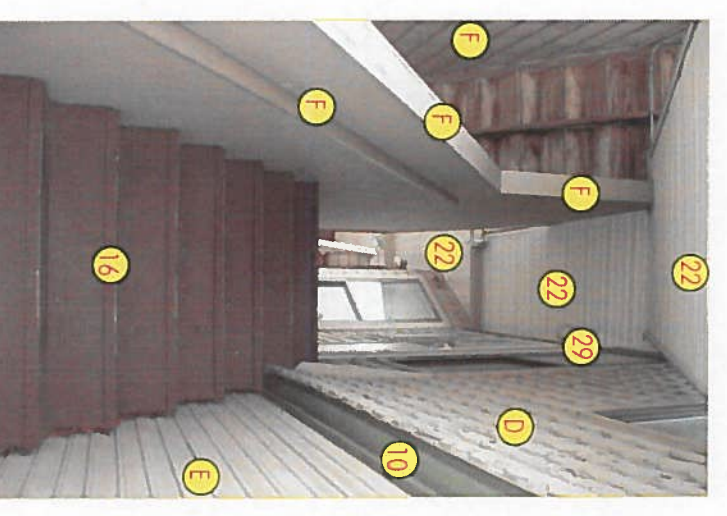
BACK 1ST. FL. STEPS



UNDERSIDE OF FIRE STAIR  
 LOOKING TOWARDS BACK



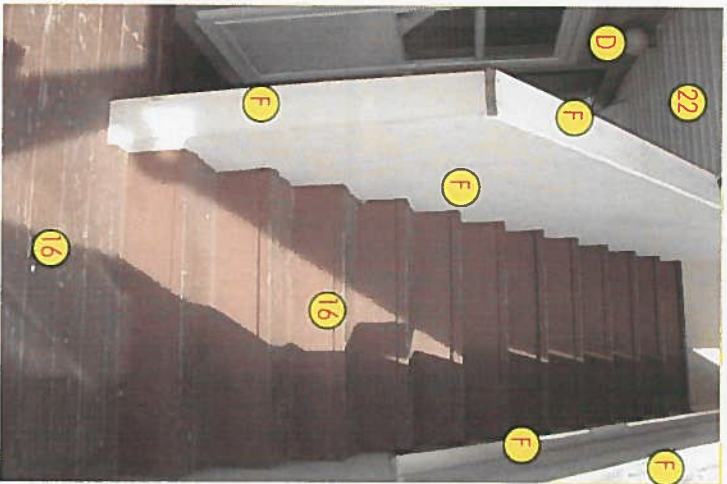
BACK FIRE STAIR TO 2ND. FL.  
 LOOKING TOWARDS STREET



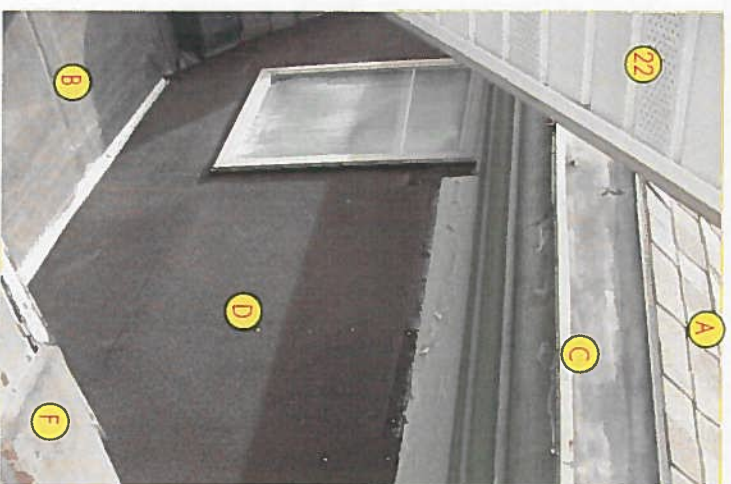
BACK FIRE STAIR TO 2ND. FL.

**KEY NOTES**  
 SEE DRAWING A-10 FOR GENERAL KEY NOTES;  
 SEE DRAWING A-50 FOR SPECIFIC KEY NOTES;

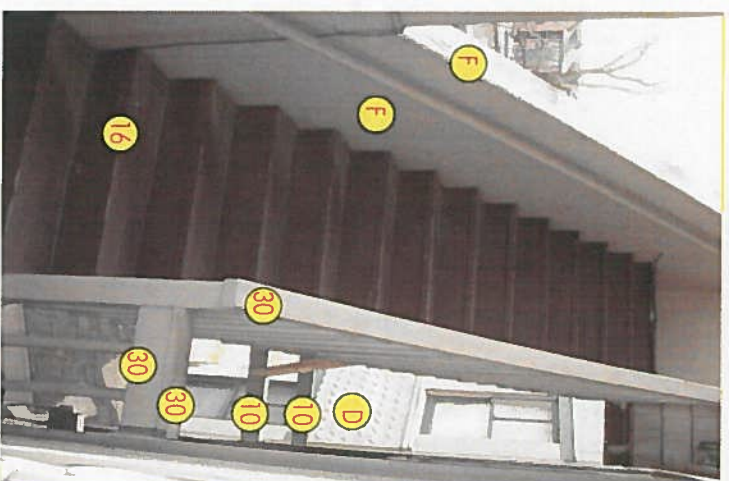
REPLACE WD. TRIM & MTL. DRIP EDGE  
 WHERE ROTTED OUT.



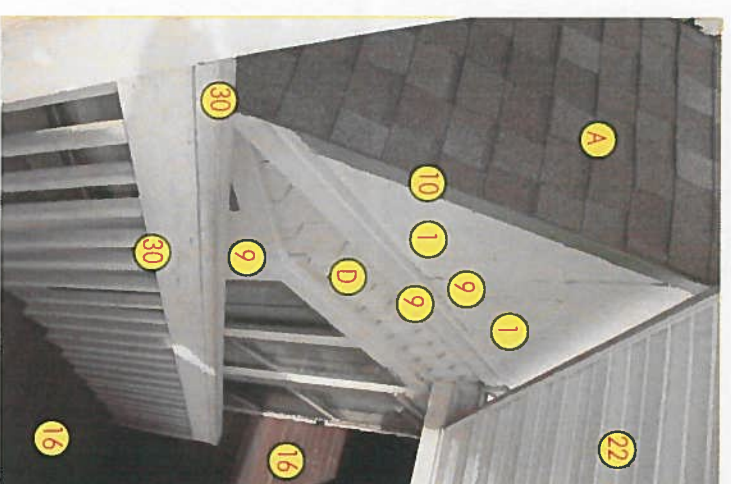
BACK STAIR TO ATTIC FL.



WALL, GUTTER, ROOF &  
& STAIR CLG. @ BACK ATTIC FL.



FRONT STAIR TO ATTIC FL.



FRONT STAIR DOWN FROM  
ATTIC FL.

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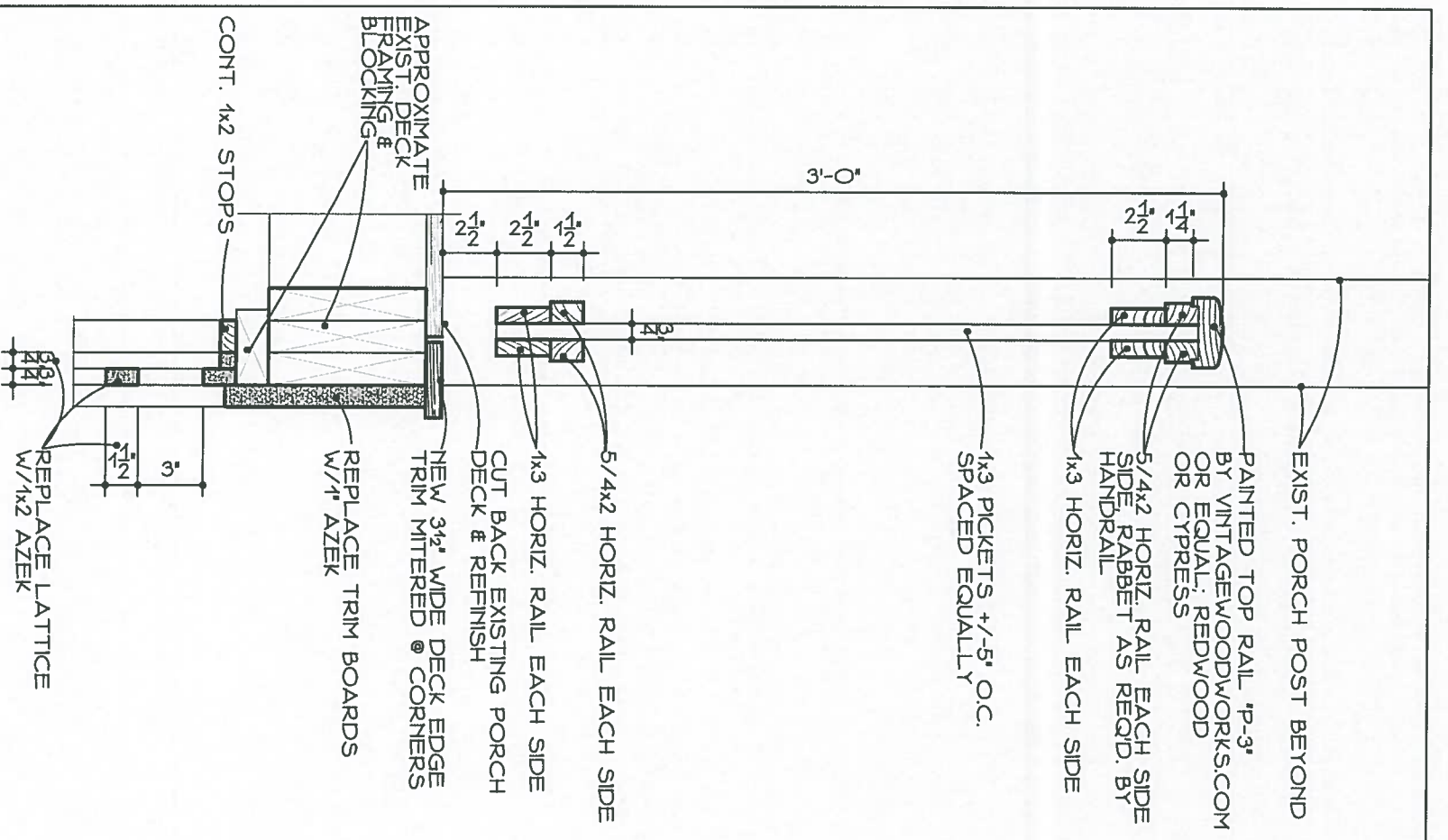
EAST ELEVATION DETAILS

19 FEB. 2020

**A-5.2**

**KEY NOTES**

SEE DRAWING A-10 FOR GENERAL KEY NOTES;  
SEE DRAWING A-50 FOR SPECIFIC KEY NOTES;



**REPLACEMENT PORCH &  
STAIR RAILING/GUARD**

SCALE: 1-1/2" = 1'-0"

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DETAILS

18 FEB. 2020

**A-6.0**

# Underwriting Worksheet

Date: 3/5/2020

Borrower(s):

Norwalk Mutual Housing, INC.

Rehab Case #: 4502

Address:

6 Chestnut Street

Owner Occupied / Investor Owned

# Units: 8

Property Value: \$900,500

Existing Loans: \$0

Proposed Loan: \$287,500

cLTV: 31.9%

*Guidelines allow up to 85%*

Property Address:

6 Arch Street

A. GROSS MONTHLY INCOME	Borrower	Co-Borrower	Totals	AGI
1 Base			-	
2 Overtime			-	
3 Pension			-	
4 Dividend/Interest			-	AMI
5 Net Rental (= 75% gross rent)	5,419		5,419	N/A
6 Other (Social Security)	1700		1,700	Family Size - 1
<b>Total Gross Monthly Income:</b>	<b>\$7,119</b>	<b>\$0</b>	<b>\$7,119</b>	

B. MONTHLY CREDIT LIABILITIES					
	Creditor	Type	Payment	Balance	As Agreed:
1					
2					
3					
4					
5					
6					
7					
8					
<b>Total Liabilities:</b>			<b>\$0</b>		

C. MONTHLY HOUSING EXPENSES			D. ASSETS		
	PITI	Current	Proposed	Forbearance loans only	
1	First Mortgage Payment	-		1	Savings
2	Rent	-		2	Savings
3	Property Taxes (Included in mort)	1,150		3	Savings
4	Homeowner's Insurance - In mor	475		4	Checking
5	Mortgage Insurance	-	-	5	Checking
6	Common Charges (other)		-	6	Retirement
7	<b>Proposed Loan(s):</b>			7	Retirement
	Principal:		\$287,500.00	8	Retirement
	Term:		300	9	Other
	Interest Rate:		2.00%	10	Other
	Payment:		\$1,216.55	11	Other
				12	Other
<b>Total Monthly Housing Expense:</b>		<b>\$ 1,625</b>	<b>1,217</b>	<b>Total Assets: \$ -</b>	

**E. MONTHLY EXPENSE RATIOS**

	<b>Current Housing</b>		<b>Proposed Housing</b>	
<b>Housing to Income Ratio:</b>	<u>\$1,625</u>	22.8%	<u>\$1,625</u>	22.8%
	\$7,119		\$7,119	
<b>Debt to Income Ratio:</b>	<u>\$1,625</u>	22.8%	<u>\$ 2,841</u>	39.9%
<b>Liabilities &amp; Housing Expenses/Income</b>	\$7,119		\$7,119	

*Guidelines allow up to 40% for amortized loans & 45% for forbearance loans*

**F. UNDERWRITING COMMENTS:**

**Year House was Built - 1887    Sq. Ft. of House - 4,573    Owners owned since 2006**

**Credit Score n/a**

# NORWALK DEVELOPMENT AGENCY

**CHAIRMAN**  
Felix R. Serrano

**COMMISSIONERS**  
Lisa M. Cooper  
John E. Igeneri  
William R. Speirs  
David G. Westmoreland

**EXECUTIVE DIRECTOR**  
Brian T. Bidolli

**TO: REDEVELOPMENT AGENCY COMMISSIONERS**  
**FROM: BRIAN T. BIDOLLI, EXECUTIVE DIRECTOR**  
**DATE: MARCH 6, 2020**  
**RE: STRATEGIC PLAN UPDATE & BUDGET**

Over the coming months, staff will be engaging with community leaders to help shape a strategic vision for the agency. The goal is to clearly define the role of redevelopment and establish an organizational framework that aligns with the needs of the community. The Norwalk community has several recent plans on how to improve the physical, economic, and social environment. As such, we will be focused on project implementation and performance monitoring.

Prioritizing key projects for implementation, will be one of our first activities. An initial workshop will be held with city staff and community leaders to inventory and review key projects, and determine which evaluation criteria (time, cost, degree of difficulty, etc.) are the most important considerations for project prioritization. From there, staff will develop an initial ranking of projects for a subsequent workshop to discuss past challenges and what partnerships are necessary to advance mutual goals.

Upon developing clear project priorities as a group, a moderated discussion will be held internally and with community leaders to identify our shared strengths/ weaknesses, discuss barriers to project implementation, divide responsibilities, and monitor our performance. The end result will be an actionable framework for project implementation, strategies for increasing our likelihood of success, and mechanisms for monitoring our collective performance.

Although the majority of strategic planning work will be performed in-house, various consulting services will be required to support agency outreach and marketing efforts. Staff solicited proposals from two firms, followed up in person with Optimum Leadership and Susan Rubinsky Marketing Consulting, and have found the firms well-qualified to deliver the scope of services as attached. Based on the hourly rate and scope of work, staff is requesting a \$25,000 budget allocation for Consultants to support development of the agency's strategic plan.

## **Action Requested**

- i. Approve not to exceed budget of \$25,000 to select Consultants for the agency strategic plan and marketing.
- ii. Authorize Brian T. Bidolli, the Executive Director to execute contracts with selected vendors, for an amount not to exceed \$25,000.



# Strategic Planning Proposal

February 5, 2020

**NORWALK re: DEVELOPMENT AGENCY**

Wally Hauck, PhD, CSP

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

## **Purpose:**

To create an aligned strategic plan to help Norwalk Redevelopment optimally achieve the ideal vision and mission. Why: Strategy is a critical element of the foundation for performance of an organization (see the House of Engagement and Trust page 5).

## **Big Picture Method:**

### **Step 1:**

**Conduct the DiSC Personal Profile Training** with all key personnel (see description page 4).

Why: The purpose of this session is to provide a tool to optimize interpersonal communication within the team. Interpersonal communication skills are essential for a team to facilitate a strategic plan.

### **Step 2:**

**Facilitate the adoption of a vision and mission** for the team (see description page 5).

Why: The vision and mission are critical elements of the foundation for performance of an organization (see the House of Engagement and Trust page 5).

### **Step 3:**

**Conduct an online S.W.O.T. Analysis** (Strengths, Weaknesses, Opportunities, and Treats description page 6).

Why: Create engagement and buy-in within the staff by using their opinions and feedback to create actions steps for the strategic plan.

### **Step 4:**

**Create an aligned strategic plan** (description page 6).

Why: A specific strategic plan enables staff to know continuously act and avoid wasted time (see the House of Engagement and Trust page 5).

## **Intended Outcomes:**

Improvement of:

- Key performance metrics: Infrastructure; Affordable Housing; Support from the city
- Trust, communication, and cooperation
- Credibility of Norwalk Redevelopment within the community and city

Reduction of:

- Wasted time
- Unnecessary damaging conflict
- Unhealthy stress

## **Detailed Method Steps:**

### **Step 1:**

**Conduct the DiSC Personal Profile Training** with all personnel.

- Participants complete and read a personal profile (see description page 4)
- Participants attend a 3-1/2-hour training session and create a personal action plan

### **Step 2:**

**Facilitate the adoption of a vision and mission** for the team.

- Participants complete pre-work (What do you think the vision and mission are for Norwalk Redevelopment?)
- Participants attend a 3-hour workshop to adopt a vision and mission

### **Step 3:**

**Conduct an online S.W.O.T. Analysis** (Strengths, Weaknesses, Opportunities, and Treats, see description page 6).

- Identify participants (key customers, stake holders, and staff) who will participate in the analysis
- Participants complete on-line survey S.W.O.T.
- Compile results and present to key stake holders
- Use the results to complete step 4

### **Step 4:**

**Create an aligned strategic plan.**

- Identify key participants for the strategic plan session (key influencers and stakeholders and possibly board members)
- Participants attend a 4-hour strategic planning session (Hoshin – see description page 7)
- Optimum Leadership prepares a final report and set of next steps and recommendation
- The staff works as a team to identify detailed roles, responsibilities and implement action steps
- Optimum Leadership provides necessary support to get the staff started

## **Investment:**

Total: \$7,975

Details:

- Step 1: DiSC – Session \$1,875; Profiles at \$75/each (\$525)
- Step 2: Vision and Mission – Session \$1,875
- Step 3: Conduct S.W.O.T. - \$1,200
- Step 4: Strategic Plan - \$2,500



## **DiSC® Classic (Personal Profile System®)<sup>1</sup> Influence Style Instrument**

*The foundation of personal and professional success lies in understanding yourself, understanding others, and realizing the impact of personal behavior on others. For nearly thirty years, the DiSC® Classic has unlocked the door to productive communication and relationships for over 30 million people through its DiSC® Dimensions of Behavior learning approach.*

DiSC Dimensions of Behavior method for exploring behavioral issues. There are four primary dimensions:

- **Dominance: Direct and Decisive.** D's are strong-willed, strong-minded people who like accepting challenges, taking action, and getting immediate results.
- **Influence: Optimistic and Outgoing.** i's are "people people" who like participating on teams, sharing ideas, and energizing and entertaining others.
- **Steadiness: Sympathetic and Cooperative.** S's are helpful people who like working behind the scenes, performing in consistent and predictable ways, and being good listeners.
- **Conscientiousness: Concerned and Correct.** C's are sticklers for quality and like planning ahead, employing systematic approaches, and checking and re-checking for accuracy.

DiSC is a multi-level learning instrument that helps individuals assess to what degree they utilize each dimension of behavior in a situation. The instrument then provides feedback designed to help people in your organization: build productive teams

- develop effective managers
- train a powerful sales force
- improve customer service
- ease frustration and conflict

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<sup>1</sup> <http://www.inscapepublishing.com/products/productSearch.asp>

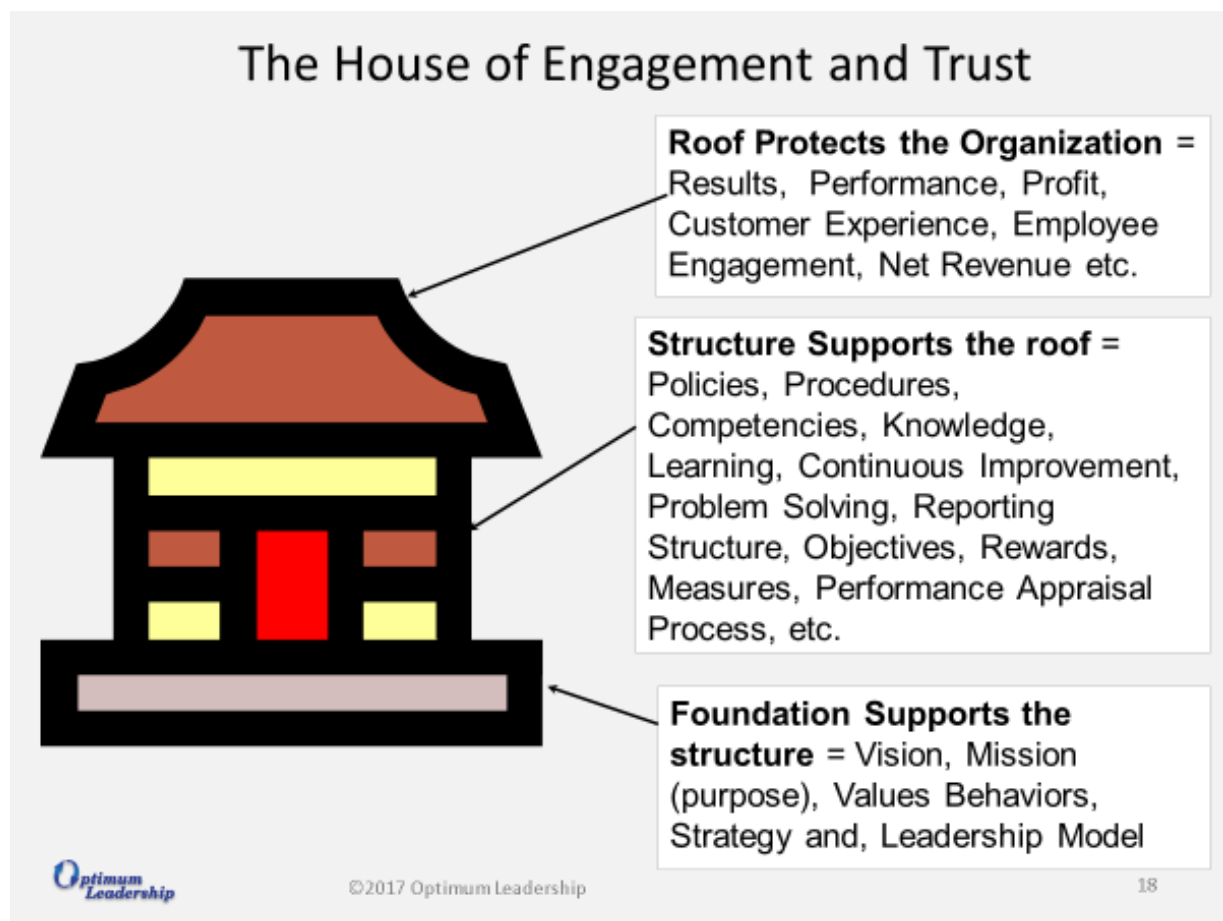
## Vision and Mission Definitions

Mission:

- Aim or Purpose of being – why does the organization exist?

Vision:

- A picture of an ideal future state – what do you want to (or will) look like in the future?



## **SWOT Analysis Survey for Participants and Absent Participants to Complete Prior to the Strategic Plan**

A S.W.O.T. analysis can help an organization identify the most important issues so it can set its priorities for the future.

S.W.O.T. stands for Strengths, Weaknesses, Opportunities, and Threats.

What are the most important issues for “YOUR ORGANIZATION” to address to be successful in the future?

### **What are the Strengths of “YOUR ORGANIZATION”?**

First, we want to know the Strengths of “YOUR ORGANIZATION”. Strengths are a distinct INTERNAL resource, skill, interaction, or characteristic that gives “YOUR ORGANIZATION” an advantage and helps to quickly and easily achieve its Mission and Vision.

### **What are the Weaknesses of “YOUR ORGANIZATION”?**

Second, we want to know the Weaknesses of “YOUR ORGANIZATION”. A Weakness is an INTERNAL deficiency in resource, skill, interaction, or characteristic that holds “YOUR ORGANIZATION” back from effective performance and from fully achieving its Mission and Vision.

### **What are the Opportunities for “YOUR ORGANIZATION”?**

Third, we want to know the Opportunities for “YOUR ORGANIZATION”. An Opportunity is a favorable situation in the EXTERNAL environment that will help it achieve its Mission and Vision.

### **What are the Threats facing “YOUR ORGANIZATION”?**

A Threat is a mainly unfavorable situation in the EXTERNAL environment that the organization operates within. A Threat can prevent it from fully achieving its Mission and Vision.

# The Hoshin Planning Process

The Hoshin Planning Process has been utilized for many years by high quality companies and organizations to:

- Create consistent strategic plans
- Instill commitment of worthy goals by all participants
- To get things done faster, better, and with less effort.

The process focuses efforts on the steps that will generate the best results and normally produces major improvement.

“The Japanese interpretation of Deming’s thoughts and ideas was a culmination of statistical process control, detailed planning, and leadership. In the 1950’s Deming’s theories of PLAN, DO, STUDY, ACT became the foundation for Japan’s management control and total quality management – Hoshin Kanri.

The literal translations of Hoshin Kanri can have several American meanings. *Ho* meaning *method* and *shin* meaning *shining needle* or compass. Kanri means management or control – a methodology for strategic direction setting.

Hoshin Kanri provides a step-by-step planning, implementation, and review process for planning and managed change. It is specifically a systems approach to the management and the continuous improvement of an organization. A system is a “*set of coordinated and interdependent processes that accomplish the core objectives of the organization.*”

Steps:

- Identify Issues – see key question
- Organize ALL the issues in related groups
- Prioritize the groups

Outcomes:

- A priority of action steps
- Alignment<sup>2</sup> of people in the room

---

<sup>2</sup> Alignment – Awareness, Understanding and Agreement on issues or action steps – Alignment creates focus and energy to act



Dr. [Wally Hauck](#), CSP works with leaders and teams to reduce unnecessary frustrations and unhealthy stress. Wally facilitates building cultures of trust, accountability, and self-management thereby unleashing ‘employee genius’.

For more than 20 years Wally has worked with more than 200 organizations, hundreds of leaders, and thousands of employees to optimize engagement, customer experience and significant transformational improvement.

Wally holds a doctorate in organizational leadership from Warren National University, a Master of Business Administration in finance from Iona College, and a bachelor’s degree in philosophy from the University of Pennsylvania. Wally is a Certified Speaking Professional or CSP. As a professor of Organizational Change and Development at the University of New Haven in Connecticut Wally received the highest ratings of all professors in 2012.

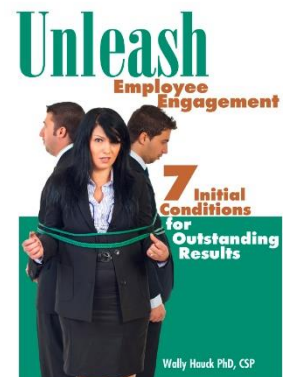
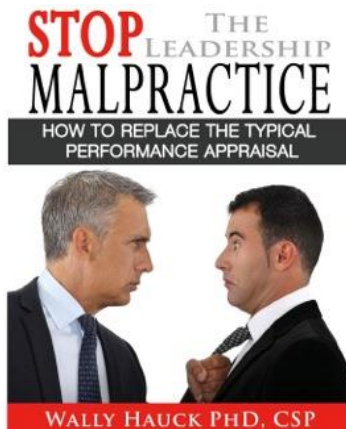
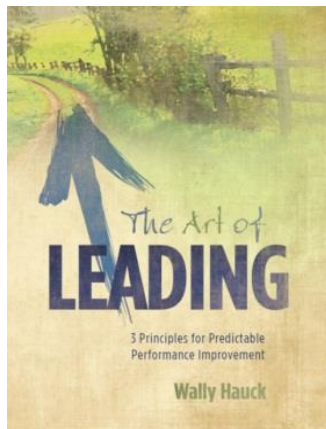
Wally is married to his lovely wife Lori for over 26 years. They have two daughters, one son, three grandchildren, two rescue dogs a very dysfunctional cat. Wally has passion for golf, family, politics, and good movies.



[\*The Art of Leading: 3 Principles for Predictable Performance Improvement\*](#)

[\*Stop the Leadership Malpractice: How to Replace the Typical Performance Appraisal\*](#)

[\*Unleash Employee Engagement: 7 Initial Conditions for Outstanding Results\*](#)



<http://www.optimumleadership.com>



SUSAN RUBINSKY **MARKETING CONSULTING**

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QUOTE 3/3/20

Norwalk Redevelopment Agency

## Proposal for Outreach & Promotion

### Overview:

The Norwalk Redevelopment Agency (TNRA) needs to develop an outreach and promotion program to engage the community and key stakeholders in TNRA initiatives in 2020. This proposal focuses mainly on use of social media, email marketing, and the development of a new website. In addition, Phase 1 includes a survey to engage key stakeholders in the strategic planning process.

### Costs:

Note: Each item may be procured separately.

#### Phase 1 – Workshop Surveys - \$2,000.00 + Survey Platform Fees

20 Hours @ \$100.00/hr + Platform Fees

Survey Monkey – Advantage Annual Plan - \$384/Annual\* - <https://www.surveymonkey.com/>

Poll Everywhere – Various plans, from Free to \$120/Annual depending on features selected

\*Depending on logic/features needed, a higher level plan may be needed

- Collaborate in survey creation with NRA
- Setup unique surveys for three stakeholder groups in Survey Monkey
- Setup polling and other interactive features for live group data collection during stakeholder meetings using the platform Poll Everywhere

#### Phase 2 – Outreach & Engagement via Social Media & Email Newsletter

- Newsletter & Social Media Initial Setup – 10 hours @ \$100.00/hr = **\$1,000.00**
  - Newsletter in iContact – setup account, lists, template, etc
  - Facebook, Twitter, LinkedIn – setup and/or facilitate new access for new/additional administrator; icon, banners/graphics and copy setup

NOTE: Costs, below, may be adjusted, based on budget and editorial calendar; Some months may require more hours, some months less. Also, 24/7 Risk PR is often unpredictable with no activity for months then accelerated activity without warning (for example, Coronavirus has accelerated Risk PR in the public sector recently).

- Monthly Activity on Social – 20 hours/mo @ \$100.00/hr = **\$2000.00/mo**
  - Messaging Production & Distribution
  - Build a Following
  - Engage with Followers & other key audiences



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- Email Marketing - **\$1,250.00 per newsletter**
  - 2020 Annual Cost: \$5,000.00 (\$1250.00 each for four newsletters, discounted from \$1,500.00 each).

### Phase 3 – Website – See Options, below

Produce a new website that is responsive in multiple screens and easy to manage and update and cost-effective to maintain over time. SRMC recommends using the website platform Duda. Duda is a low cost platform where all backend maintenance, including security updates, is conducted in real-time at no extra cost outside of the yearly subscription fee. Front-end maintenance (content and new features) is provided by SRMC – there is no contract to retain front-end maintenance with SRMC and NRA may choose another content producer at any time. (Basically, we don't hold you hostage just because we produced the initial website for you.)

#### Option 1 - \$4,500.00 + Duda Annual Fee \$264.00\*

\*Duda is currently running a 50% off for first year offer, or \$132.00/annual

Duda - <https://www.duda.co/plans>

10-page, bare bones website utilizing a standard Duda template. Template is modified to reflect NRA brand & style.

- Account & Template Setup for Home and Subpage - \$1000.00
- Page content development & implementation for 10 pages – 10 page X \$350/per page = \$3,500

#### Option 2 - \$10,750.00 + Duda Annual Fee \$264.00\*

\*Duda is currently running a 50% off for first year offer, or \$132.00/annual

Duda - <https://www.duda.co/plans>

25-page website utilizing a standard Duda template with a high level of customization. Template is modified to reflect NRA brand & style. Collaboration with NRA to completely restructure website from the ground up to reflect new strategy. NOTE: current website is 26 pages.

- Account & Template Setup for Home and Subpage - \$2000.00
- Page content development & implementation for 25 pages – 25 page X \$350/per page = \$8,750

Examples of sites currently using Duda:

- Norwalk Water Department - <https://www.firstdistrictwater.org/>
- Norwalk Green (this is a test link, site is scheduled to go live the week of 3/8/2020) - <https://norwalkgreen.multiscreensite.com/>

NOTE: Post-launch website content updates are charged at \$100.00/hr. Updates associated with email newsletter and social media line items are included as part of that work.

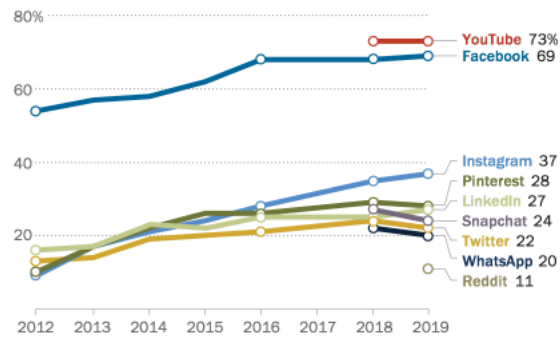
## Details:

## Social Media Market Overview & Editorial Calendar Creation

### Current Social Media Marketshare (2019 data)

#### Facebook, YouTube continue to be the most widely used online platforms among U.S. adults

% of U.S. adults who say they ever use the following online platforms or messaging apps online or on their cellphone



Note: Pre-2018 telephone poll data is not available for YouTube, Snapchat and WhatsApp. Comparable trend data is not available for Reddit. Source: Survey conducted Jan. 8-Feb. 7, 2019.

PEW RESEARCH CENTER

<https://www.pewresearch.org/fact-tank/2019/04/10/share-of-u-s-adults-using-social-media-including-facebook-is-mostly-unchanged-since-2018/>

- Create high level month-by-month editorial calendar for 2020 focusing on key TNRA initiatives and relevant topic areas (e.g., complete streets, transit, etc.). Since some initiatives may be in process, consider revising quarterly as is relevant. Q1 & Q2 to be more detailed; Q3 & Q4 more overarching. The calendar will always have openings for current events which may arise without notice.
- Select social media platforms and create messaging framework to engage target audiences. For example, twitter is heavily utilized by elected officials and legislators, while Facebook is heavily used by the general public. Framework will take into account differences in target audiences to define messaging strategy.

## Social Media Execution

### Initial Setup

Platform setup and/or refinement for: Facebook, LinkedIn, Instagram, Pinterest, twitter. Other platforms to be considered (e.g. Soundcloud for podcasts and/or interviews) during initial discovery period.

Inclusion of links in “Connect With Us” section of website footer.

Initial copywriting and graphics production for social media account fields



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Platform branding graphics production and execution (banners, icons, etc. Each in the correct sizes for each platform)

### **Messaging Production & Distribution**

Copywriting and graphics production for social media distribution, as defined by editorial calendar

### **Build a Following & Engage Key Audiences**

Ongoing activity in “following” and “liking” other relevant entities (e.g., Norwalk Transit, MTA, local/state/federal elected officials) on social media platform to increase engagement.

Ongoing “sharing” of TNRA posts to relevant Groups in Facebook (e.g., We are from Norwalk CT - 11K members)

Ongoing “sharing” of relevant posts by other entities (platform dependent)

Ongoing commenting and development of cross-promotional opportunities

Social Monitoring – Monitoring comments and activity for trolling and negative activity;  
Collaborate with TNRA on responsive solutions to any such activity

### **Report>Analyze>Refine**

Monthly and/or Quarterly Metrics reporting, as defined in Phase 1. Each report follows a Report>Analyze>Refine model and editorial calendar is adjusted accordingly as data is accrued and analyzed over time.

## **Email Marketing**

### **Online Platform**

1. iContact (recommended)
  - a. Cost:
    - i. **\$30.60/mo for up to 2,500 subscribers PLUS 20% Non-profit discount**
    - ii. **\$75.65/mo for up to 10,000 subscribers PLUS 20% Non-profit Discount**
2. Constant Contact
  - a. Cost:
    - i. \$45.00/mo for up to 2,500 subscribers
    - ii. \$95.00/mo for up to 10,000 subscribers

### **Four Email Newsletters**

1. **Cost: \$5,000.00 (\$1250.00 each, discounted from \$1,500.00 each)**
2. Includes:
  - a. Online Platform Setup
    - i. Initial setup with TNRA credit card OR initial setup and adding TNRA Billing contact to add credit card
    - ii. Template setup in online platform



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- iii. List setup in online platform
- iv. Email signup box code generation for website
- v. One free send to invite new subscribers to a list provided by TNRA
- b. Content Creation
  - i. Copywriting/copyediting
  - ii. Local photography (up to 2 hours of photography time per newsletter)
  - iii. Custom graphic design – basic custom illustrations, as needed for newsletter
  - iv. Stock graphics & photography – use of SRMC stock library, as needed for newsletter
  - v. Produce and test responsive newsletter in online platform
  - vi. Setup newsletter landing page on website (if TNRA has the ability to easily add new users and news content to website, otherwise, landing page will need to be setup by existing website producers)
  - vii. Bi-lingual option – newsletter may be produced in English/ Spanish at minor extra cost, as follows:
    - 1. \$100 for duplicating email from English to Spanish and laying in replacement copy in Spanish; includes web landing page in Spanish if supported by the website CMS
    - 2. \$0.25 per word for Spanish translation
    - 3. Includes list segmentation for people who select Spanish option
    - 4. More details available upon request
- c. Email Sending & Tracking Reports:
  - i. Setup email and send to list/s
  - ii. 1-hour and 24-hour tracking reports included (options below are only if iContact is online platform chosen; other platforms may not have all option below available):
    - 1. Open Rate
    - 2. Click Rate
    - 3. Bounce Rate
    - 4. Unsubscribe Rate
    - 5. Open List, by Contact (which contacts opened email)

**NORTH WALKE HOUSING  
CORPORATION**

TO: MEMBERS, NORTH WALKE HOUSING CORPORATION  
FROM: FELIX R. SERRANO, CHAIRMAN  
DATE: MARCH 6, 2020  
RE: MEETING NOTICE

.....

**A Special Meeting of the North Walke Housing Corporation will be held at 5:30 PM on Tuesday, March 10, 2020 at 3 Belden Avenue, First Floor.**

**NORTH WALKE HOUSING  
CORPORATION  
SPECIAL MEETING  
MARCH 10, 2020  
5:30 P.M.**

**A G E N D A**

CALL TO ORDER

ROLL CALL

PUBLIC PARTICIPATION

**I. ADMINISTRATION**

**A. APPROVAL OF MINUTES**

1. Approve Minutes of February 11, 2020 Regular Meeting.

**II. NEW BUSINESS**

**III. OLD BUSINESS**

**ADJOURNMENT**

**CITY OF NORWALK  
NORTH WALKE HOUSING  
CORPORATION  
FEBRUARY 11, 2020**

**ATTENDANCE:** Felix Serrano, Chair; Lisa Cooper, William Speirs, David Westmoreland (via telephone)

**COUNSEL:** Marc J. Grenier, Esq.

**STAFF:** Brian Bidolli, Executive Director; Eugenia Lupinski,

**CALL TO ORDER**

Mr. Serrano called meeting to order at 7:20 p.m.

**ROLL CALL**

A quorum was present

**PUBLIC PARTICIPATION**

There was on action on this item.

**I. ADMINISTRATION**

A. Approval of Minutes

i. Approve minutes of the December 10, 2019 Special Meeting

\*\*Change attendance to show that Mr. Speirs was not in attendance

**\*\*MS. COOPER MOTIONED TO APPROVE MINUTES OF THE DECEMBER 10, 2019 SPECIAL MEETING AS AMENDED**

**\*\*MR. SERRANO SECONDED**

**\*\* THE MOTION PASSED 3-0 WITH ONE ABSTENSION (SPEIRS)**

B. Finance

A. Approve North Walke's Revenue and Expenditures Statements and Balance Sheets for all funds for Year-to-Date December 31, 2019

Ms. Lupinski gave a report for all funds, she said:

City of Norwalk  
Redevelopment  
Agency  
February 11, 2020

- The Operating Fund had \$6000 in revenue and \$7000 in expenses which resulted in an operating deficit of \$1000.
- The balance sheet had \$1,363,000 in assets, \$1,000,015 in liabilities and \$348,000 in total net assets.
- The Revolving Loan Fund had an operating surplus of \$1600, from interest on notes.
- The balance sheet had assets of \$162,000 and total liabilities and net assets of \$162,000

**\*\*MS. COOPER MOTIONED TO APPROVE NORTH WALKE’S REVENUE AND EXPENDITURES STATEMENTS AND BALANCE SHEETS FOR ALL FUNDS FOR YEAR-TO-DATE DECEMBER 31, 2019**

**\*\*MR. SPEIRS SECONDED**

**\*\* THE MOTION PASSED UNANIMOUSLY**

## **II. NEW BUSINESS**

There was no action on this item

## **III. OLD BUSINESS**

There was no action on this item.

## **ADJOURNMENT**

**\*\*MS. COOPER MOTIONED TO ADJOURN**

**\*\*MR. SPEIR SECONDED**

**\*\* THE MOTION PASSED UNANIMOUSLY**

The meeting adjourned at 7:25 p.m.

Respectfully submitted,

L. Grassilli  
Telesco Secretarial Services