



## REGULAR MEETING – COMMUNITY SERVICES COMMITTEE AGENDA

MAY 27, 2026, 7:00 PM  
BY ZOOM VIRTUAL MEETING

To allow public access, anyone may access a meeting by telephone and/or Zoom, or a recording in the City of Norwalk YouTube channel. Specific instructions and links can be found at [norwalkct.gov/meetings](https://norwalkct.gov/meetings).



Members of the public may call in to participate. Callers will not be able to see the meeting participants. All participants will be muted upon entering the meeting. To speak, dial \*9 on the phone and you will be called on by the host of the meeting during the public comment section. All speakers must state their name and address. Comments must be on a topic on the agenda, and are limited to three minutes. Anyone disrupting the orderly conduct of the meeting, including by using threatening, hateful, or sexually-explicit language, will be removed. Please find the information using the link above.



Members of the public who wish to provide "live comments" may also use the Zoom meeting platform. All participants will be muted upon entering the meeting. To speak, click the "raise your hand indicator" and you will be called by the host of the meeting during the public comment section. All speakers must state their name and address. Comments must be on a topic on the agenda, and are limited to three minutes. Anyone disrupting the orderly conduct of the meeting, including by using threatening, hateful, or sexually-explicit language, will be removed. Please find the information using the link above.



Members of the public who wish to provide public comment are encouraged to submit those via email in advance of the meeting. For these comments to be included into the record, they must be submitted by 12:00 p.m. the day of the meeting. Please email Julienne Foy at [JFoy@norwalkct.gov](mailto:JFoy@norwalkct.gov) with the subject line "Public Comment" to provide written public comment prior to the meeting.

- I. **CALL TO ORDER**
- II. **ROLL CALL**
- III. **ACCEPTANCE OF MINUTES**
  - A. **Regular Meeting: April 22, 2026**
- IV. **PUBLIC PARTICIPATION**
- V. **NEW BUSINESS**
- VI. **DISCUSSION**
  - A. **Update from Human Services Director, Keenan McMahon on the 2026 Community Impact Mini-Grant Program; informational only, no Council action required.**
- VII. **ACTION ITEMS**

- A.** Authorize the Mayor, Barbara C. Smyth to execute any and all agreements, documents instruments, or amendments as may be necessary with Compass Consulting & Coaching, LLC led by Chrissy Mahanna, LCSW to coordinate and implement Cohort # 2 of the Nonprofit Capacity Accelerator Program in the amount of \$30,000. Account # 012010-5A0620.
- B.** Authorize the Mayor, Barbara C. Smyth to execute any and all agreements, documents, instruments, or amendments as may be necessary with The Open Door Shelter (dba Open Doors) located at 4 Merritt Street Norwalk, CT 06854 in the amount of \$92,000.00 to provide shelter services for persons experiencing homelessness for Norwalk residents. Beginning July 1, 2026 to June 30, 2027. Account#012010-5A0620.
- C.** Authorize the Mayor, Barbara C. Smyth to execute any and all necessary agreements, documents, instruments, or amendments with Family & Children’s Agency, Inc. for the second year of the Multisystem TAG Program for the period of July 1, 2026 through June 30, 2027, in the amount of \$100,000 from the Community Services Department, Account #012010-5A0620.
- D.** Authorize the Mayor, Barbara C. Smyth to execute any and all necessary agreements, documents, instruments, or amendments to accept grant funds from DCF/CYSA in the amount of \$35,000\*\* to support the Norwalk Youth Diversion Team (YDT), formerly known as the Juvenile Review Board (JRB). These funds will be used by the YDT to subcontract for specialized mentoring subcontracted with Daniels Youth Leadership Company in the same amount.” \*\*Actual funds received are based on a formula and finalized funds determined by the State of CT. Flat funding of \$35,000 is expected. No match by the City is required for these funds.

**VIII. ADJOURNMENT**

**UPCOMING MEETINGS**

June 24, 2026

**CITY OF NORWALK  
COMMUNITY SERVICES COMMITTEE  
REGULAR MEETING MINUTES -APRIL 22, 2026  
VIA ZOOM VIRTUAL CONFERNECE**

**ATTENDEES:** Nicol Ayers, Broderick Sawyer, Anne Wennerstrand, Jan Degenshein, Jesse Buccolo.

**STAFF:** Julienne Foy, Keenan McMahon, Deanna D'Amore.

**I. CALL TO ORDER**

The meeting of the Community Services Committee of the Common Council for the City of Norwalk was called to order by Chair Nicol Ayers at 7:00 PM.

**II. ROLL CALL**

Ms. Ayers noted the presence of Councilperson Broderick Sawyer, Councilperson Anne Wennerstrand, and Councilperson Jan Degenshein.

**III. ACCEPTANCE OF MINUTES**

**A. Regular Meeting: March 25, 2026**

**\*\* MR. DEGENSHEIN MOVED TO APPROVE THE MINUTES OF THE MARCH 25, 2026, REGULAR MEETING.**

**\*\*THE MOTION WAS SECONDED.**

**\*\*THE MOTION PASSED UNANIMOUSLY. THE MINUTES WERE APPROVED AS PRESENTED.**

**IV. PUBLIC PARTICIPATION**

There was no public participation.

**V. NEW BUSINESS**

There was no new business.

**VI. DISCUSSION**

**A. New Chief of Community Services, Julienne Foy**

Ms. Ayers welcomed the new Chief of Community Services, Ms. Julienne Foy, to her first official meeting with the committee. Ms. Foy introduced herself, noting it was her third day in the position, that she had hung things up in the office, and that she was excited to partner with

the committee and everyone to do really great work for the City of Norwalk. Ms. Wennerstrand welcomed Ms. Foy and stated that the committee has her back. Ms. Ayers acknowledged the welcome and noted that the committee was there to work with Ms. Foy, not against her, for the citizens of Norwalk.

**B. Presentation of Community Partners Providing Services to Norwalk Children and Youth by Human Services Director, Keenan McMahon.**

Ms. Keenan McMahon presented on how the community supports young people in Norwalk. She highlighted the Community Services Department, which is comprised of human services, the Health Department, and Library Services. She described collaborations formally and informally within the department, including monthly integration meetings to discuss pressing issues and identify solutions, and work with Norwalk Public Schools to ensure students' basic needs are met. She explained that the department fosters partnerships with a dedicated network of community nonprofits through interdisciplinary teams and coalitions that target identified needs. Ms. McMahon noted that the collective goal for children and youth is to create a community in which they can thrive academically, socially, and personally, with services related to developmental needs, age-appropriate issues, mental and behavioral health, mentorship, career readiness, after-school supports, and enrichment activities. She provided examples of coordination including the community resource hub and navigators who assist residents with multiple issues such as housing instability, food insecurity, mental health issues, and educational needs by triaging issues in a calm manner, prioritizing them, and making warm handoffs to appropriate community partners or colleagues in the health department. Additional examples included a representative from youth services attending expulsion hearings for Norwalk Public School students and connecting families and students to diversion services, counseling, and family care coordination. Ms. McMahon noted that city staff across the Community Services Department are involved in various outside boards, commissions, committees, and coalitions.

Ms. Wennerstrand asked for more details on the level of coordination and examples. Ms. McMahon elaborated on the examples of the resource hub and expulsion hearings. Mr. Sawyer inquired about funding issues and whether a lack of federal funding had affected what Husky and Husky Dental can do. Ms. McMahon acknowledged that funding is an issue across the board, including health coverage and housing, and noted the recent successful job fair hosted in collaboration with the Department of Labor. Ms. Degenshein asked if the general public knows that the department exists and has these resources, and whether there is follow-up after directing a client to services. Ms. McMahon discussed goals to increase awareness through community provider calls with up to 65 to 70 different providers, events such as the job fair, and strong relationships with organizations that allow for natural follow-up opportunities. Ms. Ayers added that there are weekly calls for providers where providers learn about other available resources, case studies of families with difficult problems are sometimes discussed with everyone unmuting to assist, the Summer Youth Employment Program which is very important for young people to gain work experience, and mini-grants given to local nonprofits serving young people. Ms. Ayers thanked Ms. McMahon for the presentation. Ms. McMahon thanked the committee and the City Council for making young people a priority.

**VII. ACTION ITEMS**

**A. Authorize the Mayor, Barbara C. Smyth, to execute any and all agreements, documents, instruments, or amendments as may be necessary with Mankin Consulting, LLC in an amount not to exceed \$15,000 (from grant account number 362002-5258-G0044) for billing consultation services.**

Ms. Deanna D'Amore explained the travel clinic where the Health Department provides consultation services to patients traveling abroad, including vaccines and medications such as for malaria. She described the program as both a revenue opportunity and an important community service for communicable disease control. She noted challenges navigating insurance contracts, fee schedules, and billing, and stated that the consultant would provide expertise to evaluate contracts, negotiate new ones, review the fee schedule, and make recommendations to city leadership and the Board of Health. Ms. Wennerstrand asked how Mankin Consulting was identified. Ms. D'Amore explained outreach to the state health department and that the new medical director, through her connections in the federally qualified health center sphere, recommended them. Ms. Ayers asked about the long-term plan once the grant ends. Ms. D'Amore confirmed it was for a defined set time period for the consultant only and not leading to a full-time employee. Mr. Buccolo asked about utilization of the program and revenue generated. Ms. D'Amore reported approximately 400 patients per year and revenue of about \$130,000 to \$160,000 in recent years, noting the consultant could help increase it. Mr. Buccolo suggested the committee hear the recommendations and next steps after the consultation.

**\*\*MR. SAWYER MOVED TO APPROVE THE AUTHORIZATION FOR THE MAYOR TO EXECUTE AGREEMENTS WITH MANKIN CONSULTING, LLC AS DESCRIBED.**

**\*\*THE MOTION PASSED. THE AUTHORIZATION WAS APPROVED.**

#### **VIII. ADJOURNMENT**

**\*\* MR. SAWYER MOVED TO ADJOURN THE MEETING.**

**\*\*THE MOTION PASSED. THE MEETING WAS ADJOURNED AT 7:33 PM.**

The meeting was adjourned at 7:33 pm.

Respectfully Submitted,  
Courtney Baldwin  
Recording secretary

**AGREEMENT**  
**BY AND BETWEEN**  
**THE CITY OF NORWALK**

**AND**  
**COMPASS CONSULTING & COACHING, LLC**

THIS AGREEMENT, entered into this 7<sup>th</sup> day of July, 2024 (the "Effective Date"), by and between the CITY OF NORWALK, acting herein by Harry W. Rilling, its Mayor, duly authorized (hereinafter referred to as the "City"), and COMPASS CONSULTING & COACHING, LLC ("Contractor"), a limited liability company, organized and existing under the laws of the State of Connecticut with its principal place of business located at 13 Mail Coach Drive, Norwalk, CT 06850, acting herein by Christine Mahanna, LCSW, its Managing Member, duly authorized. (City and Contractor collectively referred to herein collectively as the "Parties" and individually as the "Party").

**WITNESSETH:**

**WHEREAS**, the City desires to engage an independent contractor to perform the Services set forth in Exhibit 1 of this Agreement;

**NOW, THEREFORE**, in consideration of the mutual covenants and agreements herein contained, the parties agree as follows:

**1. RECITALS**

A. The Recitals set forth above are hereby incorporated herein by reference.

**2. ENGAGEMENT OF THE CONTRACTOR:**

A. The person in charge of administering this Agreement on behalf of the City shall be Lamond Daniels, Chief of Community Services, or such other person as he may designate in writing to act on his behalf (the "Director").

B. The person authorized to represent and act on behalf of the Contractor with regard to this Agreement is Christine Mahanna, LCSW, its Managing Member.

C. The City intends to secure the personal services of the Contractor's duly authorized and competent employees, acceptable to the City. Failure of the Contractor for any reason to make such employees available to the extent necessary to complete the Services in compliance with this Agreement in a reasonably skillful, professional, and prompt manner shall be cause for termination of this Agreement. All persons engaged in the services required under this Agreement shall be properly authorized, licensed, and permitted under State law to perform such Services.

D. The Parties understand and agree that the Contractor is engaged only for the purposes and to the limited extent set forth in this Agreement. The Contractor's relationship to the City and any of its agencies shall, during the term of this Agreement, be that of an independent contractor.

Neither the Contractor, nor any of its agents, employees or personnel shall be considered, under the provisions of this Agreement or for any purposes hereunder, as having an "employee" status or as being entitled to participate in any benefits accrued by or given to City employees, including, but not limited to, vacation, sick time, holidays, health insurance, Workers' Compensation coverage, and pension. The Contractor hereby expressly waives any claim to such benefits.

## **2. SERVICES TO BE PERFORMED:**

A. The scope of the Services (the "Services") to be performed under this Agreement are set forth in **Exhibit 1** of this Agreement. Throughout the term hereof, the Contractor shall be available at the request of the City to perform the Services required by the City pursuant to this Agreement in a professional and skillful manner in compliance with all applicable codes, regulations, requirements and standards of practice and care, and the specifications defined by the Director.

B. The Contractor shall perform such Services in professional, timely and skillful manner in accordance with the terms and requirements of this Agreement, in compliance with all applicable codes, regulations, requirements and applicable standards of practice and care of professionals performing similar services, under same or similar circumstances in the State of Connecticut. The Contractor shall have a sufficient number of experienced and properly licensed personnel available to perform the Services on behalf of the City throughout the term of this Agreement.

C. In providing the Services, the Contractor warrants and represents as follows:

i. that it has, and has exercised, the required corporate power and authority and has complied with all applicable legal requirements necessary to adopt, execute and deliver this Agreement and to assume the responsibilities and obligations created hereunder; and that this Agreement is duly executed and delivered by an authorized corporate representative, in accordance with such representative's powers to bind the Contractor hereunder, and constitutes a valid and binding obligation enforceable in accordance with its terms, conditions and provisions;

ii. that it is a legally existing corporation existing under the laws of its state of organization, that it is registered and in good standing with the State of Connecticut Secretary of State, and that it has not previously filed, nor is presently contemplating filing, nor has received notice of a petition of, nor contemplates receiving notice of a petition of, bankruptcy, liquidation, receivership or any other action for the protection of creditors or debtors;

iii. that it has the financial resources to perform this Agreement and that it is not the subject of any litigation or action, pending or threatened, regarding this Agreement or which, if resulting in an adverse decision, would affect its ability to perform its duties under this Agreement;

iv. that it has the requisite skill, expertise, judgment, knowledge, experience and financial resources to perform this Agreement as required under its terms and that it is not the subject of any litigation or action, pending or threatened, regarding this Agreement or which, if resulting in an adverse decision, would affect its ability to perform its duties under this Agreement; records are

returned back into the possession of the City;

v. that it has a sufficient number of experienced and to the extent required by applicable law, properly licensed personnel available to perform the requested Services on behalf of the City, as may be needed from time to time throughout the term of this Agreement; and

vi. that it will be available to meet with the Director or his representatives and with members of the Director as appropriate; and with other entities as directed by the City, with regard to the Services performed hereunder.

D. The City may, from time to time, request changes in the scope of Services the Contractor is required to perform hereunder. Such changes, including any increase or decrease in the amount of the Contractor's compensation, which are mutually agreed upon by and between the City and the Contractor, shall be valid only when incorporated in written amendments signed by both parties to this Agreement.

### 3. TIME PROVISIONS:

A. This Agreement shall commence upon its execution and shall remain in full force and effect unless earlier terminated, until the completion of the Services by the Contractor and acceptance by the City.

B. This Agreement shall commence on the Effective Date. The Contractor shall diligently prosecute the Services in accordance with the deliverable schedule designated by the Direction, in exercise of his reasonable discretion, and to completion so as to complete performance all the Services no later than **six (6) months**, unless earlier terminated in accordance with the terms herein.

### 4. COMPENSATION:

A. The City shall compensate the Contractor for the satisfactory completion of the Services and of all of the Contractor's duties, obligations and responsibilities under this Agreement, subject to additions and deductions as herein provided, the total sum of up to but not to exceed **THIRTY THOUSAND DOLLARS AND 00/100 CENTS (\$30,000.00)** within thirty (30) days of the Effective Date.

B. The Contractor shall keep records evidencing the time spent performing the Services, including, but not limited to, employee's assigned, tasks performed, hours worked and hourly rates paid, which shall be made available to the City upon request. The acceptance by the Contractor, its heirs or assigns, of the compensation shall constitute a full and complete release of the City from any and all claims, demands and causes of action whatsoever which the Contractor, its heirs or assigns have or may have against the City under the provisions of this Agreement.

### 5. INSURANCE AND INDEMNITY REQUIREMENTS:

A. The Contractor shall, at its sole cost, obtain and maintain throughout the effective

period of this Agreement the insurance coverage specified by the Insurance Rider attached hereto as **Exhibit 2** and shall keep all such insurance in continuous effect for two (2) years following the date the Director indicates the termination of the Contractor's responsibilities hereunder. All insurance shall be taken out and maintained at no cost or expense to the City and the Contractor shall be responsible for the full amount of any deductible. Each insurance policy shall be endorsed to name the City as an additional insured party on a primary and noncontributory basis.

Before commencing performance of any Services hereunder the Contractor shall furnish to the City a Certificate of Insurance and shall thereafter provide renewal certificates, as appropriate, evidencing such coverage written by a company or companies acceptable to the City. Such certificate and renewal certificates shall provide for a notice of cancellation, lapse or restrictive amendment by certified or registered mail at least thirty (30) days prior to the effective date thereof. With the exception of professional liability coverage, all required insurance shall not be issued on a per occurrence basis only.

B. The Contractor shall indemnify, defend and save harmless the City, its officers, agents, servants and employees, from and against any and all claims, suits, proceedings, liabilities, judgments, losses, costs and damages, including reasonable attorneys' fees caused in whole or in part by (i) the negligent acts or omissions or intentional misconduct of the Contractor, its agents, servants, representatives, subcontractors, or employees in connection with the performance of this Agreement, or (ii) Contractor's breach of this Agreement. The Contractor hereby assumes and agrees to pay for the defense of all such claims, damages, demands, suits and proceedings. The provisions of this paragraph shall survive the expiration or early termination of this Agreement and shall not be limited by reason of any insurance coverage provided.

## 7. GENERAL PROVISIONS:

A. It is the intent of this Agreement to secure the professional Services of the Contractor, including the Contractor's personnel and equipment. Failure of the Contractor for any reason to make such personnel and equipment reasonably available to the City to the extent required by the City in order to perform the Services required in a professional manner shall be cause for termination of this Agreement.

B. The Contractor shall not assign this Agreement or subcontract any portion hereof without prior consent of the City in writing, such consent which may be withheld in the City sole and absolute discretion.

C. The Contractor shall not assert any claim arising out of any act or omission by any agent, officer or employee of the City in the execution or performance of this Agreement against any such agent, officer or employee. Such claims may only be made against the City.

D. No member of the governing body of the City, and no other officer, employee, or agent of the City shall have any personal interest, direct or indirect, in this Agreement, except as permitted by the Code of Ethics of the City of Norwalk; and the Contractor covenants that no person having such interest shall be employed in the performance of this Agreement

E. The products of the Services performed under this Agreement, including all materials

prepared or document or information compiled hereunder, whether in draft or final format, and regardless of the method of storage or state of same, shall become and remain the property of the City and shall be forwarded to the City in digital (and if requested by City, hard copy) format. This shall include all partially completed Services, documents, memoranda, work product or other materials and reports in the event that the Agreement is terminated or Contractor is unable or unwilling to complete them for any reason. City shall be the sole and exclusive owner of all rights, title and interest in any such work product, including all intellectual property rights therein.

F. The Contractor shall comply with all applicable laws, ordinances and codes of the State of Connecticut and the City of Norwalk, and shall conform its performance of the Services to generally prevailing standards of professional care, employed by professionals practicing in the same or similar circumstances and geographical area.

G. During the performance of this Agreement, the Contractor agrees not to discriminate nor to permit any discrimination against any employee or applicant for employment because of race, color, religion, age, sex, gender identity or expression, marital status, national origin, sexual orientation, ancestry, present or past history of mental disability, intellectual disability, learning disability, physical disability including, but not limited to blindness, unless it is proven that the disability or characteristic prevents proper performance of the work involved.

H. This Agreement (specifically including all schedules, addenda, riders and exhibits) incorporates all the understandings of the Parties hereto and supersedes any and all agreements reached by the Parties prior to the execution of this Agreement, whether oral or written. If any schedule, addenda, rider or exhibit conflicts with any other provision of the Agreement, such conflict shall be resolved by adopting the provision that imposes the greater obligation upon Contractor.

I. The City and the Contractor each binds itself and its successors and assigns to the other party and to its successors and assigns with respect to all covenants of this Agreement. The Contractor shall not assign or transfer any interest in this Agreement without the prior written approval of the City.

J. If any provision of this Agreement is held invalid, the remaining provisions shall not be affected thereby if such provisions would then continue to conform to the requirements of applicable laws. The remaining provisions shall thereupon continue in full force and effect.

K. No change or modification of this Agreement shall be valid unless it is in writing and executed by all parties to this Agreement.

L. All notices of any nature referred to in this Agreement shall be in writing and hand delivered or sent by registered or certified mail, postage prepaid, to the respective addresses set forth below or to such other addresses as the respective parties hereto may designate in writing:

**To the City:** Lamond Daniels, Chief of Community Services  
Human Services  
125 East Avenue  
P.O. Box 5125  
Norwalk, CT 06856-5125

**With a Copy to:** Office of Corporation Counsel  
City of Norwalk  
125 East Avenue  
P.O. Box 5125  
Norwalk, CT 06856-5125

**With a copy to:** Finance Department  
(For insurance purposes) 125 East Avenue  
P.O. Box 5125  
Norwalk, CT 06856-5125  
Attn: Risk Manager

**To the Contractor:** Compass Consulting & Coaching, LLC  
13 Mail Coach Drive  
Norwalk, CT 06850  
Attn: Christine Mahanna, LCSW, Managing Member

Notices shall be deemed to have been duly given, delivered or served either upon personal delivery, or three (3) days following the date when the same are sent by registered mail with proper postage.

M. Living Wage Ordinance. This Agreement is subject to and Contractor shall at all times comply with Chapter 62 of the City of Norwalk Charter, the Living Wage Ordinance. The City shall have all rights and remedies provided therein including without limitation, Section 62.8 thereof.

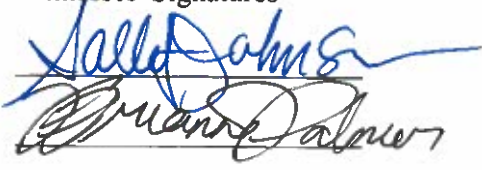
N. Electronic Signature. This Agreement may be executed and delivered via facsimile or electronic mail by either of the parties and the receiving party may rely on the receipt of such document so executed and delivered via facsimile or electronically as if the original had been received.

O. The effective date of this Agreement shall be the date last signed by the Parties hereto which shall be the date set forth in the introductory paragraph as the Effective Date.


Dated at Norwalk, Connecticut, the day and year first above written, and executed in two (2) counterparts.

Signed, Sealed and Delivered  
in the Presence of:

Witnesses' Signatures



**CITY OF NORWALK**

By:   
Harry W. Rilling  
Its Mayor  
Duly Authorized


Date Signed: 7/7/25

Signed, Sealed and Delivered  
in the Presence of:

Witnesses' signatures

\_\_\_\_\_  
\_\_\_\_\_

**COMPASS CONSULTING & COACHING LLC**


By:   
Christine Mahanna, LCSW  
Its Managing Member  
Duly Authorized

Date signed: 6/27/2025

APPROVED AS TO FORM:  
OFFICE OF CORPORATION COUNSEL

By: \_\_\_\_\_

APPROVED AS TO  
AVAILABILITY OF FUNDS:

By:   
Comptroller/Deputy Comptroller

Date: 7-1-25

## EXHIBIT 1



CITY OF NORWALK  
**Lamond Daniels, LCSW, MPA**  
**Chief of Community Services**  
125 East Avenue, Room #202  
Norwalk, CT 06856  
Office: (203) 854-7718  
Mobile: (475) 459-8532  
NorwalkCT.gov/1898/Community-Services  
ldaniels@norwalkct.gov

**To:** Corporation Counsel  
**From:** Lamond Daniels, Chief of Community Services  
**Date:**  
**Re:** **Scope of Work – Nonprofit Capacity Accelerator Initiative (Compass Consulting LLC)**

Dear Corporation Counsel,

Please find below a proposed Scope of Work for the Nonprofit Capacity Accelerator Initiative, to be used in preparing a contract for Compass Consulting LLC, led by Chrissy Mahanna, LCSW. The City intends to contract the full amount of \$30,000 to Compass Consulting, who will manage all programmatic elements, deliver services, and administer organizational stipends on behalf of the Community Services Department.

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## **DRAFT SCOPE OF WORK**

**Vendor:** Compass Consulting LLC  
**Consultant:** Chrissy Mahanna, LCSW  
**Email:** chrissy@compassconsultingct.com | **Phone:** (203) 939-7526  
**Account #:** 012010-5A0620  
**Issued By:** City of Norwalk, Community Services Department  
**Total Contract Amount:** \$30,000

**Project Title:** Nonprofit Capacity Accelerator Initiative

### **Project Summary:**

The Nonprofit Capacity Accelerator is a 6-month initiative designed to strengthen small Norwalk-serving nonprofit organizations through structured technical assistance and capacity-building supports. The project includes individualized coaching, group learning sessions, and direct financial stipends to participants.

### **Program Objectives:**

- Strengthen nonprofit infrastructure and planning capacity
- Provide tailored technical assistance for organizational growth
- Prepare nonprofits to pursue grant opportunities
- Support nonprofits with limited access to sustained funding or capacity support

## Scope of Services:

### 1. Coaching Services

- Provide bi-weekly coaching over 6 months for 5 organizations (12 hours per org).
- Coaching to focus on strategic planning, fundraising, program development, and other priority areas.

### 2. Group Learning Sessions

Facilitate five (5) 90-minute virtual or in-person workshops on:

- Grant readiness & proposal development
- Mission, vision & organizational identity
- Program design & outcome measurement
- Fundraising & strategic growth
- Nonprofit management essentials

### 3. Program Administration

- Coordinate logistics, scheduling, and facilitation.
- Serve as liaison to participating organizations.
- Distribute \$2,000 completion stipends to each of the five organizations.
- Track participation and outcomes.
- Submit a final summary report to the City upon program conclusion.

## Deliverables:

- 5 learning sessions delivered
- 60 hours of individualized coaching
- Distribution of \$10,000 in organizational stipends
- Final report detailing attendance, feedback, and outcomes

## Timeline:

- Duration: 6 months from contract execution
- Coaching: Bi-weekly
- Training: Monthly

## Compensation:

Compass Consulting LLC will receive \$30,000 to cover facilitation, coaching, program administration, and organizational stipends.

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Please use this information to draft a formal contract and scope with Compass Consulting LLC. Let me know if additional details are needed.

Respectfully Submitted By,



Lamond Daniels, LCSW, MPA  
Chief of Community Services

## EXHIBIT 2

## INSURANCE RIDER

The Contractor shall provide and maintain insurance coverage related to its services in connection with the Project in compliance with the following requirements.

The insurance required shall be written for not less than the scope and limits of insurance specified hereunder, or required by applicable federal, state and/or municipal law, regulation or requirement, whichever coverage requirement is greater. It is agreed and understood that the scope and limits of insurance specified hereunder are minimum requirements and shall in no way limit or preclude the City from requiring additional limits and coverage to be provided under the Contractor's policies.

The insurance obligations under this agreement shall be (1) all the insurance coverage and/or limits carried by or available to the Contractor; or (2) the minimum insurance coverage requirements and/or limits shown in this agreement, whichever is greater.

### Minimum Scope and Limits of Insurance:

**Workers' Compensation Insurance:** With respect to all operations the Contractor performs, it shall carry Workers' Compensation Insurance in accordance with the requirements of the laws of the State of Connecticut.

**Commercial General Liability:** With respect to all operations the Contractor performs it shall carry Commercial General Liability insurance providing for a total limit of One Million Dollars (\$1,000,000) coverage per Occurrence for all damages arising out of bodily injury, personal injury, property damage, products/completed operations, and contractual liability coverage for the indemnification obligations arising under this Agreement. The Annual Aggregate limit shall not be less than Two Million Dollars (\$2,000,000).

**Automobile Liability:** With respect to each owned, non-owned, or hired vehicles the Contractor shall carry Automobile Liability insurance providing One Million Dollars (\$1,000,000) coverage per accident for bodily injury and property damage.

**Umbrella/Excess Liability:** With respect to all operations the Contractor performs, the insurance limits required can be provided with a combination of Umbrella or Excess Liability insurance that would "follow form" of the underlying required terms and conditions.

**Environmental Liability:** If applicable, based on the Contractor's Scope of Work, the Contractor is required to provide environmental and remediation (Contractor's Pollution Liability –CPL-) insurance in the amount of One Million Dollars (\$1,000,000) per claim limit and Two Million Dollars (\$2,000,000) aggregate limit per occurrence. If the insurance is provided with a combination of excess pollution liability policies, the policy shall be written on a follow form coverage wording to its underlying Schedule of insurance.

**"Tail" Coverage:** If any of the required liability insurance is on a "claims made" basis, "tail" coverage will be required at the completion of the Project for a duration of twenty-four (24) months, or the maximum time period reasonably available in the marketplace. Contractor shall furnish certification of "tail" coverage as described or continuous "claims made" liability coverage for twenty-four (24) months following Project completion. Continuous "claims made" coverage will be acceptable in lieu of "tail" coverage, provided its retroactive date is on or before the effective date of this Agreement. If continuous "claims made" coverage is used, Contractor shall be required to keep the coverage in effect for a duration of not less than twenty-four (24) months from the date of final completion of the Project.

**Acceptability of Insurers:** The Contractor's policies shall be written by insurance companies licensed to do business in the State of Connecticut, with an AM Best rating of A-VII, or better. Additionally, all carriers are subject to approval by the City of Norwalk and/or the Norwalk Board of Education, as appropriate.

**Subcontractors:** The Contractor shall require all subcontractors to provide the same "minimum scope and limits of insurance" as required herein, with the exception of Errors and Omissions/Professional Liability insurance, unless Errors and Omissions/Professional Liability insurance is applicable to the Work performed by the subcontractor. All Certificates of Insurance shall be provided to the City's Corporation Counsel and to the City's Finance Department (Attn: Risk Manager) as required herein.

**Aggregate Limits:** Any aggregate limits must be declared to and be approved by the City. It is agreed that the Contractor shall notify the City whenever fifty percent (50%) of the aggregate limits are eroded during the required coverage period. If the aggregate limit is eroded for the full limit, the Contractor agrees to reinstate or purchase additional limits to meet the minimum limit requirements stated herein. Any premium for such shall be paid by the Contractor.

**Deductibles and Self-Insured Retentions:** Any deductible or self-insured retention must be declared to and approved by the City. All deductibles or self-insured retentions are the sole responsibility of the Contractor to pay and/or to indemnify.

**Notice of Cancellation or Nonrenewal:** Each insurance policy required shall be endorsed to state that coverage shall not be suspended, voided, cancelled, or reduced in coverage or in limits before the expiration date except after thirty (30) days prior written notice by certified mail, return receipt requested, has been given to the City. Notwithstanding this requirement, the Contractor is primarily responsible for providing such written notice to the City thirty (30) days prior to any policy change or cancellation that would result in a change of the amount or type of coverage provided. In the event of any such change the Contractor shall provide comparable substitute coverage so that there is no lapse in applicable coverage or reduction in the amount of coverage available to the City related to the Contractor's Basic Services or Additional Services.

**Waiver of Governmental Immunity:** Unless requested otherwise by the City, the Contractor and its insurer shall waive governmental immunity as defense and shall not use the defense of governmental immunity in the adjustment of claims or in the defense of any suit brought against the City.

**Additional Insured:** The liability insurance coverage, except Errors and Omissions, Professional Liability, or Workers' Compensation, if included, required for the performance of the Services shall include the City as an Additional Insured with respect to the Contractor's activities to be performed under this Agreement. Coverage shall be primary and non-contributory with any other insurance and self-insurance.

**Waiver of Subrogation:** The Contractor hereby waives the right to subrogate or seek recovery from City of Norwalk and its insurance carriers.

**Certificate of Insurance:** As evidence of the insurance coverage required by this Agreement, the Contractor shall furnish Certificate(s) of Insurance to the City's Corporation Counsel and to the City's Finance Department (Attn: Risk Manager) prior to the Contractor's commencement of Basic Services under this Agreement. The Certificate(s) will specify all parties who are endorsed on the policy as Additional Insureds (or Loss Payees). The Certificates and endorsements for each insurance policy are to be signed by a person authorized by the insurer to bind coverage on its behalf. Renewals of expiring Certificates shall be filed thirty (30) days prior to expiration. The City reserves the right to require complete, certified copies of all required policies at any time.

All insurance documents required should be mailed to the City's Corporation Counsel and to the City's Finance Department (Attn: Risk Manager), P.O. Box 5125, Norwalk, Connecticut 06856-5125.

**Waiver of requirements:** The Corporation Counsel may vary these insurance requirements at Corporation Counsel's sole discretion if Corporation Counsel determines that the City's interests will be adequately protected by the provision of different types or other amounts of coverage.



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**Open Doors**  
**Homeless Shelter Programmatic Report**  
**April 2025-March 2026**

The Open Door Shelter, Inc. (DBA Open Doors) has been operating in the city of Norwalk for the last four decades. Since inception, Open Doors has operated the only year-round emergency shelter in the city, and currently provides the following beds:

- 21 Male beds
- 8 Female beds
- 8 Family units, 26 beds (From October 2025-April 2026, 6 units were offline due to building rehabilitation)

**Totaling 37 households and 55 beds**

**Open Doors raises a cold weather strategy** each year from November to April that has a varying bed structure depending on community demand and funding available. This past winter, Open Doors intended to provide 4 Male beds and 4 Female beds but due to the extreme weather our doors were open to anyone in need. In total we provided cold weather sheltering to **64 additional community members** experiencing unsheltered homelessness, 51 were officially enrolled and 13 stayed for a brief time and are not included in the outcomes below.

Open Doors shelter is a part of the Open Doors Fairfield County (ODFC) homeless service system and provides shelter capacity for households experiencing homelessness in the Norwalk area first, and then to those experiencing homelessness in Fairfield County. Open Doors operates a low barrier shelter to ensure those most at risk are able to access shelter first.

Open Doors has one of the highest rates of discharge from shelter to permanent housing and one of the lowest discharge rates from shelter to unsheltered in the state of Connecticut. From April 1, 2025, through March 31, 2026:

- Open Doors provided shelter accommodation for 168 individuals,
  - Encompassing 13 family households and 118 individual households including
    - 141 adults and 27 minors.
    - 18 young adults, ages 18-24, and
    - 19 adults aged 62 years of age or older.
- When asked what was the primary factor contributing to their experience of homelessness,

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EIN # 22-2536909 & CT State Charities Reg # 000336

Legal name: The Open Door Shelter Inc



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- 27% responded expenses exceeded their income and
- 24% responded eviction or foreclosure,
- 20% reported can no longer live with family or friends.
- Of those sheltered, 64 heads of household or 47% of those sheltered reported the city of Norwalk as their last permanent address before entering shelter.
- Open Doors exited,
  - 95 individuals into permanent housing, 86% of all exits from shelter (*State average 31%*), and
  - 4 individuals were exited to a place not meant for human habitation representing 4% of all exits from shelter (*State average 15%*).

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EIN # 22-2536909 & CT State Charities Reg # 000336  
Legal name: The Open Door Shelter Inc

**AGREEMENT  
BY AND BETWEEN  
CITY OF NORWALK  
WITH  
THE OPEN DOOR SHELTER, INC.  
FOR  
HOMELESS SHELTER SERVICES**

This Agreement is entered into this 7<sup>th</sup> day of July, 2025 (the "Effective Date"), by the **CITY OF NORWALK**, a municipal corporation organized and existing under the laws of the State of Connecticut (hereinafter referred to as "City"), acting by and through Harry W. Rilling, its Mayor, duly authorized, and **THE OPEN DOOR SHELTER, INC.**, a non-profit company organized and existing under the laws of the State of Connecticut, whose principal office is located at 4 Merritt Street, Norwalk, CT 06854, acting herein by Michele Conderino, its Executive Director, duly authorized (hereinafter, the "Non-Profit").

**WITNESSETH:**

**WHEREAS**, the mission of the Norwalk Community Services Department is to support individuals experiencing homelessness within the City; and

**WHEREAS**, the City is committed to ensuring that relevant and critical information is disseminated to the community homeless in a variety of ways, including having access to a safe and secure shelter facility; and

**WHEREAS**, to effectively achieve the goal stated above, the City desires to provide the Non-Profit with funds to support a set number of beds for the shelter; and

**WHEREAS**, the Non-Profit has agreed to provide such beds throughout the Term of this Agreement for the compensation and in accordance with the requirements and conditions set forth herein;

**NOW, THEREFORE**, in consideration of the mutual covenants and agreements herein contained, the parties agree as follows:

**1. ENGAGEMENT OF NON-PROFIT:**

A. The Parties hereby agree that the Non-Profit shall be available to the City throughout the term of this Agreement, in accordance with the terms and conditions and for the consideration set forth herein.

B. The person in charge of administering this Agreement on behalf of the City shall be Lamond Daniels, Chief of Community Services, or such other person as he may designate in writing to act on his behalf (the "Director").

C. The person authorized to represent and act on behalf of the Non-Profit with regard to this Agreement is Michele Conderino, its Executive Director.

D. The parties understand and agree that the Non-Profit is engaged only for the purposes and to the limited extent set forth in this Agreement. The Non-Profit's relationship to the City and any of its agencies shall, during the term of this Agreement, be that of an independent contractor. Neither the Non-Profit, nor any of its agents, employees or personnel shall be considered, under the provisions of this Agreement or for any purposes hereunder, as having an "employee" status or as being entitled to participate in any benefits accrued by or given to City employees, including, but not limited to, vacation, sick time, holidays, health insurance, Workers' Compensation coverage, and pension. The Non-Profit hereby expressly waives any claim to such benefits.

## **2. SERVICES TO BE PERFORMED:**

A. The Non-Profit shall reserve eight (8) beds which will be available exclusively to Norwalk residents experiencing homelessness during the Term of this Agreement (the "Services"). The Non-Profit shall perform the Services in a professional and skillful manner in compliance with all applicable codes, regulations, requirements and standards of practice and care, and the specifications defined by the Director.

## **3. TIME PROVISIONS:**

A. This Agreement shall commence on the Effective Date and continued for a period of one (1) year (the "Term"), unless earlier terminated in accordance with the terms herein.

## **4. COMPENSATION:**

A. The City shall compensate the Non-Profit for the satisfactory completion of the Services and of all of the Non-Profit's duties, obligations and responsibilities under this Agreement, subject to additions and deductions as herein provided, the total sum of **NINETY-TWO THOUSAND DOLLARS AND 00/100 CENTS (\$92,000.00)** in the manner set forth herein.

B. Compensation provided under this Agreement constitutes full and complete payment for all costs assumed by the Non-Profit in performing this Agreement. No direct costs shall be reimbursed by the City without specific, prior written approval signed by the Director.

C. Payments to the Non-Profit under this Agreement shall be made by the City on a quarterly basis upon City approval of payment requisitions certified by the Non-Profit to be true and accurate. Each requisition shall be in a form acceptable to the City and shall set forth the hours of work performed, a description of the services provided and any other information that may be required by the City.

D. The acceptance by the Non-Profit, its heirs or assigns, of any payment made on the basis of a requisition submitted under this Agreement, or of any final payment due on termination of this Agreement shall constitute a full and complete release of the City from any and all claims, demands and causes of action whatsoever which the Non-Profit, its heirs or assigns have or may have against the City under the provisions of this Agreement.

F. The Non-Profit shall keep commercially reasonable records of the Services provided hereunder evidencing performance in compliance with the terms of this Agreement. Such records shall be made available to the City up request.

## **5. INSURANCE AND INDEMNITY REQUIREMENTS:**

A. The Non-Profit shall, at its sole cost, obtain and maintain throughout the effective period of this Agreement the insurance coverage specified by the Insurance Rider attached hereto as **Exhibit 2** and shall keep all such insurance in continuous effect for two (2) years following the date the Director indicates the termination of the Non-Profit's responsibilities hereunder. All insurance shall be taken out and maintained at no cost or expense to the City and the Non-Profit shall be responsible for the full amount of any deductible. Each insurance policy shall be endorsed to name the City as an additional insured party on a primary and noncontributory basis.

Before commencing performance of any Services hereunder the Non-Profit shall furnish to the City a Certificate of Insurance and shall thereafter provide renewal certificates, as appropriate, evidencing such coverage written by a company or companies acceptable to the City. Such certificate and renewal certificates shall provide for a notice of cancellation, lapse or restrictive amendment by certified or registered mail at least thirty (30) days prior to the effective date thereof. With the exception of the professional liability coverage, all required insurance shall not be issued on a per occurrence basis only.

The Non-Profit shall require each of its subcontractors, if any, to procure and maintain until the completion of that subcontractor's services, insurance of the types and in the amounts specified in Exhibit 2. The Non-Profit shall ensure that all its sub-contractors comply with the insurance requirements contained herein relating to such sub-contractors.

B. The Non-Profit shall indemnify, defend and save harmless the City, its officers, agents, servants and employees, from and against any and all third-party claims, suits, proceedings, liabilities, judgments, losses, costs and damages, including reasonable

attorneys' fees arising from (i) the negligent acts or omissions or intentional misconduct of the Non-Profit, its agents, servants, representatives, subcontractors, or employees in connection with the performance of this Agreement, or (ii) the Non-Profit's breach of this Agreement. The Non-Profit hereby assumes and agrees to pay for the defense of all such claims, damages, demands, suits and proceedings. The provisions of this paragraph shall survive the expiration or early termination of this Agreement and shall not be limited by reason of any insurance coverage provided.

**6. GENERAL PROVISIONS:**

A. The City may at any time, and for any reason, direct the suspension of the Services contemplated under this Agreement for a period of time by written notice specifying the suspension date, which shall not be less than five (5) days from the date on which such notice is given. The Services shall be resumed on the dates specified in such direction, or upon such other date as the City may thereafter specify in writing. Any suspension of Services under this paragraph shall not give rise to any claim against the City.

B. The City may at any time and for any reason, with or without cause, terminate this Agreement by written notice specifying the termination date, which shall be not less than fifteen (15) days from the date such notice is given. In the event of such termination, Services shall be paid for in such amount as shall compensate the Non-Profit for any Services satisfactorily performed prior to termination. Such amount shall be fixed by the City after consultation with the Non-Profit, and shall be subject to audit by the City's Comptroller. Termination under this section shall not give rise to any claim against the City for damages or for compensation in addition to that provided hereunder.

C. It is the intent of this Agreement to secure the professional Services of the Non-Profit, including the Non-Profit's personnel and equipment. Failure of the Non-Profit for any reason to make such personnel and equipment reasonably available to the City to the extent required by the City in order to perform the Services required in a professional manner shall be cause for termination of this Agreement.

D. The Non-Profit shall not assign this Agreement or subcontract any portion hereof without prior consent of the City in writing.

E. When the City shall have reasonable grounds for believing that: (1) Non-Profit will be unable to perform this Agreement fully and satisfactorily within the time fixed for performance; (2) a meritorious claim exists or will exist against the Non-Profit or the City arising out of the negligent acts or omissions or intentional misconduct of the Non-Profit, its agents, servants or employees; or (3) the Non-Profit's breach of this Agreement, then the City may withhold payment of any amount otherwise due and payable to the Non-Profit hereunder after written notice to the Non-Profit with sufficient details of the alleged circumstance and accounting of the amount of payment withheld. Any amount so withheld

may be retained by the City for such period as it may deem advisable to protect the City against any loss and may, after written notice to the Non-Profit, be applied in satisfaction of any claim herein described. This provision is intended solely for the benefit of the City, and no person shall have any right or claim against the City by reason of the City's failure or refusal to withhold monies. No interest shall be payable by the City on any amounts withheld under this provision. This provision is not intended to limit or in any way prejudice any other right of the City.

F. The Non-Profit shall not assert any claim arising out of any act or omission by any agent, officer or employee of the City in the execution or performance of this Agreement against any such agent, officer or employee. Such claims may only be made against the City.

G. No member of the governing body of the City, and no other officer, employee, or agent of the City shall have any personal interest, direct or indirect, in this Agreement, except as permitted by the Code of Ethics of the City of Norwalk; and the Non-Profit covenants that no person having such interest shall be employed in the performance of this Agreement

H. The products of the Services performed under this Agreement, including all materials prepared or document or information compiled hereunder, whether in draft or final format, and regardless of the method of storage or state of same, shall become and remain the property of the City and shall be forwarded to the City in digital (and if requested by City, hard copy) format. This shall include all partially completed Services, documents, memoranda, work product or other materials and reports in the event that the Agreement is terminated or Non-Profit is unable or unwilling to complete them for any reason. City shall be the sole and exclusive owner of all right, title and interest in any such work product, including all intellectual property rights therein.

I. The Non-Profit shall comply with all applicable laws, ordinances and codes of the State of Connecticut and the City of Norwalk, and shall conform its performance of the Services to generally prevailing standards of professional care, employed by professionals practicing in the same or similar circumstances and geographical area.

J. During the performance of this Agreement, the Non-Profit agrees not to discriminate nor to permit any discrimination against any employee or applicant for employment because of race, color, religion, age, sex, gender identity or expression, marital status, national origin, sexual orientation, ancestry, present or past history of mental disability, intellectual disability, learning disability, physical disability including, but not limited to blindness, unless it is proven that the disability or characteristic prevents proper performance of the work involved.

K. This Agreement (specifically including all schedules, addenda, riders and exhibits) incorporates all the understandings of the Parties hereto and supersedes any and

all agreements reached by the Parties prior to the execution of this Agreement, whether oral or written. If any schedule, addenda, rider or exhibit conflicts with any other provision of the Agreement, such conflict shall be resolved by adopting the provision that imposes the greater obligation upon Contractor.

L. The City and the Non-Profit each binds itself and its successors and assigns to the other party and to its successors and assigns with respect to all covenants of this Agreement. The Non-Profit shall not assign or transfer any interest in this Agreement without the prior written approval of the City.

M. If any provision of this Agreement is held invalid, the remaining provisions shall not be affected thereby if such provisions would then continue to conform to the requirements of applicable laws. The remaining provisions shall thereupon continue in full force and effect.

N. No change or modification of this Agreement shall be valid unless it is in writing and executed by all parties to this Agreement.

O. The Non-Profit represents to the City as follows:

(i) that it has, and has exercised, the required corporate power and authority and has complied with all applicable legal requirements necessary to adopt, execute and deliver this Agreement and to assume the responsibilities and obligations created hereunder; and

(ii) that this Agreement is duly executed and delivered by an authorized corporate representative, in accordance with such representative's powers to bind the Non-Profit hereunder, and constitutes a valid and binding obligation enforceable in accordance with its terms, conditions and provisions.

(iii) that it is a legally existing entity incorporated under the laws of the State of Connecticut and has not previously filed, nor is presently contemplating filing, nor has received notice of a petition of, nor contemplates receiving notice of a petition of, bankruptcy, liquidation, receivership or any other action for the protection of creditors or debtors;

(iv) that it has the financial resources to perform this Agreement and that it is not the subject of any litigation or action, pending or threatened, regarding this Agreement or which, if resulting in an adverse decision, would affect its ability to perform its duties under this Agreement;

P. All notices of any nature referred to in this Agreement shall be in writing and hand delivered or sent by registered or certified mail, postage prepaid, to the respective addresses set forth below or to such other addresses as the respective parties hereto may

designate in writing:

**To the City:** Lamond Daniels, Chief of Community Services  
Human Services  
125 East Avenue  
P.O. Box 5125  
Norwalk, CT 06856-5125

**With a Copy to:** Office of Corporation Counsel  
City of Norwalk  
125 East Avenue  
P.O. Box 5125  
Norwalk, CT 06856-5125

**With a copy to:** Finance Department  
(For insurance purposes) 125 East Avenue  
P.O. Box 5125  
Norwalk, CT 06856-5125  
Attn: Risk Manager

**To the Non-Profit:** The Open Door Shelter, Inc.  
4 Merritt Street  
Norwalk, CT 06854  
Attn: Michele Conderino, Executive Director

Notices shall be deemed to have been duly given, delivered or served either upon personal delivery, or three (3) days following the date when the same are sent by registered mail with proper postage.

Q. Compliance with Laws

The Non-Profit shall comply with all applicable federal, state or local statutes, regulations, ordinances, rules and other laws in the performance of this Agreement. Without limiting the generality of the foregoing, this Agreement is subject to and Non-Profit shall at all times comply with Chapter 62 of the City of Norwalk Charter, the Living Wage Ordinance. The City shall have all rights and remedies provided therein including without limitation Section 62.8 thereof.

R. Electronic Signature

This Agreement may be executed and delivered via facsimile or electronic mail by either of the parties and the receiving party may rely on the receipt of such document so executed and delivered via facsimile or electronically as if the original had been received.

S. Effective Date:

The Effective Date shall be the date this Agreement is last signed by a Party hereto.

**[SIGNATURES ON FOLLOWING PAGE]**

Dated at Norwalk, Connecticut, the day and year first above written, and executed in two (2) counterparts.

Signed, Sealed and Delivered  
in the Presence of:

Witnesses' Signatures

[Handwritten Signature]  
[Handwritten Signature]

**CITY OF NORWALK**

By: [Handwritten Signature]  
Harry W. Rilling  
Its Mayor  
Duly Authorized

Date Signed: 7/7/25

Signed, Sealed and Delivered  
in the Presence of:

Witnesses' signatures

[Handwritten Signature]  
\_\_\_\_\_

**THE OPEN DOOR SHELTER, INC.**

By: [Handwritten Signature]  
Michele Conderino  
Its Executive Director  
Duly Authorized

Date signed: 6/25/25

APPROVED AS TO FORM:  
OFFICE OF CORPORATION COUNSEL

By: [Handwritten Signature]  
Katleen L. Royle

APPROVED AS TO  
AVAILABILITY OF FUNDS:

By: [Handwritten Signature]  
Comptroller/Deputy Comptroller

Date: 6-25-25

## EXHIBIT 1



4 Merritt Street • Norwalk, CT 06854 • 203-866-1057

## Emergency Shelter Outcomes May 2024 to April 2025

For over four decades, Open Doors has served as a critical resource for individuals and families experiencing homelessness in Norwalk, Connecticut. As the only year-round emergency shelter in the city, Open Doors plays a central role in the regional response to homelessness, operating as part of the Open Doors Fairfield County (ODFC) homeless services system. We prioritize Norwalk residents while maintaining capacity to support those across Fairfield County.

Our shelter operates under a low-barrier, Housing First model—ensuring that the most vulnerable members of our community can access emergency housing and supportive services without preconditions.

### Shelter Capacity and Services

#### Year-Round Shelter Capacity:

- 21 beds for single adult males
  - 8 beds for single adult females
  - 8 family units (26 beds)
- Total:** 37 households / 55 beds

#### Winter Cold Weather Strategy (December – March):

Based on community need and available funding, Open Doors activates a cold weather shelter plan annually. For the winter of 2024–2025, the following accommodations were provided:

- 4 beds for males
  - 4 beds for females
  - 5 family units (10 beds)
- Total:** 13 households / 18 beds

[opendoorsct.org](https://opendoorsct.org)

EIN # 22-2536909 & CT State Charities Reg # 000336  
Legal name: The Open Door Shelter Inc



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## Demographic and Outcome Data (May 1, 2024 – April 30, 2025)

During the reporting period, Open Doors provided shelter to:

- **163 individuals** sheltered (*14% decrease from previous year*)
  - 93 individual households (*9% increase*)
  - 21 family households (*25% decrease*)
  - 123 adults (*1% decrease*)
  - 40 minors (*34% decrease*)
  - 12 young adults (ages 18–24) (*9% increase*)
  - 21 adults aged 62 and older (*75% increase*)

## Top 3 Primary Causes of Homelessness (self-reported):

- 27% – Expenses exceeded income (*13% increase*)
- 24% – Eviction or foreclosure (*60% increase*)
- 20% – Unable to remain with family or friends (*17% decrease*)

## Geographic Origin:

- 45% (55 heads of household) reported Norwalk as their last permanent address (*50% increase*)

---

## Housing Outcomes

Open Doors maintains one of the highest shelter-to-housing transition rates in Connecticut and one of the lowest rates of discharge to unsheltered locations.

- 67 individuals placed into permanent housing
  - 80% of all shelter exits (*8% increase*)
- 3 individuals exited to places not meant for human habitation
  - 4% of all shelter exits

[opendoorsct.org](http://opendoorsct.org)

EIN # 22-2536909 & CT State Charities Reg # 000336  
Legal name: The Open Door Shelter Inc

## **EXHIBIT 2**

## INSURANCE RIDER

The Contractor shall provide and maintain insurance coverage related to its services in connection with the Project in compliance with the following requirements.

The insurance required shall be written for not less than the scope and limits of insurance specified hereunder, or required by applicable federal, state and/or municipal law, regulation or requirement, whichever coverage requirement is greater. It is agreed and understood that the scope and limits of insurance specified hereunder are minimum requirements and shall in no way limit or preclude the City from requiring additional limits and coverage to be provided under the Contractor's policies.

The insurance obligations under this agreement shall be (1) all the insurance coverage and/or limits carried by or available to the Contractor; or (2) the minimum insurance coverage requirements and/or limits shown in this agreement, whichever is greater.

### Minimum Scope and Limits of Insurance:

**Workers' Compensation Insurance:** With respect to all operations the Contractor performs, it shall carry Workers' Compensation Insurance in accordance with the requirements of the laws of the State of Connecticut.

**Commercial General Liability:** With respect to all operations the Contractor performs it shall carry Commercial General Liability insurance providing for a total limit of One Million Dollars (\$1,000,000) coverage per Occurrence for all damages arising out of bodily injury, personal injury, property damage, products/completed operations, and contractual liability coverage for the indemnification obligations arising under this Agreement. The Annual Aggregate limit shall not be less than Two Million Dollars (\$2,000,000).

**Automobile Liability:** With respect to each owned, non-owned, or hired vehicles the Contractor shall carry Automobile Liability insurance providing One Million Dollars (\$1,000,000) coverage per accident for bodily injury and property damage.

**Umbrella/Excess Liability:** With respect to all operations the Contractor performs, the insurance limits required can be provided with a combination of Umbrella or Excess Liability insurance that would "follow form" of the underlying required terms and conditions.

**Environmental Liability:** If applicable, based on the Contractor's Scope of Work, the Contractor is required to provide environmental and remediation (Contractor's Pollution Liability –CPL-) insurance in the amount of One Million Dollars (\$1,000,000) per claim limit and Two Million Dollars (\$2,000,000) aggregate limit per occurrence. If the insurance is provided with a combination of excess pollution liability policies, the policy shall be written on a follow form coverage wording to its underlying Schedule of insurance.

**"Tail" Coverage:** If any of the required liability insurance is on a "claims made" basis, "tail" coverage will be required at the completion of the Project for a duration of twenty-four (24) months, or the maximum time period reasonably available in the marketplace. Contractor shall furnish certification of "tail" coverage as described or continuous "claims made" liability coverage for twenty-four (24) months following Project completion. Continuous "claims made" coverage will be acceptable in lieu of "tail" coverage, provided its retroactive date is on or before the effective date of this Agreement. If continuous "claims made" coverage is used, Contractor shall be required to keep the coverage in effect for a duration of not less than twenty-four (24) months from the date of final completion of the Project.

**Acceptability of Insurers:** The Contractor's policies shall be written by insurance companies licensed to do business in the State of Connecticut, with an AM Best rating of A-VII, or better. Additionally, all carriers are subject to approval by the City of Norwalk and/or the Norwalk Board of Education, as appropriate.

**Subcontractors:** The Contractor shall require all subcontractors to provide the same "minimum scope and limits of insurance" as required herein, with the exception of Errors and Omissions/Professional Liability insurance, unless Errors and Omissions/Professional Liability insurance is applicable to the Work performed by the subcontractor. All Certificates of Insurance shall be provided to the City's Corporation Counsel and to the City's Finance Department (Attn: Risk Manager) as required herein.

**Aggregate Limits:** Any aggregate limits must be declared to and be approved by the City. It is agreed that the Contractor shall notify the City whenever fifty percent (50%) of the aggregate limits are eroded during the required coverage period. If the aggregate limit is eroded for the full limit, the Contractor agrees to reinstate or purchase additional limits to meet the minimum limit requirements stated herein. Any premium for such shall be paid by the Contractor.

**Deductibles and Self-Insured Retentions:** Any deductible or self-insured retention must be declared to and approved by the City. All deductibles or self-insured retentions are the sole responsibility of the Contractor to pay and/or to indemnify.

**Notice of Cancellation or Nonrenewal:** Each insurance policy required shall be endorsed to state that coverage shall not be suspended, voided, cancelled, or reduced in coverage or in limits before the expiration date except after thirty (30) days prior written notice by certified mail, return receipt requested, has been given to the City. Notwithstanding this requirement, the Contractor is primarily responsible for providing such written notice to the City thirty (30) days prior to any policy change or cancellation that would result in a change of the amount or type of coverage provided. In the event of any such change the Contractor shall provide comparable substitute coverage so that there is no lapse in applicable coverage or reduction in the amount of coverage available to the City related to the Contractor's Basic Services or Additional Services.

**Waiver of Governmental Immunity:** Unless requested otherwise by the City, the Contractor and its insurer shall waive governmental immunity as defense and shall not use the defense of governmental immunity in the adjustment of claims or in the defense of any suit brought against the City.

**Additional Insured:** The liability insurance coverage, except Errors and Omissions, Professional Liability, or Workers' Compensation, if included, required for the performance of the Services shall include the City as an Additional Insured with respect to the Contractor's activities to be performed under this Agreement. Coverage shall be primary and non-contributory with any other insurance and self-insurance.

**Waiver of Subrogation:** The Contractor hereby waives the right to subrogate or seek recovery from City of Norwalk and its insurance carriers.

**Certificate of Insurance:** As evidence of the insurance coverage required by this Agreement, the Contractor shall furnish Certificate(s) of Insurance to the City's Corporation Counsel and to the City's Finance Department (Attn: Risk Manager) prior to the Contractor's commencement of Basic Services under this Agreement. The Certificate(s) will specify all parties who are endorsed on the policy as Additional Insureds (or Loss Payees). The Certificates and endorsements for each insurance policy are to be signed by a person authorized by the insurer to bind coverage on its behalf. Renewals of expiring Certificates shall be filed thirty (30) days prior to expiration. The City reserves the right to require complete, certified copies of all required policies at any time.

All insurance documents required should be mailed to the City's Corporation Counsel and to the City's Finance Department (Attn: Risk Manager), P.O. Box 5125, Norwalk, Connecticut 06856-5125.

**Waiver of requirements:** The Corporation Counsel may vary these insurance requirements at Corporation Counsel's sole discretion if Corporation Counsel determines that the City's interests will be adequately protected by the provision of different types or other amounts of coverage.



May 22, 2026

Chair Nicol Ayers  
Community Services Committee  
Norwalk Common Council  
125 East Avenue  
Norwalk, CT 06851

**RE: Family & Children's Agency – Multisystem TAG Program**

Dear Chair Ayers and Members of the Community Services Committee,

I am providing this correspondence in connection with the requested action to authorize Mayor Barbara C. Smyth to execute any and all necessary agreements, documents, instruments, or amendments with Family & Children's Agency, Inc. for the second year of the Multisystem TAG Program for the period of July 1, 2026 through June 30, 2027, in the amount of \$100,000 from the Community Services Department, Account #012010-5A0620

The original grant structure included funding through Fairfield County Community Foundation (FCCF). The City partnered with FCCF more in a consultant/administrative capacity given their expertise. FCCF assisted with development of the RFP, administered the grant application process, and facilitated the award process for the original program structure.

For this next phase, since funding was again included in the budget, the intent is for the City/Human Services to contract directly with Family & Children's Agency (FCA) to continue the Multisystem TAG program with high-need youth, rather than continuing the intermediary administrative structure through FCCF.

This change removes an intermediary partner, creating operational efficiencies, cost savings to the City, and allowing Human Services to work more directly with Family & Children's Agency to support implementation and oversight of the program.

This correspondence is provided for your reference and to accompany the agenda item under consideration.

Respectfully,

**Julienne Foy**  
Chief of Community Services  
City of Norwalk



## 2026-2027 JRB Support and Enhancement Grant Application (YEAR 8A)

**APPLICATION DUE BY: JUNE 12, 2026**

- Name and Address of YDT: Norwalk, 125 East Avenue, Room 222, PO Box 5125, Norwalk, CT 06856-5125

Name and Address of Fiduciary Agency (if different than YDT address):

- Name and Title of YDT Administrator: David Walenczyk, Director Youth Services
- Email Address and Phone Number of YDT Administrator: Address same as YDT, 203-854-7782
- Towns served by your YDT: Norwalk and Weston
- Current population of the town(s) your YDT serves (or most recent census info): 101,538

Your DCF Region:  Region 1  Region 2  Region 3  Region 4  Region 6

### **YDT SPECIFIC INFORMATION:**

1. Please list the number of total cases each year listed below (leave blank if your YDT was not active in that year).

2023-24: 151

2024-25: 138

2025-26: 115

2. What is the average number of case management hours used for YDT administration/case management on a WEEKLY basis (HISTORICALLY)? Please select from below:

1-5 hours  6-10 hours  11-15 hours  16-20 hours  21-35 hours  35+ hours

a. Do you utilize interns for your YDT?  Yes  No. If yes, what is their role? (please explain):

b. Does your YDT need additional staffing?  Yes  No. If yes, in what role would additional staffing be used? We need additional support in the area of victim services.

3. What types of referrals does your YDT accept? (check all that apply)

Criminal referrals from Police/SRO (with arrest)

Criminal referrals directly sent from Juvenile Court

Non-Arrest referrals from Police/SRO

School Referrals (arrestable offenses-no police involved)

Other (please define):



## 2026-2027 JRB Support and Enhancement Grant Application (YEAR 8A)

**APPLICATION DUE BY: JUNE 12, 2026**

4. Do you accept 2<sup>nd</sup> time offenders  Yes \_\_\_ No
- a. If yes, is it only on a case by case basis?  Yes \_\_\_ No (meaning all 2<sup>nd</sup> time offenders accepted)
5. Do you accept cases past 2<sup>nd</sup> time offenses? \_\_\_ Yes  No
- a. If yes, is it only on a case by case basis? \_\_\_ Yes \_\_\_ No
6. What % of your cases are referred from Juvenile Court (Risk Based Case Handling)? 5 %
7. Have you seen more serious charges being referred from Juvenile Court compared to cases coming directly from the police?  Yes \_\_\_ No
8. Have you been able to accept all or most cases referred from Juvenile Court?  Yes \_\_\_ No
- a. If no, what was the reason you couldn't accept the case (check all that apply)
- \_\_\_ repeat client; \_\_\_ charges too serious; \_\_\_ parent did not accept diversion; \_\_\_ youth didn't accept responsibility; \_\_\_ other
9. Does your YDT accept Truancy/Defiance of School Rules or Community FWSN cases?
- \_\_\_ Yes  No
- a. If yes, are you creating a more appropriate process outside of YDT for those cases? \_\_\_ Yes \_\_\_ No
10. Are you currently utilizing the OHIO Scales Screening tool for all your YDT cases?
- Yes, at intake and case closure; \_\_\_ Yes, at intake only; \_\_\_ No, please explain why below
11. Are you conducting a case closing meeting (either with the full board or with the case manager at minimum)?  Yes \_\_\_ No
- a) If no, how do you close a case? Please describe:
- b) If no, what is your plan to transition to in person case closures? Please describe:
- c) If yes, is case closing with the entire board? \_\_\_ Yes  No



## 2026-2027 JRB Support and Enhancement Grant Application (YEAR 8A)

**APPLICATION DUE BY: JUNE 12, 2026**

12. Do youth and families complete the exit surveys?

Yes, at an in person closing

Yes, via email/mail or other

No, please explain why and plan to

13. Have members of your Board completed training in Restorative Justice (RJ 101/201)?

Yes  No

a. If yes, what percentage of your Board has completed RJ training? 100 %

14. Did you spend your full award this year (or plan to fully spend down prior to June 30, 2026)?

Yes  No (and if NO, please explain why and how much you anticipate unspent)

### III. NARRATIVE QUESTIONS: (please FULLY answer each question below)

1. Describe the most common types of services you utilize/refer to for your YDT clients **using the DCF JRB funding.** We have subcontracted for specialized mentoring services to work with some of our most challenging youth on a 1:1 and small group basis.

2. Describe what services exist that would be appropriate for referral that you are *unable to refer to or have difficulty using as a referral.* \*Please list the primary reason(s) you are unable to/find it difficult to refer cases to these services (i.e. cost of program, lack of transportation/difficult location, other restrictions, not eligible, etc.). We have greater demand for specialized mentoring than we can currently provide due to funding constraints. We would also like to provide additional victim services but again, funding constraints prohibit what we're currently able to provide.

3. Have you fully implemented the new YDT Protocols?

Yes  No, describe what components need to be implemented and your plan to do so:

4. Are you using the Restorative Questions during your panel meeting?

Yes  No, explain why and your plan to implement this component



**2026-2027 JRB Support and Enhancement Grant Application (YEAR 8A)**  
**APPLICATION DUE BY: JUNE 12, 2026**

5. What kind of technical assistance would be helpful for your YDT in fully implementing the new protocols (or in general practice)? Periodic trainings for staff to attend.

**IV. FUNDING NARRATIVE:**

1. Explain, **in detail**, how you will use funding to enhance and support your YDT for 2026-2027. Please also describe if you are using funds differently than in past grant years. We have subcontracted for specialized mentoring services to work with some of our most challenging youth on a 1:1 and small group basis. This is the same use of funds as in previous years. The link for the provider is listed here:  
<https://danielscompanymentoringprogram.com/>

**BUDGET**

**YDT NAME: NORWALK**

Please complete the following with your proposed budget. Your budget will be approved, or you will be requested to revise your budget based on the amount of your award. If you need to revise your budget, please complete a budget revision form. If you are not requesting money for a particular line item, please place N/A in your proposed budget.

This form should be used for reporting for the entire year.

**2026-2027 BUDGET**

<b>PERSONNEL</b>	<b>Proposed budget</b>
Staffing (Case Management)	
Benefits	
Other Staffing (please identify)	
<b>Total for Personnel</b>	
<b>PRO SOCIAL ACTIVITIES</b>	
<b>Total for Pro Social</b>	
<b>DIRECT SERVICES</b>	
Transportation	
Youth Employment	



**2026-2027 JRB Support and Enhancement Grant Application (YEAR 8A)**

**APPLICATION DUE BY: JUNE 12, 2026**

Treatment	
Tutoring/Mentoring	\$35,000
Other (please identify)	
<b>Total for Direct Services</b>	\$35,000
<b>GRAND TOTAL</b>	\$35,000

**\*Please be sure to complete the budget narrative in detail.**

**BUDGET NARRATIVE (2026-27):**

Please provide a narrative for each of the line items in which you are requesting funding. Funding does not need to be requested for each line item. Use “N/A” for any category you are not requesting.

**Personnel:** Please include details/breakdowns of costs below including hourly rates, number of hours, number of weeks, etc.

Staffing:

Benefits:

Other:

**TOTAL for Personnel:**

**Pro Social Activities:** Please list all activities/clubs/programs, etc. along with the **cost per youth/activity for each.**

Activity 1-

Activity 2-

Activity 3-

Activity 4-

Activity 5-

**TOTAL for Pro-Social:**



**2026-2027 JRB Support and Enhancement Grant Application (YEAR 8A)**

**APPLICATION DUE BY: JUNE 12, 2026**

**Direct Costs:** Please include specific details and the breakdowns of costs/cost per youth below. Explain the use of funds for each.

Transportation:

Youth Employment:

Treatment:

Tutoring/Mentoring: Funds are used for specialized mentoring subcontracted to Daniels Youth Leadership Company.

Other:

**TOTAL for Direct Costs:** \$35,000

**GRAND TOTAL REQUESTED:** \$35,000

**(CONTINUE TO CONTRACT PAGE BEOW)**



## 2026-2027 JRB Support and Enhancement Grant Application (YEAR 8A)

**APPLICATION DUE BY: JUNE 12, 2026**

**(CAREFULLY AND FULLY READ THE SUBCONTRACT TERMS OF AGREEMENT PRIOR TO SIGNING)**

### **SUBCONTRACT TERMS OF AGREEMENT/SCOPE OF SERVICES**

The NORWALK YDT agrees to the following terms and conditions presented below and agrees to comply with all requirements of this funding. Failure to comply may result in the termination of the contract, return of any unspent funds previously distributed, and loss of future funding. This document will become effective and enforceable upon the successful completion and acceptance of the enclosed application. The amount of the grant will be determined through review of the application and may be different than the amount requested in your application.

#### **SCOPE OF SERVICES:**

- Operate using the new Youth Diversion Team Protocols and Procedures released by CYSA utilizing its principles with fidelity for the provision of services.
- Minimum of 75% of all active YDT members must have completed training in Restorative Justice.
- The YDT Facilitator (or whoever runs the YDT process) must complete the 4-day YDT training offered by CYSA within this Fiscal Year (unless an approved plan is in place).
- Agree to serve a target population of children and youth, ages 10-17 from the town(s) your YDT serves. Target population can include pre-arrest cases, cases from Juvenile Court Diversion, those who have been arrested, and any other youth appropriate for diversion (with an arrestable offense).
- Operate your YDT based on a service delivery model that is community based.
- Demonstrate meeting on a regular basis and servicing youth.
- Require that the youth and family acknowledge responsibility for the referred behavior/incident.
- Require that the youth/parent enter into an agreement with the YDT to make reparations for the referred behavior/incident.
- In addition to creating an agreement that includes repair for harm done/restoration of relationships, other recommendations for the youth can be made, if necessary and appropriate to address needs, and may include but are not limited to: positive youth development activities, mental health or substance abuse assessment and/or treatment, restitution, apology letter, mediation, appropriate community service related to the incident.
- YDT will help the youth develop competencies in the areas of education, social skills, problem solving, employment/vocational opportunities, and life skills, with the goal of no further behaviors resulting in a diversion referral or arrestable behavior.
- All YDT cases must remain open for a MINIMUM of 6 months. Agreement components do not have to last the full six months, but case management and communication must span the full six months (+).
- Ensure that agreement completion will be monitored by the case manager or administrator.



## **2026-2027 JRB Support and Enhancement Grant Application (YEAR 8A)**

**APPLICATION DUE BY: JUNE 12, 2026**

- YTD meetings will be held in a neutral, non-threatening, easily accessible location, not including a police department.
- Administer Youth and Parent OHIO Scales screening tool at intake AND at case closing.
- All successful cases must have an in-person case closing YDT/team meeting or at minimum an in-person meeting with the case manager to officially close the case. (Preference should always go to full team meetings whenever possible). Case closings should NOT be done virtually or via mail/email/phone (unless under specific and rare circumstances).
- Utilize the post completion survey/exit survey from CYSA for parents and youth on satisfaction with the process.
- YDT will encourage middle and high schools to refer pre-arrest cases for arrestable offenses, whenever possible.
- YDT will use the funds to expand case management services to increase capacity AND/OR to enhance current services.
- YDT will coordinate interventions with other service providers whenever possible to minimize costs and to make sure services are not already available “in kind” or “at no cost”.

### **FUNDING MAY BE USED FOR:**

- Case management hours for the YDT to increase referral capacity and success rates by providing a qualified Case Manager to the YDT for an agreed amount of time or to increase hours devoted to YDT duties by an existing JRB Case Manager.
- Memberships or scholarships for Pro Social activities that foster positive development such as youth development programs, classes, clubs, leagues, gyms, etc. These should be organized to provide structure and opportunity for social skills building and for sustained benefit.
- Direct Service Funding in the following categories:
  - *Transportation*: for youth and family to participate in the JRB or Board recommended activities and services.
  - *Youth Employment Services*: stipends or funded worksite, or other subsidized employment opportunities not otherwise available in the community. Existing, federally or locally funded programs should be exhausted first.
  - *Treatment Services*: may include evaluation, counseling services, mentoring and mediation services not otherwise available in the community.
  - *Tutoring*: may include tutoring by a qualified adult or other peer qualified to provide tutoring services, or summer courses/summer school.

### **DATA REQUIREMENTS:**

- YDT will collect and report on data as required by DCF in a format provided by CYSA/DillingerRAD. Data collection may include, but will not be limited to the following:
  - Fiscal accounting for support and enhancements



## 2026-2027 JRB Support and Enhancement Grant Application (YEAR 8A)

**APPLICATION DUE BY: JUNE 12, 2026**

- Educational data for youth
- Client outcomes such as recidivism, attendance, academic success (for the time period that youth has an open case)
- Demographic information
- Other required data to be determined by DCF or CYSA
- Performance measures for the above-mentioned data points may include:
  - Completion of agreement components in 4 quadrants
  - Percentage of youth who had no further involvement with the Juvenile Justice System (during the time period youth had an open YDT case)
  - Percentage of youth who had a reduction in school suspensions or negative behavior in school (during the time period youth had an open YDT case)
  - Percentage of caretakers reporting improved functioning of the youth (during the time period youth had an open YDT case)
  - Percentage of youth and parents reporting positive outcomes from the YDT process through the use of the YDT completion questionnaire.

By signing this document, I, David Walenczyk, Youth Services Director, certify that I have read, understand and agree with all of the requirements of this contract. I also certify that I am authorized to sign this contract on behalf of the Norwalk JRB/YDT.

### **Applicant Agency Signature:**

David Walenczyk, Youth Services Director

Name and Title

5/26/2026

Date

David Walenczyk

Signature

### **CYSA Signature:**

\_\_\_\_\_  
Name and Title

\_\_\_\_\_  
Date

\_\_\_\_\_  
Signature



**Champions Honoring Accountability, Motivation, Performance and Skills (C.H.A.M.P.S)** is a therapeutic mentoring program within Daniel's Company Youth Leadership Mentoring Program, serving young men aged 13-18 in Connecticut who are involved in the Juvenile Justice System, Child Welfare System, or have a history of trauma or system involvement. Our mission is to provide healthy and positive relationships to our mentees while giving them clinical and life skills that will benefit them in every aspect of their lives. We achieve this through adventure therapy, life skill workshops, hands-on activities, guest speakers and more, with a strong emphasis on cultural responsiveness and a strength-based approach. Additionally, our program is informed by Cognitive Behavioral Therapy (CBT) principles from initial engagement.

Our staff are highly qualified professionals with strong clinical backgrounds and therapeutic expertise. They hold degrees in fields like Social work, Psychology and Counseling and have specialized training in evidence-based therapies and interventions. Our team is passionate about empowering youth to overcome challenges and reach their full potential.

Our team includes licensed therapists, and experienced mentors and coaches. Together, we provide holistic support to youth and families, addressing emotional, behavioral, and lifestyle challenges to foster lasting positive change.

#### **\*\*C.H.A.M.P.S Referral Process\*\***

We accept referrals for our youth mentorship program from three trusted sources: Juvenile Probation Officers, School Personnel, and Department of Children and Families (DCF) Personnel.

Once a referral is submitted via phone, email, or fax, our team will process it promptly - **\*\*within 48 hours\*\*** of receipt. We will review the referral carefully and contact the referral source to confirm receipt and discuss next steps. If additional information is needed to move forward with the referral, our team will reach out promptly to ensure a smooth process.

#### **Tier one**

Our C.H.A.M.P.S program defines Tier 1 clients as youth who require minimal supervision and guidance to navigate life challenges. These individuals are typically non-judicial, meaning they are not currently involved with the court system, but still need additional support within the community. Youth who may need a diversion programs and benefit from help with life skills, education, or employment guidance. Tier 1 clients could also include youth living with grandparents due to parental absence, teens struggling in school due to lack of support at home,

young people needing career exploration or job readiness guidance, and adolescents benefiting from positive mentorship and life skills training.

**Tier Two**

Our C.H.A.M.P.S program defines Tier 2 clients as youth who face moderate challenges requiring additional support and therapeutic services. These individuals struggle with social or decision-making skills, and/or experience family dynamics challenges that impact their daily lives. Tier 2 clients benefit from learning effective social and life skills in a group setting, where they can interact with peers and positive role models under the guidance of trained therapists and mentors. This includes decision-making skill development and life skills training in areas like emotional regulation and conflict resolution.

**Tier Three** (Mental Health and Trauma Cases)

Our C.H.A.M.P.S program defines Tier 3 clients as high-risk youth who require intensive therapeutic services and close supervision due to significant challenges in their lives. These individuals often face multiple family dynamics issues, serious mental health concerns, involvement with the juvenile justice system, child welfare or school systems, substance abuse issues, and group involvement. Tier 3 services include intensive individual and frequent mentoring and supervision checks, collaborations with courts, school systems, social services agencies, access to psychiatric evaluations, and life skills training with enhanced focus on crisis management and safety planning.

**Curriculum Title: " The Blueprint for C.H.A.M.P.S: Building Healthy Young -Men"**

Our curriculum is uniquely designed to meet the evolving needs and preferences of our young people. There is no predetermined sequence - instead, topics are chosen based on youth input and interest, with flexible modules addressing their current challenges and aspirations. Our mission remains clear: to close gaps and open doors for a generation of youth who deserve a better tomorrow. By putting youth voice at the forefront, we foster deeper connections, relevant life skills, and lasting positive impact.

Pre-session	Set up all materials and music
Sign-In	Have the youth sign in as they enter the designated space
Refreshments / Community Recreational Time/Check-in	Structured free time for the youth to be themselves
Session Introduction	Designated topic

Highlights/Conclusion	Youth shared something that inspired, motivated, remember or can identify with during this space. Announcements and events are also shared during this time.
-----------------------	--

**\*\*Modules:\*\***

**1. Healthy Interactions**

- Communication skills
- Conflict resolution
- Boundaries and respect
- Healthy relationships (friendships, romance, family)

**\*\*Youth Will Learn To:\*\***

- Express thoughts and feelings clearly
- Resolve conflicts peacefully
- Set and maintain healthy boundaries
- Identify signs of unhealthy relationships

**2. Champion Eating and Habits**

**\*Topics Covered:\*\***

1. **\*\*Nutrition Basics\*\***
  - Food groups (fruits, veggies, proteins, whole grains)
  - Reading food labels
2. **\*\*Healthy Eating Habits\*\***
  - Meal planning and grocery shopping
  - Cooking basics (preparation, safety)
  - Portion control and mindful eating
3. **\*\*Special Diets and Needs\*\***
  - Introduction to vegetarian, vegan, gluten-free diets
  - Managing food allergies and intolerances
4. **\*\*Healthy Habits Beyond Food\*\***
  - Importance of hydration (water intake)
  - Benefits of regular exercise and physical activity

**\*\*Youth Will Learn To:\*\***

- Identify healthy food options
- Plan and prepare simple meals
- Read food labels correctly
- Stay hydrated by drinking enough water daily
- Engage in physical activity for 60 minutes daily

### **3. Identity Formation**

- Self-awareness and discovery
- Values and purpose definition
- Cultural heritage exploration
- Personal branding and expression

#### **\*\*Youth Will Learn To:\*\***

- Identify personal strengths and weaknesses
- Define core values and life purpose
- Explain cultural heritage influence on identity
- Create a personal mission statement

### **4. Emotional Regulation**

- Recognizing and naming emotions
- Emotional intelligence quotient (EQ) development
- Stress management and coping mechanisms
- Mindfulness and self-care practices

#### **\*\*Youth Will Learn To:\*\***

- Recognize and name emotions
- Manage stress through coping mechanisms
- Practice mindfulness daily
- Develop self-care routines

### **5. Manhood Development**

- Define positive masculinity
- Leadership skills and responsibility
- Accountability and integrity
- Visionary goal setting for life and career opportunities

#### **\*\*Youth Will Learn To:\*\***

- Define positive masculinity traits
- Demonstrate leadership skills in groups
- Take ownership of actions and decisions
- Set and work towards long-term goals

### **6. Daily Living Skills**

- Cooking
- Cleaning
- Laundry
- Personal Hygiene

**\*\*Youth will learn to\*\*:**

- Cook simple meals independently
- Clean and organize living spaces effectively
- Do laundry from start to finish correctly
- Practice good personal hygiene habits daily

**7. Functional Life Skills**

- Time Management
- Money Management
- Career Skills( like mechanics)
- Dressing/grooming appropriately for occasions

**\*\*Youth will learn to\*\*:**

- Manage time effectively for tasks and appointments (80% punctuality)
- Handle money responsibly
- Choose career paths and research requirements (80% understanding)
- Dress appropriately for school, work, and special occasions

**\*\*Additional Life Skills\*\***

**Youth will also learn to:**

- Perform basic car maintenance (oil change, tire pressure)
- Use public transportation safely and efficiently
- Complete simple home repairs (changing light bulbs, etc.)