



SPECIAL MEETING – ECONOMIC AND COMMUNITY DEVELOPMENT AGENDA

**JUNE 4, 2026, 7:10 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.



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 Sabrina Godeski at sgodeski@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. Special Meeting: May 6th, 2026**
- IV. PUBLIC PARTICIPATION**
- V. NEW BUSINESS**
 - A. Redevelopment**
 - 1. Approve the advancement of the 2026 Connecticut Neighborhood Assistance Act proposals submitted to the City of Norwalk onto the Connecticut Department of Revenue Services for inclusion in the 2026 Connecticut Neighborhood Assistance Act Program.**

B. Planning and Zoning

1. Approve the revised Planning & Zoning Fee Schedule as submitted by the Planning & Zoning Department, to become effective upon adoption.
2. Development update.

C. Business Development and Tourism

1. Authorize the Mayor, Barbara C. Smyth, to execute a one-year extension of the marketing services contract with Miranda Creative in an amount not to exceed \$163,600.

ACCTS: 01-14-50-5258
01-37-80-5258

2. Authorize the Mayor, Barbara C. Smyth, to execute an agreement with History Associates Incorporated for public art inventory and valuation services in an amount not to exceed \$268,265.55 on a sole source procurement basis.

ACCT: 0927-3760-5777-C0860

VI. ADJOURNMENT

**CITY OF NORWALK
ECONOMIC AND COMMUNITY DEVELOPMENT
SPECIAL MEETING
MAY 6, 2026
BY ZOOM VIRTUAL MEETING**

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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 Sabrina Godeski at sgodeski@norwalkct.gov with the subject line "Public Comment" to provide written public comment prior to the meeting.

I. CALL TO ORDER

Chair Goldstein called the meeting to order at 6:01p.m. There was a quorum present.

II. ROLL CALL

ATTENDANCE: Josh Goldstein; Chair, Jan Degenshein; Vice-Chair, Anne Wennerstrand, Jim Frayer, Jalin Sead, Darlene Young, Nicole Ayers

STAFF: Sabrina Godeski, Jay Habansky, Garrett Bolella, Ben Yeung, Nell Blaszkiewicz, Steven Ivan

OTHERS: Nicole Eaddy, Johan Lopez, Richard Dellinger

Chair Goldstein acknowledged those present as noted above.

III. ACCEPTANCE OF MINUTES

A. SPECIAL MEETING: MARCH 31, 2026

There were no changes, deletions, or omissions to the minutes as presented.

****MS. WENNERSTRAND MOVED THE ITEM**
****MOTION PASSED UNANIMOUSLY**

B. SPECIAL MEETING: APRIL 2, 2026

There were no changes, deletions, or omissions to the minutes as presented.

****MR. DEGENSHEIN MOVED THE ITEM**
****MOTION PASSED UNANIMOUSLY**

IV. PUBLIC PARTICIPATION

Public comments were given.

Chair Goldstein closed public participation at 6:43p.m.

****CHAIR GOLDSTEIN MADE A MOTION TO CHANGE THE ORDER OF NEW BUSINESS**
****MOTION PASSED UNANIMOUSLY**

V. NEW BUSINESS

A. REDEVELOPMENT

1. ADVANCE THE PY52 ANNUAL ACTION PLAN (AAP) TO THE CITY COUNCIL FOR ITS APPROVAL AND TO AUTHORIZE THE MAYOR TO EXECUTE ANY AND ALL DOCUMENTS ASSOCIATED WITH THE SUBMISSION OF THE PY52 AAP TO HUD AND ALL DOCUMENTS CONSISTENT WITH THE APPROVED PY52 AAP.

Mr. Sead recused himself from this item.

****MS. WENNERSTRAND MOVED THE ITEM**
****MS. YOUNG ABSTAINED**
****MOTION PASSED WITH ONE ABSTENTION**

B. TRANSPORTATION MOBILITY AND PARKING

1. A. AUTHORIZE THE MAYOR, BARBARA C. SMYTH, TO EXECUTE AN AMENDMENT TO THE CONTRACT BETWEEN THE CITY OF NORWALK AND VHB FOR DESIGN AND ENGINEERING SERVICES FOR THE GREGORY BOULEVARD ROUNDABOUT & FIFTH STREET SHARED-USE PATH PROJECT, IN AN AMOUNT NOT TO EXCEED \$246,000.

B. AUTHORIZE THE DIRECTOR OF TRANSPORTATION, MOBILITY, AND PARKING TO EXECUTE ORDERS ON THE CONTRACT BETWEEN THE CITY OF NORWALK AND VHB FOR DESIGN AND ENGINEERING SERVICES FOR THE GREGORY BOULEVARD ROUNDABOUT & FIFTH STREET SHARED USE PATH PROJECT, FOR A SUM NOT TO EXCEED \$24,600.

ACCT: 580000-5796-AID08

****MR. DEGENSHEIN MOVED THE ITEM**

****MOTION PASSED UNANIMOUSLY**

2. AUTHORIZE THE MAYOR, BARBARA C. SMYTH, TO EXECUTE AN AGREEMENT BETWEEN THE CITY OF NORWALK AND STREETLIGHT DATA, INC. FOR CITYWIDE TRAFFIC DATA ANALYSES, FOR A SUM NOT TO EXCEED \$21,938.00.

ACCT: 01-37-50-525

****MS. WENNERSTRAND MOVED THE ITEM**

****MS. YOUNG ABSTAINED**

****MOTION PASSED WITH ONE ABSTENTION**

VI. OLD BUSINESS

There was no Old Business

VII. ADJOURNMENT

Ms. Young moved to adjourn.

Motion passed unanimously.

The meeting was adjourned at 8:19p.m.

Respectfully Submitted,
Monique Cipriano

TO: Members of the Norwalk City Council

FROM: Staff of the Norwalk Redevelopment Agency

RE: Neighborhood Assistance Act (NAA) Program

DATE: May 20, 2026

The Connecticut Department of Revenue Services' Neighborhood Assistance Act (NAA) Program provides a corporation business tax credit to businesses who make cash contributions to qualifying community programs conducted by tax exempt organizations or municipal agencies. The tax credit earned is equal to 60% of a business' approved contribution to specific programs or 100% in the case of certain energy conservation programs.

On behalf of the City of Norwalk, the Norwalk Redevelopment Agency announced the 2026 NAA open proposal submission period and collected fourteen (14) proposals. Accompanying this memo is a summary of the proposals submitted to Norwalk. The full applications are posted on the City's website here: <https://www.norwalkct.org/1709/Neighborhood-Assistance-Act-Tax-Credit-P>

Under statute, tax-exempt organizations with 501(c)3 status, must be referred by a local legislative body following a public hearing. The public hearing took place during the Economic and Community Development Committee meeting on June 4, 2026. Following the public hearing, the Economic and Community Development Committee was asked to advance the proposals received onto the City Council for approval to advance onto the Department of Revenue Services. The Economic and Community Development Committee approved the advancement of all 14 proposals.

Please note the following:

- This is not a Norwalk grant program, nor are any funds controlled by the City of Norwalk.
- The City's role is limited to acknowledging the existence of the nonprofits and their proposed community services.
- Program proposals are reviewed and tax credits are awarded by the Connecticut Department of Revenue Services following municipal approval and submission.

REQUESTED ACTION:

Approve the advancement of the 2026 Connecticut Neighborhood Assistance Act proposals submitted to the City of Norwalk onto the Connecticut Department of Revenue Services for inclusion in the 2026 Connecticut Neighborhood Assistance Act Program.

CT Department of Revenue Services Neighborhood Assistance Act 2026 Applications submitted to Norwalk

Organization	Program Title	Amount Requested	Credit % Requested
CT Financial Scholars (CT chapter of Financial Scholars, Inc.)	Financial Education & Empowerment for Norwalk Public School students and families	\$20,000.00	60%
Domestic Violence Crisis Center*	Norwalk Safe House	\$24,999.00	60%
Filling in the Blanks*	Weekend Meal Bag	\$150,000.00	60%
Friends of Norwalk River Valley Trail, Inc. *	Stewardship and Maintenance of the NRV – Riverside Drive Section	\$2,500.00	60%
Human Services Council, LLC (dba Forty South Main Norwalk, LLC)*	Supportive Housing - Safety and Stability	\$116,000.00	60%
Junior Achievement of Greater Ffld County, Inc.*	Junior Achievement's Financial Literacy & Work Readiness Programs for Norwalk Youth	\$20,000.00	60%
North Walke Housing Corporation*	North Walke Neighborhood Assistance Academy	\$150,000.00	60%
Sound Communities, Inc.	Oak Grove School Readiness Program	\$21,390.15	60%
Stepping Stones Museum for Children	Open Arms Childcare Access	\$24,999.00	60%
The Maritime Aquarium at Norwalk*	Repowering Hybrid-electric Vessel	\$150,000.00	100%
The Open Door Shelter, <i>dba</i> Open Doors* -- #1	Open Door Expansion Energy Conservation Initiative	\$75,000.00	100%
The Open Door Shelter, <i>dba</i> Open Doors -- #2	Berkeley Street Energy Conservation Initiative	\$75,000.00	100%
Thrown Stone Theater Company*	CT Short Play & The Good District	\$150,000.00	60%
Under One Roof, Inc/The Marvin*	Efficiency at The Marvin, part 2	\$122,000.00	100%

2026 SUMMARY:

14 applications submitted by 13 organizations

*10 also applied in 2025

Total:

\$1,101,888.15



125 East Avenue
Norwalk, Connecticut 06851

Memorandum

April 10, 2026

To: Joshua Goldstein, City Council President
Chapin Bryce, Planning & Zoning Commission Chairman
Danielle Sanchick, Zoning Board of Appeals Chairman

From: Steve Kleppin, Planning & Zoning Director

Re: Proposed Fee Schedule

Attached is a revised fee schedule for your consideration. The last fee time the fee schedule was updated was in January, 2022.

Also attached (2026 Fee Schedule v. 2022 Fee Schedule) is the current fee schedule with the proposed fees indicated in a separate column, to make it clear what the increase is per category.

Some items of note regarding the proposed fee schedule:

- General increase in both application fees to the Zoning Board of Appeals and Planning & Zoning Commission, as well as increases to zoning permit fees.
- Increases in fees are based on several factors:
 - With adoption of the new zoning regulations in 2024 there are several new development facets that get reviewed as part of many of the applications such as grading, retaining walls, façade materials, massing, etc.
 - In comparison to other communities' applicable and comparable fees, our draft fees will tend to be on the higher side of other communities, but not the highest. It's likely that as these communities eventually increase their fees, they will likely exceed or equal our proposed fees.
 - Considering it has been 4 years since the fee schedule was last updated now is an appropriate time to evaluate and update fees.
- Inclusion of an application fee and a zoning fee for zoning permits. Staff often receives zoning permit applications, corresponds with the applicant and perhaps conducts a secondary or tertiary review and ultimately the applicant may decide to not move forward with the application. In response to that, we are proposing a separate application fee that will be collected upon submittal and the balance (zoning fee) collected upon issuance of the permit. For example:
Proposed new house (single-family dwelling). \$250 due at application and an additional \$310 due upon approval.

The total fee under this example is \$560, which is an increase of \$100 from the current fee. For an application like this our fee is determined based off the staff time needed to review a standard set of items, which includes but is not limited to:

- Site survey:
 - building and structure location with respect to property lines (setbacks)
 - verify the permitted amount of building coverage and impervious surface does not exceed permitted values (prevent over-development of a property and increase stormwater absorption)
 - verification of the location of and dimensions of required parking and associated drive aisles
 - wetlands and flood zones
- Site plan:
 - proposed grading, vegetation removal, retaining walls and slopes, which are newer standards to protect neighboring properties and prevent erosion and runoff issues
 - verification of required landscaping (type, location and number of plantings)
 - coastal considerations
- Architectural plans:
 - review of plans to verify that the proposed building size(s) do not exceed permissible limits to prevent over-development of a property
 - ensure that the general layout and use of the structure is consistent with the regulations and proposed use
 - analyze building elevations and cross sections to ensure that the proposed heights are compliant

This partial list does not include the staff time involved with applications that are incomplete or inadequate, nor does it include all the other permit types we review such as signage, coastal applications or flood zone applications which require significant staff time and are much more technical in nature.

Alternatively, the Building Department and many of our surrounding municipalities base their fee off the cost of construction as opposed to project size. We base our fees on project size, since size of the structure(s) and extent of the developed areas are larger drivers of P&Z staff time than project cost. In addition, determining and verifying construction costs would take more staff time.

Lastly, it is important to note that the intent of the fee schedule is not to cover all the costs incurred by the department, but meant to be a reasonable offset for some of the City resources that get devoted to the review of applications and permits. It is also important to note that these fees, in combination with the fees collected by the Building Department, have historically covered the costs of both departments, being the two departments most directly involved in the development process.

Feel free to reach out to me with any questions.

END



125 East Avenue
Norwalk, Connecticut 06851

Memorandum

May 16, 2026

To: Danielle Sanchick, Zoning Board of Appeals Chair

From: Steve Kleppin, Planning & Zoning Director SK

Re: Proposed Fee Schedule

At your last meeting, additional information was requested regarding the draft fee schedule. Specifically, there were questions related to the ZBA fees:

1. How were the fees derived?
2. When was the last time the fees were changed and what were the fees at that time?
3. How do these ZBA fees compare to surrounding communities?

1. How were the fees derived?

There are several factors that have led to the proposed increases in fees. With adoption of the new zoning regulations in 2024 there are several new development facets that get reviewed as part of many of the applications such as grading, retaining walls, façade materials, massing, etc. While these factors on the surface may seem to be more relevant to issuing a zoning permit, the same process is followed when reviewing plans for a variance application. Some variance applications received are submitted with the understanding that a variance is needed, while others become aware a variance is needed after the permit is submitted. In addition, there are unfortunately even variance applications to rectify work done without any permits.

The plan review for each application can be extensive, with the exact time being dependent on the scope and scale of the project. For example, a variance for the location of a retaining wall, may be very straightforward, while the plan review for a variance needed for a new home constructed in a coastal flood zone can be very time consuming. Even if the request is for a small setback related to the construction of a new house in a coastal flood zone, the extensive review is inclusive of the grading, driveway and parking location, the amount of impervious surface and where they are located, work in relation to the coastal jurisdiction line, construction of retaining walls, which can be considered flood and erosion control structures, determination of the number of stories, layout and use of the building (illegal dwelling units), etc.

The fee is meant to be reflective of the staff time involved in not only the plan review, but the numerous administrative steps that are required as part of each application. As you are well aware, there are prescriptive statutory timelines the staff and Board must follow when processing variance applications and appeals. While those tasks by themselves are time consuming, they do not capture the additional behind the scenes work that often occurs.

Another concern expressed was the impacts of increased fees for one- and two-family dwellings. We are cognizant that there are also other increases in costs for residents in other areas as well. But considering the construction costs involved with most developments, this minor increase in fees will not result in projects becoming financially unfeasible. What is also relevant is that homeowners who represent themselves often rely more on staff for assistance with the applications. Staff is always available to help, but it is important to balance our role verse the applicant's responsibility.

2. When was the last time the fees were changed and what were the fees at that time?

The current \$260 variance application fee was adopted in August, 2006. A logical question is why wasn't the fee changed in the past 20 years? Prior to the February, 2024 zoning rewrite the ZBA fees were listed within the zoning regulations, so any change to the fees would not only require Board approval, it would also require a text amendment approval by the Planning & Zoning Commission. Obviously, that was not a good practice. While the increase from \$260 to \$560 is a large percentage jump from the present fee, it only represents a \$15.00 increase per year averaged over 20 years.

Prior to the 2006 change, variance application fees ranged from \$160 to \$230 between 1998 and 2006.

3. How do these ZBA fees compare to surrounding communities?

Here is a list of some of the variance fees for some of our neighboring communities:

Norwalk proposed: \$560 residential, \$810 commercial

- Danbury: \$960 residential, \$1,060 commercial + legal notice (not coastal community)
- Darien: \$700
- Fairfield: \$360 residential, \$750 commercial
- Greenwich: \$210 residential, \$560 others
- New Canaan: \$500
- New Haven: \$350, \$850 use variance
- Stamford: \$260 residential, \$460 commercial
- Westport: \$360 residential, \$600 commercial
- Wilton: \$310 residential, \$460 commercial

In comparison to other communities' applicable and comparable fees, our draft ZBA fees will tend to be on the higher side of other communities, but not the highest.

If adopted as recommended, it's likely that when these communities increase their fees, they will likely exceed or equal our proposed fees.

Conclusion

It is important to note that the totality of all the Board and Commission fees plus the zoning permit fees equate to about 10% of our operating budget. The fees, even factoring in this modest increase, will not and are not meant to cover all departmental costs. We recognize that the work we do from a planning and regulatory perspective are a necessary function of government and that many of these functions must occur for the City to operate in an efficient manner. We also recognize that there are development pressures and there is also development in targeted areas that is encouraged by our planning which results in additional oversight by the City. This cost should not be borne solely by the tax payers as part of the City's operating expenses. These modest fee increases not only help offset some of the burden on tax payers, they ensure a necessary layer of oversight on the activities occurring in our neighborhoods as a result of approvals, especially variances, which are requests that go above and beyond what the regulations permit as-of-right.

Feel free to reach out to me with any questions.

END



125 East Avenue
Norwalk, Connecticut 06851

Memorandum

May 27, 2026

To: Joshua Goldstein, City Council President

From: Steve Kleppin, Planning & Zoning Director SK

Re: Proposed Fee Schedule

Since submittal of my initial memo dated 4/10/26, the Planning and Zoning Commission unanimously approved the proposed fee schedule with no changes. The Zoning Board of Appeals (ZBA) considered the matter at their May 21st meeting and approved the fee schedule with one modification to the fees related to one- and two-family dwellings. The yellow highlighted text shows the change approved by the ZBA.

Variances/Appeals Residential 1- & 2-Family **up to \$25,000 in Project Construction Value: \$260 Plus \$50 per additional \$25,000 of Project Construction Value, not to exceed \$810**

ALL OTHERS \$810

The ZBA felt that there should be a sliding scale for homeowners, so as not to discourage applicants with smaller projects from applying.

Feel free to reach out to me with any questions.

END

SCHEDULE OF FEES PLANNING & ZONING & ZBA

Effective June 22, 2026

PLANNING & ZONING COMMISSION & ZONING BOARD OF APPEALS APPLICATIONS¹

	APPLICATION FEE ²
UNAUTHORIZED MODIFICATIONS TO PLAN WITHOUT PRIOR COMMISSION APPROVAL	\$1,000
AMENDMENT TO THE POCD	\$1,060
ZONE CHANGE/ZONING AMENDMENT APPLICATION	\$1,560
SUBDIVISION APPLICATION: TWO-LOT	\$810
PER ADDITIONAL LOT	\$200
SPECIAL PERMIT APPLICATION: RESIDENTIAL GRADING & FILLING	\$560
ALL OTHERS	\$1,310
SITE PLAN or CSPP APPLICATION: 1 OR 2 FAMILY or NON-RES. < 5,000 SF	\$560
3 UNITS TO 14 UNITS OR NON-RES. 5,000 SF - 25,000 SF	\$810
ALL OTHERS	\$1,060
MOTOR VEHICLE LICENSE	\$510
SCENIC ROAD APPLICATION	\$200
VARIANCES/APPEALS RESIDENTIAL ONE & TWO FAMILY up to \$25,000 in Project Construction Value	\$260
Plus \$50 per additional \$25,000 of Project Construction Value, not to exceed \$810	
ALL OTHERS	\$810
SPECIAL EXCEPTION	\$560
EXTENSION OF TIME	\$560

¹ ZBA and P&Z applications must pay the cost of the legal notice(s) directly to the Norwalk Hour

² Where applicable, fee includes a \$60 fee per CGS 22a-27j (PA 09-03)

ZONING PERMITS

AFTER THE FACT PERMIT – DOUBLE THE FEE LISTED BELOW!

ZONING PERMIT APPLICATIONS WITHIN A FLOOD ZONE ARE SUBJECT TO ADDITIONAL \$250 FEE

	APPLICATION FEE	ZONING FEE ²
PROPANE TANK, ELEC. METER , AC UNITS & ACCESSORY STRUCTURES ≤ 200 SF	\$0.00	\$110
ACCESSORY STRUCTURES & SPORTS COURTS > 200 SF	\$150	\$310
RESIDENTIAL CHANGE IN USE/HOME OCCUPATION/INTERIOR ALTERATION	\$0.00	\$160
NEW SINGLE-FAMILY DWELLING (including detached ADU's)	\$250	\$310
NEW TWO-FAMILY DWELLING	\$250	\$410
ONE- & TWO-FAMILY ADDITION (≤ 1,000 SF)	\$0.00	\$210
ONE- & TWO-FAMILY ADDITION (> 1,000 SF)	\$200	\$410
NEW MULTI FAMILY CONSTRUCTION (FIRST 3 UNITS)	\$250	\$560
PER ADDITIONAL UNIT	\$0.00	\$125
MULTI FAMILY ADDITION	\$250	\$560
NON-RESIDENTIAL NEW CONSTRUCTION (< 5,000 SF)	\$250	\$560
NON-RESIDENTIAL NEW CONSTRUCTION (5,000 SF – 24,999 SF)	\$250	\$810
NON-RESIDENTIAL NEW CONSTRUCTION (> 25,000 SF)	\$250	\$1,060
PER ADDITIONAL 10,000 SF > 35,000 sf	\$0.00	\$250
NON-RESIDENTIAL INTERIOR ALTERATION/TENANT FIT-UP (< 1,500 SF)	\$0.00	\$310
NON-RESIDENTIAL INTERIOR ALTERATION/TENANT FIT-UP (1,500 – 2,999 SF)	\$0.00	\$385
PER ADDITIONAL 1,000 SF OVER 2,999 SF	\$0.00	\$75
SIGNS (ADDRESS, DIRECTORY, OUTDOOR DISPLAY & PLAQUE)	\$0.00	\$60
SIGNS (AWNING, BAND, BLADE, POST, WALL & WINDOW)	\$150	\$160
SIGNS (CORNICHE, LARGE PROJECTING, MARQUEE & MONUMENT)	\$300	\$310
EXCAVATION, FILLING AND GRADING (STAND-ALONE PERMITS)	\$150	\$160

MISCELLANEOUS

ZONING VERIFICATION LETTERS (ONE & TWO FAMILY)	\$200
ALL OTHERS	\$500
LOT LINE REVISIONS	\$200
FIRST CUT/DETERMINATION OF LOT	\$500
ZONING MAP 24"x36"	\$10
COPIES (PER PAGE)	\$0.50

REVISED Schedule of Fees
FEES FOR MAPS & APPLICATIONS PLANNING, ZONING & ZBA
 Effective January 27, 2022

REGULATIONS & MAPS*

	<u>2022</u>	<u>2026</u>
PLAN OF CONSERVATION & DEVELOPMENT	\$25	
ZONING REGULATIONS	\$25	
ZONING MAP	\$10	
SUBDIVISION REGULATIONS	\$5	
HARBOR MANAGEMENT PLAN & ADDENDUM	\$10	
COPIES (PER PAGE)	\$0.50	

*All documents available for download online!

APPLICATION AND PERMIT FEE

AMENDMENT TO THE POCD	\$1,060	
ZONE CHANGE/ZONING AMENDMENT APPLICATION	\$1,060	\$1,560
SUBDIVISION APPLICATION: TWO-LOT	\$810	
PER ADDITIONAL LOT	\$200	
SPECIAL PERMIT APPLICATION	\$810	\$1,310
SITE PLAN APPLICATION	\$710	\$810
CAM APPLICATION: 1 OR 2 FAMILY	\$310	\$560
ALL OTHERS	\$810	\$1,060
MOTOR VEHICLE LICENSE	\$510	
SCENIC ROAD APPLICATION	\$200	
UNAUTHORIZED MODIFICATIONS TO PLAN WITHOUT PRIOR COMMISSION APPROVAL	\$1,000	
All Special Permit & site plan applications; CAM over 6 units, commercial & industrial		
VILLAGE DISTRICT APPLICATION (where peer review not otherwise authorized)	\$1,500	
EXTENSION OF TIME: SITE PLAN/CAM SITE PLAN & SPECIAL PERMIT (Must provide written confirmation from Tax Collector of property tax status)	\$500	

ZONING PERMIT:

PROPANE TANKS, AC UNITS & ACCESSORY STRUCTURES < 100 SF	\$110	
ALL OTHER ACCESSORY STRUCTURES	\$260	\$460
RESIDENTIAL CHANGE IN USE/HOME OCCUPATION/INTERIOR ALTERATION	\$160	
NEW SINGLE-FAMILY DWELLING	\$460	\$560
NEW TWO-FAMILY DWELLING	\$560	\$660
1 & 2 FAMILY ADDITION (< 1,000 SF)	\$210	
1 & 2 FAMILY ADDITION (> 1,000 SF)	\$310	\$610
MULTI FAMILY (MINIMUM)	\$660	\$810
PER ADDITIONAL UNIT	\$100	\$125
NON-RESIDENTIAL NEW CONSTRUCTION (< 5,000 SF)	\$560	\$810
NON-RESIDENTIAL NEW CONSTRUCTION (5,000 SF – 24,999 SF)	\$810	\$1,060
NON-RESIDENTIAL NEW CONSTRUCTION (> 25,000 SF)	\$1,060	\$1,310
NON-RESIDENTIAL INTERIOR ALTERATION/TENANT FIT-UP (< 1,500 SF)	\$310	
NON-RESIDENTIAL INTERIOR ALTERATION/TENANT FIT-UP (1,500 – 2,999 SF)	\$385	
PER ADDITIONAL 1,000 SF OVER 2,999 SF	\$75	
GROUND/BILLBOARD SIGN	\$460	\$610
ALL OTHER SIGNS (PER SIGN)	\$210	\$310
EXCAVATION, FILLING AND GRADING:	\$260	\$310

APPEALS AND VARIANCE APPLICATIONS

RESIDENTIAL ONE & TWO FAMILY	\$260	\$260
RESIDENTIAL MULTIFAMILY	\$560	\$810
COMMERCIAL/INDUSTRIAL	\$560	\$810
SPECIAL EXCEPTION	\$560	
APPEALS	\$260	\$560/\$810
EXTENSION OF TIME	\$510	\$560

ZONING VERIFICATION LETTERS

ONE & TWO FAMILY	\$200
ALL OTHERS	\$500

** Where applicable, fee includes a \$60 fee per CGS 22a-27j (PA 09-03)

*** Applicants for subdivisions, special permits, site plans, CAM or any amendments must pay the cost of the legal notice(s) directly to the Norwalk Hour.



CITY OF NORWALK
Sabrina Godeski
Director of Business Development & Tourism
sgodeski@norwalkct.gov
P: 203-854-7948
Norwalk City Hall
125 East Avenue, Room 122
Norwalk, CT 06851

TO: Economic and Community Development Committee; City Council
FROM: Sabrina Godeski, Director of Business Development & Tourism
DATE: May 26, 2026
RE: Marketing Services Contract Extension – Miranda Creative Inc.

Overview

The purpose of this memorandum is to formally request approval for a one-year extension of the City of Norwalk's marketing services contract with Miranda Creative. Miranda Creative has continued to successfully support the City's marketing, tourism, economic development, arts, and community engagement initiatives through strategic storytelling, organic content creation, and coordinated communications efforts across multiple City platforms.

Over the course of the current contract term, Miranda Creative has provided comprehensive marketing and communications services for platforms including Visit Norwalk, Norwalk for Business, the Norwalk Arts & Culture Commission, the Parking Authority, and general City initiatives. Their work has enhanced public engagement, strengthened Norwalk's brand identity, and promoted the City's economic and cultural assets through localized, people-centered content.

Contract Extension and Scope Adjustment

The proposed extension will continue these services for an additional one-year term while modifying the original scope of work to remove services associated with "Norwalk Tomorrow." As a result of this adjustment, the annual contract amount will decrease from \$189,900 to \$163,600 for the extension period.

The revised contract will continue to provide:

- Strategic storytelling and content development to promote Norwalk's tourism, economic, and cultural assets.
- Coordination across City marketing platforms including Visit Norwalk, Norwalk for Business, the Norwalk Arts & Culture Commission, and the Parking Authority.
- Support for advertising campaigns, event promotions, and community engagement initiatives.
- Streamlined and cost-effective multi-departmental marketing services.

- Locally informed content creation supported by Miranda Creative's Norwalk-based staff and community familiarity.

Continued Value to the City

Miranda Creative has demonstrated strong performance throughout the current contract term and continues to provide significant value through collaborative, efficient, and high-quality marketing services. The continuation of this partnership will ensure consistency in branding, messaging, and outreach efforts while maintaining fiscal responsibility and operational efficiency.

Request

It is respectfully requested that the Economic and Community Development Committee and the Common Council approve a one-year extension of the contract with Miranda Creative in an amount not to exceed \$163,600.

ACTION: Authorize the Mayor, Barbara C. Smyth, to execute a one-year extension of the marketing services contract with Miranda Creative Inc. in an amount not to exceed \$163,600.

ACCTS:

01-14-50-5258

01-37-80-5258

Miranda Creative



CITY OF NORWALK

Request for Proposal: Project 4427 – Media Marketing and Public Relations Services

Client: City of Norwalk Economic and Community Development
City Hall, 125 East Avenue, Norwalk, CT 06857

Contact: Chris McCauley | Purchasing Officer
(203) 854-7712 | cmccauley@norwalkct.gov

From: Maria Miranda | Creative Director/Principal
(860) 823-0754 | mmiranda@mirandacreative.com

Date: 3.12.2025

Dear Mr. McCauley:

Miranda Creative is pleased to submit our proposal to provide Media, Marketing, and Public Relations Services for the City of Norwalk. With nearly 40 years of experience delivering strategic communications and brand management services, we are confident that our specialized expertise aligns with the needs outlined in your RFP.

Our agency has a great deal of experience supporting Connecticut's public sector, successfully executing large-scale campaigns for statewide agencies such as the Connecticut Department of Agriculture, CT Paid Leave, and the Department of Mental Health and Addiction Services. We have also partnered with numerous municipalities and metropolitan planning organizations across the state, giving us valuable insight into the unique challenges and opportunities faced by local government entities.

Our 30 teammates are located in every corner of Connecticut, and our clients span every county in the state, including the Women's Business Development Council in close proximity to Norwalk. Our statewide presence, coupled with our specialized knowledge and experience in public sector communications, gives us the tools to develop impactful campaigns that engage local audiences while addressing city-wide priorities.

We would be honored to support the City of Norwalk to deliver creative, effective, and results-driven marketing solutions. We welcome the opportunity to discuss our approach in more detail and answer any questions you may have.

Respectfully submitted on behalf of the community of Miranda Creative, Inc. – M2.



Miranda Creative



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Miranda Creative



Section 1: Executive Summary

Company Information and Contact Information

Agency Name: Miranda Creative, Inc.
 Address: 18 Elm Avenue, Norwich, Connecticut 06330
 Founded: 1988
 Employees: 26
 Website: <https://mirandacreative.com>

Primary Contact: **Maria Miranda**
 Founder, Agency Principal
MMiranda@mirandacreative.com
 (860) 823-0754 (mobile)

Project Lead: **Kevin Aherne**
 Director of Communications
KAherne@mirandacreative.com
 (413) 822-1164 (mobile)

Overview: History, Structure, and Core Competencies

Founded in 1988, Miranda Creative, Inc. began as a small, woman-owned design firm and has since evolved into a full-service, award-winning marketing and communications agency with a diverse team of 30 professionals. Over the past 36 years, we have built a strong reputation for strategic branding, digital media, graphic design, strategic communications, and responsive website development.

Headquartered in Norwich, Connecticut, our portfolio includes a broad range of clients across government agencies, municipalities, regional planning organizations, quasi-public agencies, nonprofits, and private businesses. We take pride in our ability to blend creativity with strategy to produce results-driven marketing and communication solutions.

At our core, we are passionate about making our communities better. We understand the unique challenges that public sector organizations face, including budget constraints, regulatory compliance, accessibility requirements, and the need for clear, engaging messaging that reaches every corner of a community. We willfully accept the challenge of working efficiently within time and budget limitations to maximize impact and deliver measurable results.



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Our Structure

At Miranda Creative, we utilize a cohort model, assembling a customized team of specialists for each project.

This model makes us agile and highly responsive, ensuring that each client benefits from a tailored, strategic, and integrated cohort that becomes an extension of their team.

Our team includes:

- **Brand Managers** — project managers and strategists who keep projects moving forward and focused on a client's defined goals, solving any complex problems that arise along the way.
- **Graphic Designers** — creative minds who develop engaging, accessible visual assets that bring brands to life.
- **Content Developers** — strategic communicators with expertise in creating audience-specific multimedia content and public sector communications.
- **Web Developers and UI/UX Specialists** — technical experts creating custom, accessible, and user-friendly websites.
- **Digital Media Specialists** — digital experts who leverage several digital platforms to deliver precise and effective messaging to defined audiences.
- **Social Media Managers** — strategists with subject matter expertise in all social platforms with the ability to leverage each with highly effective engagement.
- **Public Relations Specialists** — communications professionals who develop earned media strategies and mass media outreach to amplify a brand's visibility.

Core Competencies

Brand Development & Strategic Communications

Our agency has developed and revitalized public-facing brands for state agencies, municipalities, and regional organizations. We conduct:

- Stakeholder research and community engagement to develop a brand identity that resonates with key audiences.
- Visual identity design, including logos, typography, color palettes, and iconography.
- Strategic messaging development, crafting clear, compelling narratives that align with organizational goals.



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Marketing Strategy & Public Engagement

We develop comprehensive marketing strategies for public agencies and quasi-public organizations, ensuring inclusive, engaging, and effective outreach campaigns. Our approach includes:

- Targeted digital advertising and social media strategies to reach diverse populations.
- Community engagement initiatives to ensure two-way communication with the public.
- Public relations and media outreach, securing earned media coverage in major news outlets.

Graphic Design & Content Creation

Our graphic design expertise spans print, digital, and environmental branding, ensuring a consistent and compelling presence across all mediums. We create:

- Creative assets for digital, legacy, and social media.
- Informational brochures, reports, and legislative materials.
- Infographics, motion graphics, and other interactive media.
- Branded templates for social media and email marketing.

Digital Media, SEO, & Data Analytics

We leverage SEO best practices and data-driven insights to enhance digital visibility, including:

- Search engine optimization (SEO) strategies to improve organic search rankings.
- Paid digital media campaigns, including Google Ads, Facebook, and LinkedIn.
- Performance tracking and analytics, optimizing content based on user engagement.

Website Design & Development

We specialize in designing and developing modern, custom-built websites that exceed current accessibility standards (WCAG 2.1 AA), ADA compliance, and responsive best practices. Unlike many agencies that rely on off-the-shelf page builders, we develop sites from the ground up, ensuring:

- Custom components that fit each client's specific needs.
- User-friendly content management systems that allow stakeholders to easily update content, images and even add pages without technical expertise.



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- Consistent brand identity, with coded elements that automatically align with brand colors, fonts, and style guidelines.

Event Planning & Coordination

We provide full-scale event support, from logistics and vendor management to promotional materials and on-site coordination. Our experience includes public events, galas and fundraisers, ribbon-cuttings, and press conferences.

Quick MC Facts

- Miranda Creative was **founded in 1988** and currently **employs 26 people**.
- Miranda Creative is an **approved vendor** by the Connecticut Department of Administrative Services (DAS) through **Master Service Agreement – Media, Marketing, and Public Relations Contract 24PSX0020**.
- Miranda Creative, Inc. is a State of Connecticut-recognized **Woman-Owned / Minority-Owned Business Entity (WBE/MBE)**.
- Miranda Creative, Inc. qualifies for designated **“small business set-aside”** projects from all State and Federal agencies.
- Miranda Creative, Inc. is located in a designated **“opportunity zone,”** as identified by the State of Connecticut for economic development priorities and contract preferences.
- Miranda Creative was the **2023 Eastern Connecticut Small Business of the Year** (Chamber of Commerce of Eastern CT)
- Founder and Agency Principal Maria Miranda is the **2024 U.S. Small Business Administration’s Small Business Person of the Year – Connecticut**.

Public Sector Partnerships

Miranda Creative has a long-standing commitment to supporting government agencies, municipalities, and public-serving organizations to communicate with their audiences effectively. Our experience spans:

- State agencies such as the Department of Agriculture, Office of the State Treasurer, Department of Mental Health and Addiction Services, Department of Children and Families, and Secretary of the State
- Regional government organizations, including two Connecticut Metropolitan Planning Organizations (MPOs).
- Quasi-public agencies such as Connecticut Paid Leave, Connecticut Housing Finance Authority, and CIRMA (Connecticut Interlocal Risk Management Agency).



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We understand the complexities of public sector communications, including:

- Transparency and public accountability requirements.
- Compliance with state and federal accessibility laws.
- Budget-conscious strategy development to maximize impact while respecting fiscal constraints.

By combining strategic expertise, creative execution, and a deep understanding of public sector needs, we deliver solutions that inform, engage, and empower communities.

Approach to the Proposed Project

At Miranda Creative, we build specialized teams for each project, selecting the right mix of talent from our team of 26 talented professionals to meet a client's specific needs. This cohort model allows us to work as an extension of the client's internal team while keeping the full depth of our agency available for additional support. Whether the project calls for branding, web development, social media, or public relations, we bring in the right people at the right time to keep everything moving forward.

We kick off every engagement with an immersive discovery retreat, either in person or online. This session gives us time to learn about the organization, confirm priorities, and adjust plans based on new insights. Instead of treating an RFP as a rigid roadmap, we take the time to understand what's working, what's missing, and what opportunities exist to improve outcomes.

During the first 30-45 days, while getting projects underway, we handle technical setup behind the scenes. This includes securing access to Google Analytics 4, website CMS, and social media platforms while also setting up Basecamp for project management, Loomly for social media content, and Agency Analytics for data tracking. We will also either establish or gain access to important paid marketing tools such as Google Ads, Meta Business Manager, Spotify Ads, and TikTok Ads.

Importantly, in 2023, **Miranda Creative launched an in-house digital ad trade desk**, which allows us to manage digital ad campaigns directly, eliminating the need for third-party vendors, and giving us full control over budgets, targeting, and performance optimization.

Marketing and communications require a mix of long-term planning and the ability to respond to immediate needs. We develop content calendars, event marketing strategies, and promotional plans, but we also leave room for unexpected needs like crisis communications, emergency public announcements, or last-minute event promotions.



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We prefer to have regular stakeholder meetings — weekly at first, then bi-weekly as projects progress — to keep everything on track and everyone up-to-date on important deliverables. For fast-moving initiatives, we run “sprint meetings” where key team members meet in quick, focused sessions (daily or a few times per week) to check progress, gather feedback, and keep projects on schedule. This approach keeps work flowing smoothly while making space for flexibility when it’s needed.

Ability to Provide Required Services

Miranda Creative brings nearly 40 years of experience in brand management, communications, and marketing across a wide range of industries, with a strong specialization in municipal and public-sector work. We have successfully partnered with state agencies, local governments, regional organizations, and quasi-public entities, delivering strategic, results-driven campaigns that engage communities and elevate public initiatives.

Our expertise spans website management, social media strategy, content development, event promotion, business outreach, and advertising — core services outlined in the City of Norwalk’s RFP.

Our team is made up of specialists in graphic design, digital strategy, content writing, video production, social media management, website development, and strategic communications. This breadth of expertise allows us to assign the right people to each aspect of a project, ensuring high-quality execution while maintaining built-in redundancies to prevent disruption due to PTO, illness, or other staffing challenges. Clients benefit not only from the dedicated cohort assigned to their engagement but also from access to our full team, who can step in as needed to keep projects moving forward efficiently. With a history of delivering on-time, on-budget solutions for municipal clients, we are well-prepared to help the City of Norwalk achieve its communication and marketing goals.



Section 2: Project Team Organization and Staffing

Core Project Team

Name	Project Role	Est. Hours	Annual Cost
Maria Miranda	Marketing Strategy, Creative Direction	36	\$5,400
Marnie Sersknas	Project Management, Client Communications, Planning, and Coordination	96	\$14,400
Greg Boyd	Digital Marketing Strategy, Campaign Management, Data Analytics, SEO	144	\$21,600
Kevin Aherne	Communications Strategy, Content Development, Outreach	96	\$14,400
Tomasz Kazmierczak	Creative Lead, Graphic Design	72	\$10,800
Allie Bryant	Social Media Management, Campaign Management	180	\$27,000
Yana Dynia	Social Media Content	180	\$27,000
Dirk Langeveld	Copywriting, Content Development	96	\$14,400
Alex Dominguez	Graphic Design	96	\$14,400
Ryan Doran	Graphic Design, Animation, Video Editing	120	\$18,000
Josh Hallee	Website Management (Back-End)	72	\$10,800
Conor Feeny	Website Management (Content)	78	\$11,700

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Project Team Bios

Maria Miranda | Chief Creative Officer

Maria established Miranda Creative at the age of 23 with the vision to develop a unique brand management firm that was a transparent and positive partner to clients. Since graduating from the University of Connecticut, she has led her award-winning, 30-person company through nearly 40 years of continuous growth, with a passion for creativity and the adoption of new media/technology. Through purposeful recruitment, the agency is one of Connecticut's most diverse and inclusive — finding innovative ways to engage and retain valued team members across many time zones. Maria stays at the forefront of her industry through education and intentional outreach. She is an adjunct professor of new media for the State of Connecticut and a frequent subject matter expert on national media outlets. Maria's various accolades include being named Connecticut Small Business Person of the Year by the U.S. Small Business Administration in 2024 and Citizen of the Year by the Chamber of Commerce of Eastern Connecticut in 2014.

Marnie Serksnas | Senior Brand Manager

Marnie has a proven track record of delivering strategic planning and creative thinking to help promote brands, convey messaging to internal and external audiences, and achieve business objectives. As the primary point of contact for her clients, she works to develop and implement growth strategies, manage the production of deliverables, and ensure collaboration within the Miranda Creative team to meet client needs promptly. She is responsible for managing major client accounts, including the Connecticut Department of Mental Health and Addiction Services, Connecticut Department of Children and Families, CT Paid Leave, Governor's Prevention Partnership, and Aspira Women's Health. Marnie is a dynamic, experienced leader with more than 30 years of experience developing and overseeing omnichannel marketing and communications strategies, with a particular focus on health and wellness marketing. She was a triple major at the University of Connecticut (Communications, English, and Science) and built her marketing expertise in customer engagement, social media, planning, and analytics through an executive certification program from the Columbia Business School.

Greg Boyd | Director of Digital Marketing Services

Greg is a highly skilled professional who brings a wide breadth of digital knowledge to Miranda Creative. He has led digital advertising solutions to develop and strategically deploy experiences across multiple channels, including paid and organic social, search engine optimization (SEO), mobile messaging, and content strategy. These solutions have provided our clients with quality and consistent digital products, allowing them to achieve optimal outcomes while remaining focused on bottom-line success. Greg has



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over 25 years of experience serving the healthcare, hospitality, and gaming sectors. Before joining Miranda Creative, he spent more than a decade overseeing digital strategies and solutions for the Waterford Hotel Group, working directly with some of the largest brands in hospitality. He was also part of the Mohegan Sun team, where he re-platformed their website to improve the casino's online presence.

Kevin Aherne | Director of Communications

Aherne brings a unique combination of skillsets to his dual role at Miranda Creative, with previous experience in operations management in the banking industry and nearly a decade of experience in journalism and public relations. Kevin leads the agency's business relationships, developing detailed proposals that outline how the Miranda Creative team can address each client's unique marketing needs. Building on his prior roles, including service as a reporter, editor, and Director of Communications for the City of Providence, Kevin spearheads Miranda Creative's communications and public relations efforts. He understands the public relations process from both client and media perspectives. This allows him to provide key information to media professionals and outlets, anticipate and mitigate potential exposures, and strategically deliver prioritized messaging.

Tomasz Kazmierczak | Senior Art Director

Tomasz is Miranda Creative's creative lead, bringing vision and conceptual continuity to client projects across print and digital mediums. Tomasz oversees the creative process for each client by developing strategies and concepts, guiding agency teams, and managing vendors to deliver high-quality results. He has led teams in developing creative elements for some of Connecticut's most widely known brands, including CT Grown, CT Paid Leave, WeAreCT.org, GSB, CIRMA, the Hartford Public Library, and Bishop's Orchards. In his more than 15 years of brand artistry, Tomasz' work has been recognized locally, nationally, and internationally. He also directly oversees many photo and video projects, ensuring clients have an inventory of striking images and clips that resonate across multiple platforms. Before joining Miranda Creative, Tomasz was one of the first hires of a startup marketing agency and delivered creative results that helped guide the company through a successful period of growth. He holds a degree in graphic design from the University of Hartford and has completed certificate programs in web design and marketing at the Rhode Island School of Design.

Allie Bryant | Lead Digital Strategist

Allie is responsible for ideating, strategizing, project managing, executing, and tracking comprehensive digital marketing strategies, including organic/paid social media; budget management; and integrating dynamic digital production, including email, SMS, and website development. With almost a decade of business experience and a bachelor's



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degree in marketing from Regent University, Allie is a valuable resource for strategic thinking, project management, trends, best practices, design applications, and emerging technologies. While at MC, Allie successfully grew a high-profile food vendor's social media following by more than 500 people in less than 30 days with a strategic low-cost paid social strategy and grew a Connecticut state social media account to more than 2,000 followers in less than 18 months. As a seasoned troubleshooter, Allie has implemented measurable growth strategies for clients in a range of industries, including non-profits, food and beverage, agriculture, tourism, state agencies, and insurance.

Yana Dynia | Content Creator and Coordinator

Yana is a subject matter expert in creating engaging and impactful content in the digital space. She drives successful audience engagement across various social media platforms by developing and executing comprehensive and high-impact organic content strategies and materials in collaboration with Miranda Creative's brand managers. Before joining the agency, Yana was a video producer at YouTube and Google, a production coordinator at Conde Nast, and a social media manager for B&H Photo & Video. She holds a Bachelor of Fine Arts from The School of Visual Arts in New York City. Her films have been featured and distributed worldwide — most notably in the Cannes Film Festival, IFF Official Selection, Santa Monica International Film Festival, and the Official Selection NYC Short Film Festival. At Miranda Creative, Yana has overseen visual storytelling for brands that include Connecticut Grown and CT Paid Leave. In recent years, she has also helped brands navigate their presence on new and emerging platforms, including TikTok.

Dirk Langeveld | Communications Specialist

Dirk assists a diverse range of clients with content-driven needs that include strategic development, copywriting, and results-driven message delivery. While he has worked on everything from display ads to annual reports, his background in journalism makes him exceptionally skilled at long-form projects such as newsletters, blogs, and website content. Dirk assists other Miranda Creative team members with developing cohesive content strategies that deliver messaging across multiple platforms. He also supports public relations efforts to extend the reach of client news through media, chambers of commerce, partner organizations, and other platforms. Dirk's projects have included B2B and B2C messaging for the Connecticut Department of Agriculture and overseeing the email marketing strategy for multiple clients, including the Connecticut Education Association, Railroad Museum of New England, Berkshire Scenic Railway Museum, and Connecticut Art Trail.



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Alex Dominguez | Graphic Designer

Alex develops creative solutions for Miranda Creative clients across digital, print, and video. She joined the MC team after building a prolific graphic design portfolio during her education at the University of Connecticut, which included helping to develop a brand identity for the Homer Babbidge Library's Liberated Zine Zone, developing and implementing visual marketing materials to increase program outreach for UConn Individualized and Interdisciplinary Studies; and creating designs for a range of clients through Design Center Press, UConn's graphic design studio. She received the Gold and Spirit of Creativity awards from the Connecticut Art Directors Club for her work on the book *Radical Modernisms* and a Silver award for the book *Liminal Home*. At Miranda Creative, Alex's work has included creating the logos for BPM Insights and the Saybrook Starlight Festival and materials for clients, including the Connecticut Department of Agriculture, Bishop's Orchards, Women's Business Development Council, and CT Paid Leave.

Ryan Doran | Graphic Designer

Ryan is skilled in both print and digital design, including visual elements for packaging, posters, logos, web animations, UI/UX, and 3D modeling. His work is strongly influenced by his background in architecture and his interest in fashion and modern art. Ryan earned a BFA in graphic design from Emmanuel College, where he was a design assistant in the Art Department. Ryan leads Miranda Creative's animation deliverables, including 3-D animations, and completed the dynamic assets used in Hartford Public Library's 250th brand refresh. He has also worked to adapt design concepts to multiple mediums, recently completing this type of work for CIRMA. Ryan has pursued his interest in fashion design outside of work by developing his own clothing brand.

Josh Hallee | Front-End Developer

Josh specializes in web accessibility and is committed to creating user-friendly experiences that are inclusive for all individuals. He has completed website builds or overhauls for clients, including the Connecticut Department of Mental Health and Addiction Services and CorePlus Credit Union. He also fulfills support requests for all of Miranda Creative's clients. Josh holds a bachelor's degree in software engineering from the New England Institute of Technology.

Conor Feeney | Data Entry Clerk

Conor works with the web team to build WordPress web pages for Miranda Creative clients. Conor ensures that each page we create is accurate, complete, well-organized, accurately categorized, and consistent. He has helped deliver websites for clients, including Burris Logistics and CorePlus Credit Union. Conor is a graduate of the



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University of Connecticut. He previously focused his attention on detail as a gameplay faction consultant for Pocket Gems Inc., offering constructive feedback to this game developer through analytic data sheets and reports to developers.





Section 3: Detailed Project Approach

Overview

Managing communications for a city as dynamic as Norwalk requires a strategic, coordinated approach that balances the unique needs of individual departments with the shared priorities of the city as a whole. The scope of work outlined in the RFP spans six departments and initiatives — City of Norwalk, Visit Norwalk, Norwalk for Business, Norwalk Arts and Culture Commission, Norwalk Tomorrow, and the Norwalk Parking Authority — each with distinct objectives but also significant areas of overlap. The required services include Website Management, Social Media Management, Community Engagement, Email Marketing, Event and Promotion Support, Business Outreach and Support, Advertising, Content Creation, and Account Management and Reporting. Our approach is designed to streamline efforts across departments, maintain consistent messaging, and maximize impact through strategic alignment.

A key part of our process is identifying synergies across these departments so efforts are not duplicated but instead reinforce and amplify one another. For example, a small business-focused event in Norwalk will naturally involve Norwalk for Business, the City of Norwalk, and the Parking Authority — each playing a distinct role but needing a unified message and coordinated outreach. Through strategic planning, we can align core deliverables, create efficiencies, and strengthen public engagement. This is not only practical but also cost-effective, as it ensures that resources are used efficiently while maximizing engagement across multiple audiences.

To meet Norwalk's defined needs, we are assembling a dedicated team with the right blend of talent for each deliverable. This includes award-winning graphic designers, experienced social media and digital marketing specialists, accomplished content writers, and an innovative web development team responsible for some of Connecticut's most visible municipal and public-sector websites. Additionally, our Director of Communications, who will be embedded in this cohort, previously served as the Director of Communications for the City of Providence — bringing directly relevant experience managing communications across multiple municipal departments and executing citywide outreach strategies.

We also integrate modern technology, including AI-powered tools, to enhance efficiency and organization across our workstreams. Over the past year, we have invested in training and research to maximize the benefits of artificial intelligence in content planning, social media scheduling, and campaign optimization. It's important to emphasize, however, that AI is a tool, not a replacement for strategic expertise and creative execution. Just as a hammer does not build a house, AI does not develop and



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execute a marketing strategy — but when used properly, it's a useful tool that helps us deliver high-quality work on time and within budget.

Scope and Methodology

Our methodology for successful marketing and communications campaigns is rooted in research, analytics, and community engagement to develop marketing initiatives that are informed by data, best practices, and the unique needs of Norwalk's stakeholders. Our strategies are continuously monitored and refined to maximize engagement, optimize budget allocation, and deliver measurable outcomes.

We employ advanced targeting techniques that allow us to reach specific audiences with precision. While traditional advertising methods may yield broad exposure, digital targeting enables us to hone in on audiences most likely to engage with specific events, programs, and initiatives, thereby increasing the efficacy of each campaign. Our organic media strategies deliver content that is tailored for specific platforms, leveraging emerging trends and optimizing reach through algorithmic insights.

Data-Driven Social Media Management

For each city initiative, a customized, research-backed social media strategy will be developed with targeted outreach, engagement, and measurable impact. Our approach leverages advanced analytics, audience insights, and trend analysis to maximize reach and resonance.

- **Visit Norwalk:** Daily posts on Instagram and Facebook, and 7-14 weekly Instagram stories featuring original visuals, influencer collaborations, and targeted promotions based on engagement trends and audience behavior.
- **Norwalk for Business & Norwalk Tomorrow:** Weekly content informed by industry research and audience data, highlighting economic development opportunities, planning initiatives, and local business support.
- **Norwalk Arts and Culture Commission:** A dedicated campaign showcasing public art, cultural events, and artist spotlights, with content optimized per platform for maximum engagement.
- **Norwalk Parking Authority:** Informative content showcasing convenient parking options, event communications, and promotions.
- **Engagement & Monitoring:** Active audience interaction, real-time response management, and continuous performance tracking to refine and optimize strategy.



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High-Impact Content Creation & Email Marketing

Miranda Creative will develop high-quality, strategically crafted content to support communications with residents, local businesses/entrepreneurs, community leaders, and prospective business development stakeholders with consistent messaging and effective cross-platform deployment.

- **Storytelling & Articles:** Monthly blog posts for Norwalk Tomorrow, success stories for Norwalk for Business, and tourism spotlights for Visit Norwalk, developed using SEO best practices and audience insights.
- **Email Campaigns:** A weekly newsletter for Visit Norwalk and monthly newsletters for Norwalk for Business and Norwalk Tomorrow, each designed to maximize engagement and click-through rates.
- **Multilingual Capabilities:** Key event and promotional materials will be produced in English, Spanish, and Haitian Creole for inclusive access to information.

Research-Backed Website Management & Optimization

We will oversee the maintenance, enhancement, and compliance of Norwalk's websites, ensuring seamless user experience and strong search engine performance.

- **Comprehensive Website Management:** Continuous updates, content additions, and structural refinements across Visit Norwalk, Norwalk for Business, Norwalk Tomorrow, and the Norwalk Parking Authority websites.
- **Accessibility Compliance:** All digital content will meet WCAG 2.2 AA standards.
- **Metrics and Reporting:** Monthly performance reports providing comprehensive insights into user engagement, traffic trends, and areas for improvement, with recommendations for iterative optimization.

Community Engagement & Business Outreach

Public participation is critical to the success of Norwalk's initiatives. We will implement targeted engagement strategies informed by community feedback, behavioral data, and best practices in civic engagement.

- **Norwalk Tomorrow:** Interactive campaigns such as polls, surveys, and Q&A sessions to solicit and analyze public feedback.
- **Norwalk for Business:** Data-informed outreach to entrepreneurs and business owners, ensuring awareness of funding opportunities, networking events, and city resources.



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- **Event Promotion & Participation:** Coordinated outreach efforts, branding, promotional materials, and strategic messaging to enhance public involvement and awareness.

Advertising & Promotional Campaigns with Advanced Targeting

Miranda Creative will manage the allocation of the \$200,000 annual advertising budget with precision, ensuring maximum return on investment. Our approach integrates real-time data analysis and audience segmentation to optimize campaign effectiveness.

- **Strategic Planning:** Research-driven ad placements across digital, print, and traditional media, aligning with audience behaviors and media consumption patterns.
- **Advanced Targeting:** Leveraging geo-fencing, behavioral data, and psychographics to reach specific demographics. For example, a terrestrial radio ad promoting business development in Norwalk might reach 100,000 people, but through advanced digital targeting, we can focus on concentrated audiences—such as small business owners, entrepreneurial podcast listeners, venture capitalists, and industry-specific professionals.
- **Performance Analytics:** Regular reporting on advertising effectiveness, using data-driven insights to refine and adjust strategies in real time for optimal impact.

Event & Promotion Support

Miranda Creative will provide comprehensive marketing support for the City of Norwalk's key events, ensuring cohesive branding and strong audience engagement.

- **Pre-Event Marketing:** Promotional graphics, advertising campaigns, and strategic social media integration designed to build anticipation and maximize turnout.
- **On-Site & Post-Event Coverage:** Live content capture, audience engagement strategies, and follow-up reporting to measure event impact.
- **Integrated Planning:** Strategic event promotion aligning with multiple departmental objectives (e.g., a small business event may involve Norwalk for Business, the Parking Authority, and Visit Norwalk).

Account Management, Data Analytics, and Reporting

Effective project oversight, task tracking, and performance analysis are central to our engagement, ensuring Norwalk's initiatives are executed with precision and accountability.

- **Dedicated Project Manager:** Overseeing timelines, deliverables, and cross-departmental coordination to ensure seamless execution.



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- **Regular Status Reports:** Monthly insights into engagement metrics, campaign performance, and strategic recommendations.
- **Built-in Redundancies:** Ensuring continuity of service through structured internal workflows, preventing disruptions due to PTO or staffing changes.

With decades of experience managing municipal and public-sector communications, our diverse, 30-person team of specialists ensures that Norwalk's marketing initiatives are executed with expert precision. By leveraging data-driven strategies, learned best practices, and continuous optimization, we will elevate Norwalk's presence as a thriving, connected, and forward-thinking city. Our comprehensive approach integrates community engagement, advanced targeting, and iterative refinement to drive measurable success across all six departments and initiatives.

Work Plan Schedule

Phase 1: Onboarding & Discovery (Weeks 1–6)

The first 4–6 weeks will focus on securing access, aligning strategies, and laying the foundation for a successful engagement. Key activities include:

- **Access & Systems Setup:** Secure credentials for website CMS, social media, email marketing tools, Google Ads, Meta Business Manager, and other relevant platforms.
- **Strategic Planning:** Develop message maps, language style guides, and a multimedia campaign plan to ensure consistency across initiatives.
- **Content & Asset Review:** Establish content calendars and organize existing assets (photo/video libraries, brand standards, past campaign data).
- **Stakeholder Alignment:** Meet with department leads to refine goals, priorities, and key messaging.

Parallel Work Streams: Website updates, social media management, and content creation will begin during onboarding to maintain communication continuity.

Phase 2: Initial Rollout & Optimization (Weeks 6–12)

With foundational work complete, we will begin phased execution of all deliverables, prioritizing immediate needs while refining long-term strategies.

Key Areas of Work:

- **Website Management:** Core updates, accessibility audits, SEO enhancements, and content uploads.



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- **Social Media Management:** Launch of content calendars, proactive engagement, and audience growth strategies.
- **Content Creation:** Development of articles, social posts, videos, and graphics.
- **Community Engagement:** Surveys, polls, and interactive content to foster public participation.
- **Business Outreach & Support:** Direct engagement and platform onboarding for local businesses.
- **Email Marketing:** Initiation of weekly (Visit Norwalk) and monthly (Norwalk for Business, Norwalk Tomorrow) newsletters.
- **Event & Promotion Support:** Development of promotional materials for city-wide events.
- **Advertising Strategy & Planning:** Media planning and creative development, with a campaign launch targeted for weeks 8–10.
- **Account Management & Reporting:** Initial performance reporting with actionable insights.

Phase 3: Full Execution & Ongoing Management (Months 3–12+)

With all foundational elements in place, we will shift to full-scale execution, ensuring alignment across initiatives while adapting to evolving needs.

Ongoing Deliverables & Optimization:

- **Website Management:** Continuous updates, technical enhancements, and accessibility compliance.
- **Social Media Management:** Consistent content production, engagement monitoring, and strategy refinement.
- **Community Engagement:** Monthly activations, Q&A sessions, and public input campaigns.
- **Email Marketing:** Performance-driven optimization of messaging and engagement tactics.
- **Event & Promotion Support:** Ongoing development of promotional assets.
- **Business Outreach & Support:** Targeted campaigns to engage entrepreneurs and drive economic development.
- **Advertising Campaigns:** Paid media launch within 60 days, with continuous monitoring and optimizations.



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- **Content Creation:** Weekly production of graphics, articles, and videos.
- **Account Management & Reporting:** Monthly performance reports with real-time dashboard access and narrative insights.

Project Tracking & Performance Measurement

Progress will be tracked at two levels:

1. **Organizational Initiative** (e.g., Visit Norwalk, Norwalk for Business, Norwalk Tomorrow).
2. **Area of Work** (e.g., social media, website, advertising).

We utilize a real-time dashboard tool integrating data from social media, website analytics, search engines, and ad campaigns. City stakeholders have full transparency with direct access to data, supplemented by monthly reports with actionable insights.

Advertising Timeline & Budget Considerations

The paid advertising campaign will launch within 60–75 days and run continuously throughout the year. To maximize its impact, adjustments will be made based on performance data, shifting priorities, and fiscal year budget approvals.





Section 4: References / Statement of Qualifications

Overview

Miranda Creative has a proven track record of delivering strategic marketing, branding, and digital solutions for government agencies, municipal organizations, quasi-public agencies, and nonprofits that serve the public interest.

With over 36 years of experience, we have built longstanding relationships with high-profile state agencies, including the **Connecticut Department of Agriculture**, the **Connecticut Secretary of the State**, the **Office of the Connecticut State Treasurer**, and a joint initiative between the **Connecticut Department of Mental Health and Addiction Services** (DMHAS) and the **Connecticut Department of Children and Families** (DCF), where we designed and launched an **innovative website solution** that functions as a powerful search engine. This platform enables Connecticut residents to efficiently navigate and connect with critical programs and services related to mental health, substance use recovery, and prevention.

In addition to state agencies, we have worked with municipal and regional organizations to drive economic development, tourism, and public engagement. Notably, we are engaged in long-term marketing strategy planning efforts with the **Northwest Hills Council of Governments** and recently completed a concurrent brand development and website design project for the **Southeastern Connecticut Council of Governments** (SECOG). This initiative launched in mid-February 2025 ([website](#)).

Current Public Sector Clients

Connecticut Office of the State Treasurer

Marketing strategy, digital marketing, media buying, and graphic design to promote municipal bond sales to retail investors.

Connecticut Secretary of the State

Comprehensive 11-month campaign to drive increased voter participation in a non-presidential election year.

Connecticut Department of Agriculture

Brand development and comprehensive campaign to support increased engagement with locally grown and produced products and increase connectivity among Connecticut's farmers and producers.



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Connecticut Department of Mental Health and Addiction Services (DMHAS) Connecticut Department of Children and Families (DCF)

Brand development, website design and development, and a comprehensive awareness campaign to promote Connecticut's programs and resources for prevention, mental health, and substance use recovery. This is a joint initiative between DMHAS and DCF.

Town of Old Saybrook

Engagement with the Department of Economic Development to develop strategies and execute campaigns designed to increase tourism and business development, including marketing and promoting the town's two signature public events.

Northwest Hills Council of Governments

Brand audit and marketing plan development to promote tourism and economic growth in the region.

Southeastern Connecticut Council of Governments

Website design and development and brand development — launched February 2025.

Connecticut Paid Leave Authority (Quasi-Public)

Brand development, strategic messaging, and communications to drive awareness and engagement with a new benefits program created with the passing of PFMLA laws in Connecticut.

Connecticut Housing Finance Authority (Quasi-Public)

Strategic media buying and digital marketing to promote the agency's programs and services.

Nonprofit Clients with Public Benefit

- Women's Business Development Council (WBDC)
- Uncas Health District
- North Central District Health Department
- Connecticut Interlocal Risk Management Agency (CIRMA)
- Generations Family Health Center
- Connecticut Education Association (CEA)
- Connecticut Area Agencies on Aging (Aging CT)
- Thames Valley Council for Community Action
- Connecticut Art Trail





Recent Public Sector Case Studies

Department of Agriculture (CT Grown)

CT Grown Re-Brand, Launch, and Comprehensive Marketing Campaign

The Connecticut Department of Agriculture sought to revitalize its 35-year-old **Connecticut Grown** brand with a fresh identity that would resonate with both farmers and consumers. Understanding that farming is more than a profession — it's a way of life — Miranda Creative developed a new brand identity with the tagline "**A Way of Life**" to reflect this meaningful connection.

Challenge

- Reinvent the Connecticut Grown brand to appeal to both producers and consumers.
- Develop a campaign that effectively communicates the cultural and lifestyle aspects of local agriculture.
- Maximize impact despite working within budget constraints.

Strategy

- Created a new brand identity with the tagline "**A Way of Life**" to capture the values of Connecticut's farming community and the benefits of choosing local products.
- Developed an experiential marketing campaign to engage audiences and build awareness through impactful storytelling.
- Strategically allocated media resources to maximize reach and engagement.

Execution

- Designed and launched the new brand identity with supporting creative assets tailored for both digital and traditional media.
- Managed a multi-channel campaign that blended media placements with direct consumer engagement strategies.
- Collaborated with the Connecticut Department of Agriculture to ensure the campaign aligned with industry priorities.

Results

- The rebrand delivered **121 million impressions** in its initial phase, exceeding engagement expectations and boosting consumer interest.



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- In 2023, Miranda Creative transitioned the campaign to focus on **brand promotion**, expanding media efforts to sustain momentum.
- The expanded campaign achieved an impressive **271 million brand impressions** on a **\$200,000 total media budget** within 18 months.

By combining strategic messaging, creative storytelling, and effective media placement, Miranda Creative successfully transformed Connecticut Grown into a modern, engaging brand that continues to connect with consumers and farmers to celebrate the state's rich agricultural heritage.



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Find your *Berries* at
CTGROWN.ORG



There's Always Room for
CT GROWN
On Your Plate

Find your *Eggs* at
CTGROWN.ORG



There's Always Room for
CT GROWN
On Your Plate

Find your *Oysters* at
CTGROWN.ORG

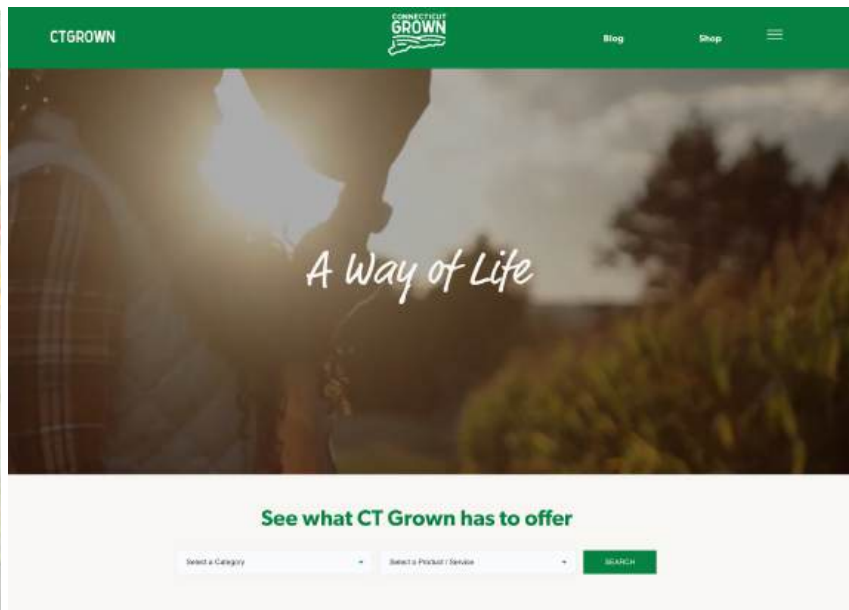


There's Always Room for
CT GROWN
On Your Plate

Connecticut Grown | A Way Of Life!

Ad <https://ctgrown.org/>

With 5,500+ producers in CT, you can find fresh, high-quality products right next door. Find locally produced products near you.



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Connecticut Grown program relaunched to promote state-grown foods

By JESSIKA HARKAY
HARTFORD COURANT | MAR 22, 2021 AT 4:35 PM



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Town of Old Saybrook

Say Old Saybrook Brand Initiative

For the past two years, Miranda Creative has proudly partnered with the Town of Old Saybrook's Economic Development Commission to develop and promote initiatives that enhance the town's profile and strengthen its community engagement.

Challenge

- Establish a recognizable brand for Old Saybrook that reflects its charm, community appeal, and vibrant cultural scene.
- Develop and promote signature town events to boost local engagement and attract visitors.
- Drive awareness and engagement through cohesive digital marketing strategies.

Strategy

- Developed the "Say Old Saybrook" brand initiative to spotlight the town's unique character and strengthen its identity.
- Created comprehensive branding, including logos, messaging, and web properties for key community events such as the Saybrook Starlight Festival and Celebrate Saybrook.
- Launched targeted media campaigns to maximize visibility and encourage engagement across multiple digital platforms.
- Supported organic social media efforts to foster community interaction and promote town initiatives.

Execution

- Delivered branding materials, including logos, event-specific assets, and website content to support ongoing initiatives.
- Managed comprehensive digital media campaigns utilizing Meta Ads (Facebook/Instagram), display ads, Google, and YouTube.
- Ensured consistent messaging across all platforms to create a unified and recognizable presence for Old Saybrook.

Results

- The Meta Ads campaign, with an investment of approximately \$8,500, generated 3.74 million impressions and 87,451 engagements since mid-2023.



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- Additional digital campaigns across display ads, Google, YouTube, and CPC strategies achieved 2.28 million impressions on a budget of around \$5,000.

Through strategic branding, creative content development, and data-driven advertising campaigns, Miranda Creative has successfully helped Old Saybrook boost visibility, increase engagement, and enhance its reputation as a thriving coastal community with rich cultural offerings.

Click to watch the video:



Find What You're Looking For In Old Saybrook!



Old Saybrook Connecticut
1 subscriber

Subscribe



0



Share



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Save



13K views 4 weeks ago

Just a quick train ride from Boston and New York. Come find what you're looking for in Old Saybrook Connecticut. Located right on the shoreline at the intersection of routes 1, 9, and 95. Shop, Dine and Play in Old Saybrook. ...more



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SAY SUMMER

#SAYOLDSAYBROOK

SAY

OLD SAYBROOK

Say Old Saybrook

1.1K followers • 77 following

Watch Now Message Follow

Economic Development Town of Old Saybrook
Sponsored • 📺

Your dream vacation is just a train ride away! 🚆 From Boston to New York, Old Saybrook, CT is the perfect spot to rejuvenate on ...[See more](#)

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youtube.com
Take the Train to Old Saybrook

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🏌️ From tee-offs to trailblazing, every moment here in Old Saybrook CT is an opportunity to create cherished memories. Pack ...[See more](#)

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Summer isn't over in Old Saybrook, CT. ☀️ Gather your friends for a shopping spree in charming boutiques, bask in the ...[See more](#)

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youtube.com
Your Retail Therapy Getaway

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Connecticut Paid Family and Medical Leave Authority (CT Paid Leave)

Brand Development, Communications, and Community Outreach

Miranda Creative played a pivotal role in launching and promoting Connecticut Paid Leave, a new quasi-public agency designed to support employees and employers across the state. Our challenge was to engage two distinct audiences — employees seeking benefits and employers responsible for compliance — through a unified campaign that emphasized Connecticut's commitment to supporting families and fostering work/life balance.

Challenge

- Develop a brand identity and communications strategy that resonates with both employees and employers.
- Drive employer registration and compliance while building public awareness about the program's benefits.
- Ensure messaging was personal, relatable, and reflective of Connecticut's diverse population.

Strategy

- Developed a brand identity focused on creating an emotional connection with the public.
- Launched a multi-phase communications plan targeting distinct employer and employee audiences.
- Created educational resources to guide employers through registration and payroll deduction processes.
- Employed user-generated content (UGC) to share authentic stories from both employers and employees, showcasing the program's impact.
- Leveraged UGC to meet diversity and inclusion goals while ensuring messaging was relatable and reflective of Connecticut's communities.
- Supported ongoing outreach to newly qualifying communities and victims of domestic violence, helping them understand the new benefits available to them.

Execution

- Developed clear, consistent brand messaging and educational materials to guide users through registration and claims processes.



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- Created targeted campaigns that included employer/employee testimonials and content showcasing positive workplace outcomes.
- Designed a compliance-specific campaign that directly addressed non-compliant businesses and encouraged prompt action.

Results

- Achieved 137,000 employer registrations within the first four months of the campaign.
- Guided 19,700 employees through the claims process within the first year.
- Successfully prompted 10,000 non-compliant businesses to meet their registration and payroll deduction obligations through targeted messaging.

By blending thoughtful branding with data-driven communications strategies, Miranda Creative successfully helped Connecticut Paid Leave establish itself as an accessible and effective resource for both employees and employers across the state.



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**CT Paid Leave is coming soon!
Join our mailing list to stay up
to date!**



Responsabilidades de Empleador y Empleado

Tanto los empleadores en el Estado de Connecticut como sus trabajadores juegan un papel vital en hacer que los beneficios de reemplazo de ingresos sean accesibles para aquellos que necesitan tiempo libre para atender sus necesidades de salud personales y familiares bajo la Licencia Pagada de CT. Hay muchas necesidades de salud personal y familiar cubiertas por esta nueva legislación, que permite a los trabajadores tomar una licencia (permiso pagado) sin consecuencia de la pérdida de ingresos.



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CT Workers: It's time to prepare for a small change in your paycheck.

Employee payroll deductions of 0.5% begin January 1.



"CT paid Leave is something I, as a small business owner, only ever hoped to be able to give to my employees."

-Corey Tolkin, Unbakeables



Connecticut Paid Leave

Andrea Barton Reeves
Chief Executive Officer





City of Groton

Brand Development and Public Communications / Outreach

The City of Groton (also known as “Groton City”), home to pivotal Revolutionary War history and the world’s first nuclear submarine, sought a brand identity that honored its rich past while embracing its modern role as a manufacturing hub. Miranda Creative was engaged to create a brand that would resonate with residents, celebrate the city's unique identity, and drive engagement.

Challenge:

- Develop a cohesive brand that reflects Groton's historical significance and contemporary industrial contributions.
- Ensure community buy-in through an inclusive and engaging process.
- Establish a platform for ongoing communication with residents and businesses.

Strategy:

- Conducted comprehensive research, including community surveys and stakeholder engagement, to gather insights directly from residents.
- Leveraged community feedback to develop a brand narrative that reflected both Groton's historical identity and its forward-looking industrial strength.
- Created a strategic messaging framework to ensure consistency across communications.

Execution:

- Developed a brand identity featuring the iconic Fort Griswold Monument, symbolizing Groton's historical role in the American Revolution.
- Introduced the tagline "History in the Making," acknowledging the city's rich past while emphasizing its ongoing contributions to innovation and industry.
- Designed and launched a comprehensive brand rollout, including promotional materials, digital assets, and community engagement initiatives.
- Produced and managed two newsletters: a **weekly** publication focused on constituent news and information and a **bi-weekly** newsletter dedicated to business and economic development in the city.

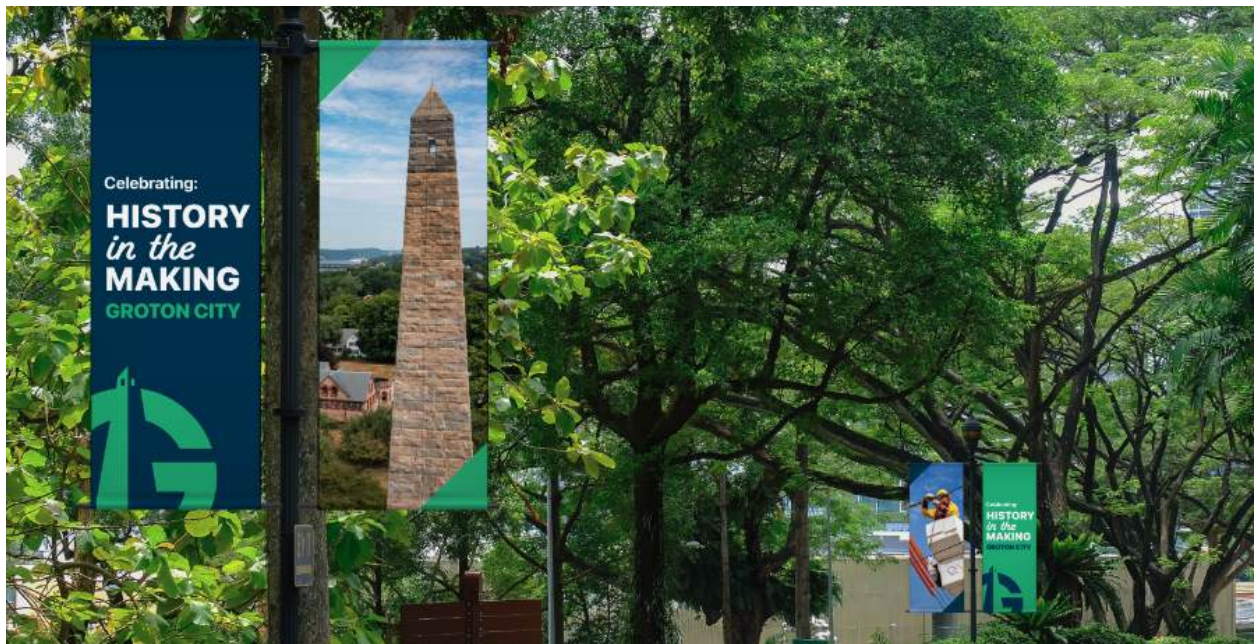


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Results:

- The City of Groton brand successfully united historical pride with modern progress, fostering a renewed sense of community identity.
- The new branding received widespread positive feedback from residents and stakeholders.
- The City of Groton brand was awarded a **Silver Medal** and **two Excellence Awards** by the Connecticut Art Directors Club.
- The newsletters effectively kept residents informed, supported local businesses, and encouraged ongoing civic engagement.



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Client References

Department of Agriculture (CT Grown)

Rebecca Eddy | Director of Communications

Rebecca.Eddy@ct.gov | 860-573-0323

- **Projects Completed:** 3
- **Project Names:** Brand Development | Website Development | Comprehensive Marketing Campaign
- **Project Descriptions, Approach, and Methodology:** [See Above](#)
- **Year/Length of Project:** June 1, 2022 - July 31, 2024
- **Project Budgets and Final Invoiced Amount:**
 - **Budget:** \$238,659
 - **Invoiced:** \$238,659
- **Personnel Assigned to Project and Project Role:** Maria Miranda (Strategy), Juliet Del Rio (Brand Manager), Yana Dynia (Social Media), Tomasz Kazmierczak (Art Director), Greg Boyd (Digital Marketing), Dirk Langeveld (Content Support), Brock Cataldi (Back End Developer), Josh Hallee (Front End Developer)

Town of Old Saybrook

Jennifer Donahue | Director of Economic Development and Communications

Jennifer.Donahue@oldsaybrookct.gov | 860-395-3139

- **Projects Completed:** 2
- **Project Names:** Tourism and Economic Development Marketing Campaign / Event Marketing and Planning
- **Project Descriptions, Approach, and Methodology:** [See Above](#)
- **Year/Length of Project:** May 15, 2023 - Present
- **Project Budgets and Final Invoiced Amount:**
 - **Budget:** \$78,340
 - **Invoiced:** Ongoing through 12/31/2026 (projected to remain within budget)
- **Personnel Assigned to Project and Project Role:** Maria Miranda (Strategy), Sarah Gibbons (Brand Manager), Greg Boyd (Digital Marketing), Allie Bryant (Digital and Social Media), Alex Dominguez (Graphic Design), Brock Cataldi (Back End Developer), Zack Wyeth (Front End Developer).



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Connecticut Paid Family and Medical Leave Authority (CT Paid Leave)

Jessica Vargas | Chief Marketing and Communications Officer

Jessica.Vargas@ct.gov | 860-519-3043

- **Projects Completed:** 3
- **Project Names:** Brand Development | Communications Strategy and Collateral Development | Ongoing Creative Design Support
- **Project Descriptions, Approach, and Methodology:** [See Above](#)
- **Year/Length of Project:** June 2020 - Present
- **Project Budgets and Final Invoiced Amount:**
 - **Budget:** \$335,253
 - **Invoiced:** \$335,253

(Note: Current contract in place 1/1/2025 - 3/30/2025 – Budget: \$142,500)

- **Personnel Assigned to Project and Project Role:** Maria Miranda (Strategy), Melissa Tarlton (Brand Manager), Kevin Aherne (Content/Communications), Carissa DeCelles (Art Director), Greg Boyd (Digital Marketing).

City of Groton

Cierra Patrick | Economic Development Manager

PatrickC@CityofGroton.gov | 860-446-4066

- **Number of Projects Completed:** 2
- **Project Names:** Brand Development | Public Communications and Outreach
- **Project Descriptions, Approach, and Methodology:** [See Above](#)
- **Year/Length of Project:** December 20, 2020 - October 31, 2022
- **Project Budgets and Final Invoiced Amount:**
 - **Budget:** \$79,409
 - **Invoiced:** \$79,409

(Note: Under hourly rate agreement for on-demand services in 2023/2024 – Invoiced: \$29,059)

- **Personnel Assigned to Project and Project Role:** Maria Miranda (Strategy), Sarah Gibbons (Brand Manager), Emily Karam (Lead Designer), Dirk Langeveld (Content/Newsletters).





Section 5: Additional Information

Budget Narrative

We are committed to delivering a comprehensive and strategic plan that achieves all the deliverables outlined in the City of Norwalk's scope of work. Our proposed budget reflects the significant range of services required, including website management, social media strategy, community engagement, content creation, email marketing, event and promotion support, business outreach, advertising, and reporting.

As a Connecticut Department of Administrative Services (DAS) approved vendor under Master Service Agreement Contract 24PSX0020, we are pleased to offer a blended labor rate of \$150 per hour, which is approximately \$30/hour below our DAS-approved rate. This discounted rate reflects our commitment to providing value-driven services to municipal and public sector partners.

Our budget accounts for 1,266 labor hours (105.5 hours per month), allocated strategically across the various project components for efficient resource use and maximum impact. This plan is designed to meet Norwalk's immediate marketing and communication needs while also building a framework for long-term success.

Should we identify efficiencies as the project progresses, we are fully prepared to revisit the overall allocation of labor hours. Our goal is to remain flexible and responsive and align our services closely with Norwalk's evolving priorities. If adjustments are warranted, we will work with the city to amend the service agreement accordingly.



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Proposed Yearly Budget By Unit

Annual Pricing is Itemized Below

Cost By Unit (click to jump to itemized list)	Annual	Monthly
<u>Project Management and Administrative Services</u>	\$7,200	\$600
<u>Norwalk Parking Authority</u>	\$18,000	\$1,500
<u>City of Norwalk</u>	\$21,600	\$1,800
<u>Visit Norwalk</u>	\$87,300	\$7,275
<u>Norwalk for Business</u>	\$15,300	\$1,275
<u>Norwalk Arts and Culture Commission</u>	\$12,600	\$1,050
<u>Norwalk Tomorrow</u>	\$27,900	\$2,325
Engagement Total	\$189,900	\$15,825

Proposed Yearly Budget By Deliverable

Cost By Deliverable (Overview)	Annual	Monthly
Website Management	\$28,800	\$2,400
Social Media Management	\$73,800	\$6,150
Community Engagement	\$7,200	\$600
Email Marketing	\$16,200	\$1,350
Event and Promotion Support	\$28,800	\$2,400
Business Outreach and Support	\$5,400	\$450
Advertising	\$9,900	\$825
Content Creation	\$7,200	\$600
Account Management and Reporting	\$5,400	\$450
Project Management and Administrative	\$7,200	\$600
Engagement Total	\$189,900	\$15,825



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Project Management and Administrative	Rate	Est. Hours	Total
Project Management - Tracking Deliverables - Client Communications	\$150	24	\$3,600
Client Meetings - Weekly Touchpoints	\$150	24	\$3,600
Totals	\$150	48	\$7,200
Monthly	\$150	4	\$600

Norwalk Parking Authority	Rate	Est. Hours	Total
Website Management - Content Updates - Content Development (e.g., parking guides)	\$150	36	\$5,400
Social Media Management - Content Development (post copy) - Creative Development (post graphics)	\$150	48	\$7,200
Event Promotion and Support - Message Development - Creative Development (e.g., parking maps)	\$150	24	\$3,600
Account Management and Reporting - Data Analytics - Reporting	\$150	12	\$1,800
Totals	\$150	120	\$18,000
Monthly	\$150	10	\$1,500

City of Norwalk	Rate	Est. Hours	Total
Content Creation - Storytelling Support - Narratives on City Progress	\$150	48	\$7,200
Event and Promotion Support - Creative Development (e.g., promotional materials) - Content Development (e.g., promotional materials) - Post-Event Exposure	\$150	96	\$14,400
Totals	\$150	144	\$21,600
Monthly	\$150	12	\$1,800



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Visit Norwalk	Rate	Est. Hours	Total
Website Management - Content Updates - Blog Drafting	\$150	60	\$9,000
Social Media Management - Facebook Posts (5/week) - Instagram Posts (5/week) - Instagram Reels (10/week avg.) - Creative Assets (branding/photos/graphics) - Platform Management (comments, inbox, etc.)	\$150	300	\$45,000
Business Outreach and Support - New Business Recruitment - Onboarding Assistance - Posting Events/ Specials	\$150	36	\$5,400
Email Marketing - Newsletter Development and Deployment (Weekly)	\$150	72	\$10,800
Event Promotion and Support - Coordination of campaigns for city-wide events	\$150	36	\$5,400
Advertising (Visit Norwalk + Norwalk for Business) - Development of Strategic Advertising Plan	\$150	18	\$2,700
Advertising (Visit Norwalk + Norwalk for Business) - Campaign Management, Analysis, Ongoing Adjustments	\$150	48	\$7,200
Account Management and Reporting - Data Analytics - Reporting	\$150	12	\$1,800
Totals	\$150	582	\$87,300
Monthly	\$150	48.5	\$7,275



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Norwalk for Business	Rate	Est. Hours	Total
Website Management - Content Updates - Content Development (success stories + funding opportunities) - Accessibility Updates	\$150	36	\$5,400
Social Media Management - Content Development (post copy) - Creative Development (post graphics)	\$150	48	\$7,200
Email Marketing - Newsletter Development and Deployment (Monthly)	\$150	18	\$2,700
Advertising <i>Note: Included in Visit Norwalk Section</i>	\$0	0	\$0
Totals	\$150	102	\$15,300
Monthly	\$150	8.5	\$1,275

Norwalk Arts and Culture Commission	Rate	Est. Hours	Total
Social Media Management - Content Development (post copy) - Creative Development (post graphics)	\$150	48	\$7,200
Event and Promotion Support - Creative Development (e.g., promotional materials) - Content Development (e.g., promotional materials) - Post-Event Showcasing	\$150	36	\$5,400
Totals	\$150	84	\$12,600
Monthly	\$150	7	\$1,050



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Norwalk Tomorrow	Rate	Est. Hours	Total
Website Management - Content Updates - Blog Drafting (1/month) - Accessibility Updates - Metrics and Reporting	\$150	60	\$9,000
Social Media Management - Content Development (post copy) - Creative Development (post graphics)	\$150	48	\$7,200
Community Engagement - Event Promotions - Interactive Content (polls, surveys, etc.)	\$150	48	\$7,200
Email Marketing - Newsletter Development and Deployment (Monthly)	\$150	18	\$2,700
Account Management and Reporting - Data Analytics - Reporting	\$150	12	\$1,800
Totals	\$150	186	\$27,900
Monthly	\$150	15.5	\$2,325





CITY OF NORWALK
Sabrina Godeski
Director of Business Development & Tourism
sgodeski@norwalkct.gov
P: 203-854-7948
Norwalk City Hall
125 East Avenue, Room 122
Norwalk, CT 06851

TO: Economic and Community Development Committee; City Council

FROM: Sabrina Godeski, Director of Business Development & Tourism

DATE: May 27, 2026

RE: Request to Authorize the Mayor to Execute an Agreement with History Associates Incorporated for Public Art Inventory and Valuation Services

Overview

The City of Norwalk maintains a significant public art collection estimated at approximately 500 items (or more), including thirty-nine Works Progress Administration (WPA) murals located throughout municipal and community facilities. The City currently lacks a centralized and fully digitized inventory system, comprehensive condition documentation, and formal USPAP-compliant appraisals for insurance and asset management purposes. This project will establish a professional collections management framework while documenting and valuing the City's public art assets for preservation, insurance, and long-term stewardship purposes.

Project Scope

Under the proposed agreement, History Associates Incorporated (HAI) will provide a comprehensive inventory, cataloging, digitization, and appraisal of the City's public art collection. The scope of work includes:

- Project initiation and implementation of a cloud-based collections management system through CatalogIt;
- Inventory and cataloging of approximately 500 public art objects across multiple City locations;
- Documentation of object details including title, artist, medium, dimensions, provenance, location, and condition notes;
- In situ photographic documentation of artworks and murals;
- Quality control and database management;
- USPAP-compliant appraisal services for insurance and valuation purposes; and
- Delivery of a final appraisal report containing individual and aggregate collection values.

The project also includes specialized appraisal services for the City's WPA mural collection, which requires highly specialized expertise in public art valuation and government-commissioned mural appraisal.

Sole Source Justification

Staff is requesting approval on a sole source procurement basis due to the uniquely specialized nature of the services required. History Associates Incorporated, in partnership with Artifactual History and Reagan Upshaw, represents the only known team capable of delivering the full combination of collections management expertise, USPAP-certified public art appraisal services, and specialized WPA mural valuation under a single engagement.

HAI has more than forty-five years of experience working with governmental, nonprofit, and private-sector collections and employs a multidisciplinary team of historians, archivists, collections managers, and art professionals. The firm has previously completed similar large-scale public art inventory projects, including the inventory and assessment of the Washington, D.C. Commission on the Arts and Humanities Art Bank Collection, consisting of more than 2,700 artworks across 130 locations.

The appraisal component will be conducted in partnership with Artifactual History and nationally recognized appraisers Patrick McIntyre, Sarah Reeder, and Reagan Upshaw, all of whom maintain USPAP compliance and hold certifications through the Appraisers Association of America and/or the International Society of Appraisers. Mr. Upshaw's experience appraising WPA murals and federally commissioned public works is exceptionally specialized and directly relevant to the City's collection.

To the City's knowledge, no other firm or partnership offers this specific combination of:

- Public art collections management infrastructure;
- USPAP-certified appraisal expertise;
- Specialized WPA mural valuation experience; and
- Ability to complete the full scope under one coordinated contract.

Fiscal Impact

The total contract amount shall not exceed \$268,265.55 and includes all labor, travel expenses, appraisal services, database implementation, and the initial annual subscription fee for the CatalogIt collections management system.

ACTION

Authorize the Mayor, Barbara C. Smyth, to execute an agreement with History Associates Incorporated for public art inventory and valuation services in an amount not to exceed \$268,265.55 on a sole source procurement basis.

ACCT: 0927-3760-5777-C0860



DEPT OF FINANCE - Purchasing Department

NONCOMPETITIVE PROCUREMENT JUSTIFICATION FORM

DATE: 05/29/2026

DEPARTMENT: Business Development & Tourism

Procurement by non-competitive proposals may be used only when the award of a contract is infeasible under informal competitive Quotations (§3-204), Informal Competitive Request for Proposals (§3-205), seal bids, or competitive proposals and at least one of the following circumstances applies:

Check One:

☒	1	The item is available only from a single source (justification is attached). The provisions of this regulation apply to all sole source procurements unless emergency conditions exist as defined by Purchasing Guideline on Emergency Procurements
☐	2	After solicitation of several sources, competition is determined inadequate (record of source contacts and/or attempts to obtain pricing is attached)
☐	3	The compatibility of equipment, accessories, or replacement parts is of paramount consideration
☐	4	The item/service is available on a Cooperative Purchasing Agreement (please provide the organization name, quote, and the contract/agreement number)
☐	5	The public exigency or emergency for the requirement will not permit a delay resulting from competitive solicitation (documented emergency contingency is attached). Please forward this form and supporting documentation within 48 hours of the Emergency
☐	6	Other, please explain:

TOTAL COST: \$268,265.55 MUNIS Account: 0927-3760-5777-C0860

VENDOR: History Associates, Inc.

Purchasing Agent Signature		The Purchasing Agent		Department Head Signature	
Sharon Connors Digitally signed by Sharon Connors Date: 2026.05.29 13:53:01 -04'00'		☐	Supports	Sabrina Godeski Department Head Name Sabrina Godeski Date 05/29/2026	
	X	☐	Does Not Support		
		X	☐	Single Source Requires Common Council Authorization (in excess of \$20,000.00)?	

JUSTIFICATION:

Prior to receiving funding for this project, staff conducted extensive research into firms specializing in the valuation and cataloguing of public art collections across a variety of artistic mediums. The City’s collection is both unique and significant in scope, encompassing works of varying mediums, historical importance, and value. Notably, the City is home to the largest collection of WPA murals in the country, requiring a highly specialized skill set that only one firm identified through our research was able to provide.

This project will not only catalogue and appraise the collection, but will also establish a publicly accessible database that can serve the City and the public for years to come. The long-term expectation is that the database will become self-sustaining, as the City's collection continues to grow at a manageable rate over time.

The valuation component of this project will provide substantial cross-departmental benefits, as each piece will be assessed at fair market value. This information is essential for obtaining appropriate insurance coverage in the event of loss or damage. At present, the City does not have this level of coverage in place due to the absence of formal valuations.

Ultimately, staff was unable to identify another firm capable of providing the full range of services outlined in the scope, including both specialized valuation and comprehensive cataloguing.

Please see the attached backup documentation for the full scope of work and additional sole source justification.

ANY OTHER VENDORS CONTACTED FOR PRICING? (Please attach quotes): _____

Vendor 1: _____

Vendor 2: _____

EMERGENCY: Explain in detail the nature of the emergency

May 13, 2026

Sabrina Godeski, Director of Business Development and Tourism
City of Norwalk
125 East Avenue
Norwalk, CT 06851

Dear Sabrina,

I'm writing on behalf of History Associates Incorporated (HAI) to provide sole source justification for the inventory and appraisal of the City of Norwalk's public art collection. HAI, in partnership with Artifactual History and Reagan Upshaw, represents the only team capable of delivering the full scope of this engagement. No other firm can provide this combination of capabilities under a single contract.

HAI has over forty-five years of experience working with clients in the private, non-profit, and government sectors to ensure the longevity of their art, heritage, and archival collections. We have a team of over forty professional historians, archivists, collections managers, and storytellers. When you hire our firm, you receive services not only from the direct project team, but the combined expertise and experience of the entire HAI bench.

Led by our experienced art historians and collection managers, HAI has worked on similar collection inventory projects, including the assessment of the D.C. Commission on the Arts and Humanities' Art Bank Collection, which involved inventorying over 2,700 works of art across 130 locations in Washington, D.C. We know firsthand the benefits of a well-documented collection and this project will provide the City of Norwalk with the intellectual and physical control you need in order to ensure the preservation of its public art and create new opportunities for public access and interaction. While other firms may offer general appraisal or collections management services independently, no other firm combines USPAP-certified public art appraisal, WPA mural valuation expertise, and the collections management infrastructure necessary to execute a project of this scope and complexity.

For the appraisal portion of this project, HAI's experience will be supplemented by our partners and subcontractors Artifactual History and Mr. Reagan Upshaw. We have purposefully assembled this three-party team to address the unique demands of the City of Norwalk's collection, and its combination of capabilities does not exist in any other single firm or partnership available for this engagement. Artifactual History has been providing USPAP-compliant appraisal services to clients along the East Coast for over ten years. Its staff is certified at the highest level, holding Appraiser Association of America and International Society of Appraisers certifications. Mr. Upshaw is a USPAP and AAA-certified independent fine art and market appraiser with over 40 years' experience in American, European, and public art works.



He has considerable experience in public art murals and has appraised WPA murals in former Post Office facilities from New York to Michigan. He understands the intricacies of insurance and valuation for U.S.-government owned murals located in privately owned buildings. This specialized knowledge of WPA murals and government-commissioned public works is exceptionally rare and directly responsive to the nature of the City of Norwalk's collection.

To our knowledge, no other firm or team can provide the full combination of collections management expertise, USPAP-certified public art appraisal, and specialized WPA mural valuation required for this engagement. HAI and its partners are uniquely positioned to serve the City of Norwalk, and we are committed to ensuring the continued preservation and access of these valuable works.

Please contact me at manderson@historyassociates.com if you need more information. Thank you for your consideration and collaboration.

Sincerely,

A handwritten signature in black ink that reads 'Megan Anderson'. The signature is fluid and cursive, with a long horizontal stroke extending from the end.

Megan Anderson

SCOPE OF WORK

May 13, 2026

SERVICES & DELIVERABLES

History Associates Incorporated (HAI) understands that the City of Norwalk is interested in cataloging and digitizing its public art collection. The City estimates that the collection is five hundred items including thirty-nine WPA murals. In addition to the cataloging effort, the City of Norwalk would like to do monetary appraisal for insurance purposes.

At the end of this project, the City of Norwalk will have updated catalog records in a new collection management system and a Uniform Standards of Professional Appraisal Practice (USPAP) compliant appraisal report for its public art collection.

WORKPLAN

HAI will support the City of Norwalk through the following approach.

Task 1: Project Initiation

We will hold a remote kickoff meeting with the City of Norwalk to confirm the project plan, including scope, approach, schedule, and logistics, such as safety and security. We will also confirm technical aspects of the project, including inventory fields, lexicon, and cataloging standards.

At this time, HAI will also work with the City of Norwalk to purchase and implement a new collections management system database through the vendor CatalogIt. We will ensure the system is properly set up to enable clear and consistent cataloging throughout the project.

Task 2: Object Inventory

We understand from the City of Norwalk that the public art collection is distributed across at least ten locations within the city. Additionally, the thirty-nine WPA murals are located across seven locations: thirty-two at Norwalk City Hall, two at Norwalk Community College, and one each at the Norwalk Historical Society, Norwalk Public Library, South Norwalk Public Library, Norwalk Transit District, and Rowayton Library. City of Norwalk staff will provide HAI with a list of all known locations prior to arrival so that an efficient work schedule can be determined.

Upon arriving on-site, the HAI team will work in pairs to inventory and catalog the artwork. HAI will create new catalog records in the cloud-based system CatalogIt using the mobile app. We anticipate capturing the following data elements for each object, though the final list will be determined during the kickoff call:

- Unique ID

- Object type
- Title
- Artist
- Date
- Medium
- Dimensions
- Brief Condition & Noted Concerns
- Provenance or Loan Status
- Location

HAI will also take reference photographs of the art in situ, capturing multiple angles and condition issues as necessary.

The team will periodically review the database for formatting issues and input errors throughout the inventory process. At the end of the task, the team will ensure relevant City of Norwalk staff members have access to the completed database and can use it sufficiently for their needs.

Task 3: Appraisal

Once the inventory is complete, HAI will engage our appraisal partners, Artifactual History's Patrick McIntyre, Sarah Reeder, and Reagan Upshaw, for the next phase of work. We have worked with Artifactual History on numerous occasions and trust their experience. Mr. Upshaw, especially, has over forty-five years of dealing and appraising American and European art, including experience appraising WPA murals in former post office facilities from the Bronx, New York, to Plymouth, Michigan.

The appraisal process will begin with the appraisal team determining the intended use of the appraisal, the level of market specified by the City of Norwalk, and the intended use of the public art collection. This will occur through various communications with the City of Norwalk and HAI staff. Next, the appraisal team will examine the works within the collection by reviewing HAI's inventory notes and photographs. They will also plan an on-site visit to appraise the WPA murals in person. Following this, the appraisers will conduct valuation research into the objects and their appropriate markets using online databases, specialty libraries, and other trade sources. All relevant information will be analyzed and reconciled into a professional opinion of value which will cite narrative justifications of value and market. This opinion will be included in the final product, a USPAP-compliant appraisal report, which will also include a detailed description of all appraised items, an analysis of relevant market data, a description of the appraisal process, and specific values for each appraised item, as well as a total value for the collection.

PRICING

HAI has estimated that the work defined above can be performed for a firm, fixed price of **\$268,265.55**. This includes all labor and associated travel costs for a twenty-one-day trip for four collection managers and a four-day trip for two appraisers, as well as the initial annual fee for a new subscription to CatalogIt.

HAI suggests the following billing milestones:

- 5% initiation (\$13,413.28)
- 90% progress-based monthly invoicing
- 5% for acceptance of all deliverables (\$13,413.28)

Price Assumptions

- City of Norwalk will provide HAI and Artifactual History with access to the facilities and materials for the duration of the onsite work.
- Meeting of all milestones is contingent upon availability of City stakeholders and access to the collections.
- All deliverables will be developed and presented in mutually agreed upon formats.
- City of Norwalk key stakeholders and designated point of contact will be identified upon contract award.
- Changes to the scope, schedule, or costs will be handled through a mutually agreed-upon change order process. Scope, cost, or schedule change requests shall be provided in a timely manner in support of achieving project schedule and associated milestones.
- Pricing assumes the initial fee for a CatalogIt database will be at the organizational level, \$540.00/year for 25,000 entries, 10 users, and 100 GB of data. The price includes only pricing for the first year license. Additional yearly licenses are not included.



APPENDIX: RESUMES

KAITLYN DELONG

Senior Historian & Collections Manager

QUALIFICATIONS & EXPERIENCE

As a senior historian and collections manager, Kaitlyn DeLong is a skilled researcher, content developer, and collections management expert. She has experience leading client-driven strategic planning discussions and conducting historical research using primary and secondary sources. She regularly develops educational and curatorial content through thematic conceptualization, interpretive planning, exhibit writing, and image research. Within the collections management field, her experience includes inventorying and cataloging a variety of objects, conducting condition, environmental, and database assessments, and soft-packing material for storage or transport. She also has experience in asset acquisition, project management, and graphic design. Prior to joining HAI in 2021, DeLong worked across the art and museum industry as a cataloger, collections manager, and researcher, specializing in object provenance and Native American repatriation.

SELECTED RELEVANT PROJECTS

- Society for Science, project manager, Washington, DC, 2025*
- Smithsonian American Women's History Museum, researcher, Washington, DC, 2025*
- American Institute of Architects, content developer, Washington, DC, 2025*
- National Park Service, interpretive planner, St. Paul, MN, 2024-2025*
- National Park Service, researcher, Birmingham, AL, 2024-2025*
- National Museum of Women in the Arts, collections manager, Washington, DC, 2024
- Daughters of the American Revolution, collections manager, Washington, DC, 2024
- John Carroll University, content developer, University Heights, OH, 2023-2024
- Indian King Tavern Museum, interpretive planner, Haddonfield, NJ, 2023-2024
- National Oceanic and Atmospheric Administration, collections manager, Washington, DC, 2023-2024*
- American Battle Monuments Commission, content developer, Normandy, France, 2023
- National Museum of Health and Medicine, collections manager, Washington, DC, 2023*
- Milken Center for Advancing the American Dream, researcher, content developer, Washington, DC, 2022-Present
- Law Firm, researcher, Washington, DC, 2022-2024
- National Gallery of Canada, collections manager, Ottawa, ON, 2022-2023*



- City of Melrose, interpretive planner, collections manager, Melrose, MA, 2022-2023*
- Bureau of Land Management, interpretive planner, Montrose, CO, 2022
- US Holocaust Memorial Museum, researcher, content developer, Washington, DC, 2021-2024
- DC Commission on the Arts and Humanities, collections manager, Washington, DC, 2021-2022
- Savvas Learning Company, researcher, content developer, Washington, DC, 2021-2022
- Cherokee Nation, collections manager, Tahlequah, OK, 2021
- United States Coast Guard, collections manager, New London, CT and Forestville, MD, 2020, 2022

**Acted as a project manager or technical lead in some capacity*

WORK EXPERIENCE

2021–Present	History Associates Incorporated / Senior Historian and Collections Manager
2021–2021	Gilcrease Museum / Collections Manager, Contractor
2020–2020	History Associates Incorporated / Collections Manager, Contractor
2019–2023	National Museum of the American Indian, Smithsonian Institution / Repatriation Research Specialist, Contractor
2019–2020	Paddle8 / Senior Cataloger

EDUCATION

2018	M.Sc. / University of Glasgow, Art History: Collecting and Provenance
2015	B.A. / University of Richmond, International Studies and Political Science

PROFESSIONAL AFFILIATIONS & AWARDS

- Member, American Association of Museums
- Member, Phi Beta Kappa

PATRICK MCINTYRE

New York, NY & Philadelphia, PA | 484-995-5285 | pmcintyre@afhappraisal.com

PROFESSIONAL EXPERIENCE:

Artifactual History Appraisal, New York, NY; Philadelphia, PA; and Washington, DC.

Lead Appraiser and Head of New York and Philadelphia Offices March 2025 - present

- Inspection and cataloging of fine and decorative art, market and comparable data research, appraisal report writing, and business development.
- Research and write appraisals for insurance, estate, equitable distribution, non-cash charitable contribution, and various restricted purposes.
- USPAP-compliant through January 2028.
- Spearhead research outreach to galleries and dealers, auction houses, art historians, and curators in service of valuation and analysis research.
- Compose clear and concise market analyses and comparable narratives for each of the firm's reports.
- Initiated ongoing educational video series about appraising, appraisers, artists, and craftspeople in order to educate both users of appraisal services and new appraisers.
- Spearheaded the firm's unique Appraisal Review service.
- Frequent correspondence with attorneys, insurance professionals, and clients regarding appraisal services and in order to answer questions about appraising from the public and professional colleagues.
- I work closely with the firm's Founder and CEO to manage daily workflow, oversee the business, coordinate on appraisal writing, and strategic initiatives.

Appraisers Association of America, New York, NY

Membership Manager March 2019 – March 2025

- Coordinated membership admissions for leading professional society of fine and decorative art appraisers. Doubled number of Candidates for Membership in under two years.
- Reviewed, edited, provided feedback, and solicited expert opinion on 2,000+ pages of applicant appraisal reports per quarter.
- Coordinated educational courses and generated learning materials for required applicant courses. Updated and solicited expert opinion on Certification Exams in diverse specialty areas, including Postwar and Contemporary art, Impressionist and Modern art, Contemporary Asian art, Prints, Chinese Fine art, Gems and Jewelry, 20th Century Couture and Luxury Accessories, and many other areas. Spearheaded transition to online exam administration, developing and continually refining new policies and procedures.
- Managed member prospect pipeline, hosted webinars, and assisted applicants through all phases of application and review. Restructured membership levels and continually refined all membership operations.
- Oversaw renewal processes for a network of over 800 members and affiliates via email, direct mail, and phone. Served as point of contact for all membership inquiries and facilitated all member services, including pricing database subscriptions and access to a professional liability insurance broker.

- Pro-actively managed member continuing education reporting, working and planning with members to meet Association required credit hours.
- Oversaw creation of new Association website, including customized backend member database for internal use.
- Represented the organization at industry events, including CAA and Center for Art Law conferences. Facilitated annual National Conference, Art Law Day, Award Luncheon, and 75th Anniversary Galas.

The Noguchi Museum, Long Island City, NY

Manager of Membership and Museum Operations

April 2012 – March 2019

- Simultaneously managed membership program and diverse set of operational functions at world-renowned single artist Museum and outdoor sculpture garden. Orchestrated over 100% growth in number of members within less than two years by introducing a training program for front-line staff and leveraging data-driven acquisition initiatives. Managed team of Gallery Attendants and custodians.
- Produced and hosted music series in partnership with Bang on a Can (contemporary music cooperative) and facilitated other one-off performances, events, lectures, and programs.
- Managed product and vendor relations for café, completely re-vamped menu, introduced product from local food and beverage vendors, and as a result substantially increased café revenue.
- Assist with the annual fundraising Gala.

EDUCATION:

- **Elements of Insuring to Value**, PRMA (Private Risk Management Association)
- **USPAP** compliant through January 2028
- **ISA** Core Course in Appraisal Studies (2025)
- **MA, NYU**, Humanities and Social Thought, Draper Interdisciplinary Program
- **BFA, Temple University, Tyler School of Art**
- **Internship**, Curatorial Department, Chester County Historical Society, West Chester, PA

PROFESSIONAL AFFILIATIONS:

- **ISA** (International Society of Appraisers), member
- **PPRP** (Personal Property Resource Panel) The Appraisal Foundation (2026-2029 term)
- **PRMA** (Private Risk Management Association), member
- **NAPO-GPC** (National Association of Professional Organizers, Greater Philadelphia Chapter), business partner member
- **Noguchi Museum**, Friend-level Member
- **Museum of Modern Art**, Member

PRESS:

- “7 Clues Thrifted Decor is Actually Valuable,” Apartment Therapy, November 22, 2025 (quoted)

- “(More or Less) Democratic Forms: Relational Aesthetics and the Rhetoric of Globalization,” *Anamesa*, vol. 5, Issue 1, Spring 2007, NYU (authored)

RECENTLY COMPLETED PROFESSIONAL DEVELOPMENT AND CONTINUING EDUCATION:

- International Society of Appraisers Conference, Phoenix, AZ, April 2026
- Pennsylvania Antiques Show, Valley Forge, PA, April 2026
- Estate Planning for Artists and Advisors, Cardozo School of Law, NY, April 2026
- “Trading Beauty: Art Market Histories from the Altar to the Gallery” by Valentina Castellani, book release and reading, NYU, April 2026
- Pennsylvania Modernism lecture, Wharton Esherick Museum, Malvern, PA, April 2026
- Private Risk Management Association webinar on Art Fairs, April 2026
- Thomas Eakins Lecture, Chester County History Center, West Chester, PA, March 2026
- Affordable Art Fair, New York, NY, March 2026
- Office Hours with ISA and IRS appraiser Meredith Meuwly, online, March 2026
- UBS Bank, Art Basel, and Arts Economics market report panel, online, March 2026
- Center for Art Law webinar with Karin Gross, IRS attorney, March 2026
- Art at Risk Conference, St. John’s University, New York, NY, February 2026
- Horace Pippin Lecture, Chester County History Center, West Chester, PA, March 2026
- Presentation on appraising given to the Greater Philadelphia Chapter of the National Association of Professional Organizers, King of Prussia, PA, February 2026
- Private Risk Management Association event, Greenwich, CT, February 2026
- Noguchi’s New York reception, Long Island City, NY, February 2026
- Wildenstein Platner Institute Florine Stettinheimer webinar, January 2026
- Appraisal Review webinar, AAA, January 2026
- USPAP 7hr update course, online, January 2026
- Wildenstein Platner Institute, History of Art Market in Buenos Aires, online, December 2025
- Private Risk Management Association, art market update webinar with David Shapiro, AAA, December 2025.
- Center for Art Law Eileen Kinsella art market presentation, NYU, November 2025
- International Society of Appraiser’s Knowledge Sharing Program with IRS and Coin specialist Steve Roach, November 2025
- Private Risk Management Association, High Net Worth Wealth Transfer webinar, November 2025
- Appraisers Association of America Conference, New York, NY, November 2025

Appraiser's Qualifications

Appraisal Experience:

Reagan Upshaw has been a dealer and appraiser of works by 19th and 20th century American and European artists for over 45 years.

Specializations:

American 19th and 20th century and contemporary paintings, drawings, and sculpture.

Education:

B.A. Texas Tech University (English)

M.A. University of Chicago (Art History)

Master's Thesis on 19th century French art

Uniform Standards of Professional Appraisal Practice (USPAP) compliant through September 12, 2027.

Professional Affiliations:

Board member of the Appraisers Association of America.

Certified in American Art.

Practice Before the Internal Revenue Service

The appraiser has not been prohibited from practicing before the Internal Revenue Service under Section 330(c) of Title 31 of the United States Code at any time.

Summary:

Reagan Upshaw has been a dealer and appraiser of American and European art for over 45 years and is certified as an appraiser of American art by the Appraisers Association of America. He has served as a panelist for the National Endowment for the Arts and has given talks on American art at numerous museums around the country. He has also given lectures and webinars on appraising American art for the Appraisers Association of America and the Professional Appraisers Round Table.

Reagan Upshaw's articles and reviews of art have appeared in *The Magazine Antiques*, *Art in America*, *The Kresge Museum Bulletin*, *Art & Auction*, *New Art Examiner*, and other publications. He has reviewed books on art for *The Washington Post*.

Reagan Upshaw has also served as an expert witness in courtroom litigation on art-related matters.

APPRAISER'S QUALIFICATIONS

Sarah Reeder, AAA, ISA CAPP

APPRAISAL EXPERIENCE:

Sarah Reeder, AAA, ISA CAPP, is a Certified Member of the Appraisers Association of America and a Certified Member of the International Society of Appraisers with the Private Client Services designation for working with high-net-worth individuals. She is a graduate of New York University's Certificate Program in Appraisal Studies in Fine & Decorative Arts and received her master's and undergraduate degrees from the College of William & Mary, where she also completed the Certificate Program in Museum Studies, Material Culture, and Early American History from the National Institute of American History and Democracy.

Ms. Reeder's professional experience includes positions at the Smithsonian Institution, the Library of Congress, and the Colonial Williamsburg Foundation, as well as positions as a Subject Specialist at auction houses appraising consigned items in all areas and cataloging fine art, silver, ceramics, furniture, and other items for auction. An early immersion working as a Curatorial Assistant in the Collections & Conservation Department of the Colonial Williamsburg Foundation while pursuing her master's degree provided Ms. Reeder with a firm grounding in the connoisseurship of fine and decorative arts objects. Previous clients of Ms. Reeder's firm *Artifactual History®* Appraisal include private collectors, corporations, institutions, lawyers, insurance professionals, and members of the diplomatic and military communities.

In addition to her professional appraisal practice, Ms. Reeder is Co-Host of The Art Elevator Podcast and Co-Editor of *Worthwhile Magazine™*. She is also the creator of the online course "SILVER 101: Quickly Learn How to Identify Your Sterling Silver and Silverplate to Find the Valuable Pieces and Sort With Empowered Confidence."

Ms. Reeder is also a specialist and scholar in Mid-Century Modern and 20th Century Design. She is the author of the book Ray Eames in 1930s New York. Ms. Reeder is USPAP compliant through January 16, 2028.

EDUCATION:

New York University, Graduate of the Certificate Program in Appraisal Studies in Fine & Decorative Arts, 2012-2015

Courses Taken:

- "18th and 19th-Century Furniture: Materials, Construction, and Use"
- "American Furniture Styles 1700-2000"
- "IRS Legal Guidelines in Valuation of Fine and Decorative Arts"
- "Research Methods for Appraisers"
- "The Heart of the Matter: Legal and Ethical Aspects of Appraising"
- "Essentials of Appraising"
- "Appraisal Writing Workshop"
- "Uniform Standards of Professional Appraisal Practice (USPAP)"
- "Appraising Silver"
- "Appraising Fine and Rare Wine"
- "Appraisal of American Folk Art"
- "The Appraisal of Old Master European and Early American Prints"

"Internship in Appraisal Studies"

The College of William & Mary, Master of Arts, American Studies, 2007

Master's Thesis: "Reevaluating the Carnegie Survey: New Uses for Frances Benjamin Johnston's Pictorial Archive"

Selected Courses Taken:

"Archaeological Material Culture," a field school seminar in ceramics taught by the Curator of Archaeology at the Colonial Williamsburg Foundation utilizing the institution's ceramic collections

"Vernacular Architecture," taught by the Senior Architectural Historian at the Colonial Williamsburg Foundation

The College of William & Mary, Bachelor of Arts, Phi Beta Kappa, Summa cum laude, Monroe Scholar, American Studies, 2005

Honors Thesis: "Ray Kaiser Eames in 1930s New York: The Education of an Artist"

Selected Courses Taken:

"Decorative Arts"

"19th-Century Art"

"20th-Century American Art"

"The Museum in the U.S."

"Public History"

"Art, Politics, and American Culture"

"History of Fashion"

The National Institute of American History and Democracy Collegiate Program (NIAHD), Certificate in Early American History, Material Culture, and Museum Studies, 2005

CONTINUING EDUCATION:

"Online Conversation: The Art Basel and UBS Global Art Market Report 2026" by Arts Economics, Art Basel and UBS, March 2026.

"Public Meeting of the Appraisal Standards Board (ASB)," The Appraisal Foundation, February 2026.

"The Art Market, Appraisals, and Insurance: What Brokers Need to Know," Private Risk Management Association, 2025

"Of Value: National Conference," AAA, 2025

"Dramatic But Simple: Wharton Escherick's Designs for the Curtis and Nellie Lee Bok House," Wharton Escherick Museum, 2025

"The Ongoing Financialization of the Art Market and How it Impacts Appraisers," AAA, 2025

"Appraising Public Art: Why, When, and How," Appraisers Association of America, originally aired 2020, viewed in 2025

"ArtTactic 2024 Review and 2025 Outlook," Appraisers Association of America, 2025

"New Media," Appraisers Association of America, 2025

"Collection Protection Series: Disaster! Are Your Clients Prepared?" Appraisers Association of America, 2024

"Contemporary Design," Appraisers Association of America, 2024

"The Comparable Void: Appraising Unique and Singular Objects Employing Innovative Formula, Parallels, and Expert Opinion," Appraisers Association of America, 2024

"Don't Gloss Over Your Glossary," Appraisers Association of America, 2024

"Fantasy, Fake, or Faux: The Fabulous & Concise History of Costume Jewelry," Appraisers Association of America, 2024

"Brutalism: Overview and Current Market," Appraisers Association of America, 2024

"Alexander Girard: Celebrating Life Through Design," MillerKnoll, 2024

"USPAP 7-Hour Update," Appraisers Association of America, 2024

"Collection Protection: Damage and Loss – Wine," Appraisers Association of America, 2024

"Of Value: 2023 National Conference," Appraisers Association of America annual conference, 2023

"Georg Jensen: Defined by Design," Appraisers Association of America, 2023

"Florence Knoll: Defining Modern," MillerKnoll, 2023
 "Working with Family Offices," Appraisers Association of America, 2023
 "ArtTactic Market Update," Appraisers Association of America, 2023
 "State of the Fake: Luxury Edition," Appraisers Association of America, 2023
 "Hallmarks: Decoding England's Secret Language of Silver," New York Adventure Club, 2023
 "Uncovering New York Historical Society's Tiffany Lamp Collection," New York Adventure Club, 2023
 "Marketplace and Emerging Trends for Two Dimensional Art," International Society of Appraisers, 2022
 "Inside Look: Man Ray's Le Violon d'Ingres 1924," Christie's Education 2022
 "ArtDiscovery: Using Scientific Analysis for Authentication," Appraisers Association of America, 2022
 "Uniform Standards of Professional Appraisal Practice (USPAP) 7-Hour Update," International Society of Appraisers, 2022
 "Contemporary Art + The Design Object," International Society of Appraisers, 2021
 "Midcentury Modern Design," Appraisers Association of America, 2021
 "Mid-Mod in the Middle," International Society of Appraisers, 2021
 "The History of Historically Black Colleges and Universities' Art Museums," Appraisers Association of America, 2021
 "A Defensible Appraisal Report," Appraisers Association of America, 2021
 "M.C. Escher: Prints, Drawings, Watercolors and Textiles," curator Dr. David Steel speaking at the Bruce Silverstein Gallery, 2021
 "Blanket or Rug: A Primer for Navajo Textiles," International Society of Appraisers, 2021
 "Luxury Handbags," International Society of Appraisers, 2021
 "Strategies for Appraising Chinese Art," International Society of Appraisers, 2021
 "Jewelry Through the Ages," International Society of Appraisers, 2021
 "Jewelry Settings from the 18th to the 21st Centuries: A Visual Analysis," International Society of Appraisers, 2021
 "Working with Insurance Companies," Appraisers Association of America, 2020
 "Appraising Oriental Rugs and Carpets," Appraisers Association of America, 2020
 "Introduction to Appraising Rugs," International Society of Appraisers, 2020
 "British Furniture and Decorative Arts," Appraisers Association of America, 2020
 "Appraising Stamps & Coins," International Society of Appraisers, 2020
 "Book Appraisal Methodology," International Society of Appraisers, 2020
 "Uniform Standards of Professional Appraisal Practice (USPAP) 7-Hour Update," International Society of Appraisers, 2020
 "Jewelry Essentials," Gemological Institute of America, 2020
 "Colored Stone Essentials," Gemological Institute of America, 2020
 "Diamond Essentials," Gemological Institute of America, 2020
 "Foundation for Appraisal Education Annual Seminar," Foundation for Appraisal Education, 2018
 "Uniform Standards of Professional Appraisal Practice (USPAP) 7-Hour Update," Appraisers Association of America, 2018
 "Appraising in the World of High-Net-Worth Individuals," International Society of Appraisers, 2018
 "Uniform Standards of Professional Appraisal Practice (USPAP) 7-Hour Update," The Appraisal Foundation, 2017
 "Antiques, Furnishings, and Decorative Arts," International Society of Appraisers, 2016
 "Appraisal of Modern and Contemporary Prints," New York University, 2016
 "Elements of a Correctly Prepared Appraisal," Appraisers Association of America, 2016
 "Theory & Methodology," Appraisers Association of America, 2016
 "Core Course in Appraisal Studies," International Society of Appraisers, 2015

PROFESSIONAL AFFILIATIONS:

Certified Member of the Appraisers Association of America
 Certified Member of the International Society of Appraisers with Private Client Services Designation
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PUBLICATIONS:

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