

**ALL CITY COUNCIL ACTIONS TAKEN AT THIS MEETING TO APPROVE EXPENDITURES AND CONTRACTS OR TO ACCEPT BIDS AND OTHER PROPOSALS REQUIRING THE EXPENDITURE OF CITY FUNDS ARE SUBJECT TO THE AVAILABILITY OF FUNDS**

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



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



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



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

**I. ROLL CALL**

**II. ACCEPTANCE OF MINUTES**

**A. Regular Meeting: May 26, 2026**

**III. PUBLIC PARTICIPATION**

**IV. MAYOR**

**A. RESIGNATIONS AND APPOINTMENTS**

**1. RESIGNATIONS**

**a.** Diana Lenkowsky, Planning and Zoning Commission, Alternate

**2. APPOINTMENTS**

**a.** Diana Lenkowsky, Planning and Zoning Commission, Regular, District D

**b.** Jaquell Wilson, Planning and Zoning Commission, Alternate, District B

- c. Doug Hempstead, Planning and Zoning Commission, Alternate, District D
- d. Rachel Drucker, Historical Commission

**3. REAPPOINTMENTS**

- a. Isaac Walcott, Housing Authority

**B. MAYOR'S REMARKS**

**V. COUNCIL PRESIDENT**

**A. RESIGNATIONS AND APPOINTMENTS**

**B. CONSENT CALENDAR**

**VI. REPORTS: DEPARTMENTS, BOARDS AND COMMISSIONS**

**A. CORPORATION COUNSEL**

- 1. Authorization to engage in mediation and for settlement authority: Kimberly Graham, et al. v. Janie Friedlander, et al.  
EXECUTIVE SESSION

**VII. CITY COUNCIL COMMITTEES**

**A. PUBLIC SAFETY AND GENERAL GOVERNMENT**

- 1. Fire Department: Authorize the Mayor, Barbara Smyth, to execute a contract with Bulldog Fire Apparatus for a total not to exceed \$2,799,259.20 for the replacement of a ladder truck. (Munis Account: 09263110-5777-C0729)

**B. COMMUNITY SERVICES**

- 1. Authorize the Mayor, Barbara C. Smyth, to execute any and all agreements, documents instruments, or amendments as may be necessary with Compass Consulting & Coaching, LLC led by Chrissy Mahanna, LCSW to coordinate and implement Cohort # 2 of the Nonprofit Capacity Accelerator Program in the amount of \$30,000. Account # 012010-5A0620.
- 2. Authorize the Mayor, Barbara C. Smyth, to execute any and all agreements, documents, instruments, or amendments as may be necessary with The Open Door Shelter (dba Open Doors) located at 4 Merritt Street Norwalk, CT 06854 in the amount of \$92,000.00 to provide shelter services for persons experiencing homelessness for Norwalk residents. Beginning July 1, 2026 to June 30, 2027. Account#012010-5A0620.
- 3. Authorize the Mayor, Barbara C. Smyth, to execute any and all necessary

agreements, documents, instruments, or amendments with Family & Children's Agency, Inc. for the second year of the Multisystem TAG Program for the period of July 1, 2026 through June 30, 2027, in the amount of \$100,000 from the Community Services Department, Account #012010-5A0620.

4. Authorize the Mayor, Barbara C. Smyth, to execute any and all necessary agreements, documents, instruments, or amendments to accept grant funds from DCF/CYSA in the amount of \$35,000\*\* to support the Norwalk Youth Diversion Team (YDT), formerly known as the Juvenile Review Board (JRB). These funds will be used by the YDT to subcontract for specialized mentoring subcontracted with Daniels Youth Leadership Company in the same amount." \*\*Actual funds received are based on a formula and finalized funds determined by the State of CT. Flat funding of \$35,000 is expected. No match by the City is required for these funds.

**C. LAND USE AND BUILDING MANAGEMENT**

1. a. Authorize the Mayor, Barbara C. Smyth, to execute an Agreement with Olympus Construction for project #4513- Wolfpit Elementary School Air Conditioning and Electrical Upgrades for a total not to exceed \$676,000.00. Funds are available in Acct. 09235010 5777 CO652, 09245010 5777 CO652 and 09255010 5777 CO652.  
  
b. Authorize the NPS Facilities Department to issue Change Orders on this contract for a total of \$67,600.00. Funds are available in Acct. 09255010 5777 CO652.
2. a. Authorize the Mayor, Barbara C. Smyth, to execute an Agreement with Titan Enterprises for project #4497- Smith Street Jail Renovation for the interior restoration for a total not to exceed \$478,000.00. Funds are available in Capital Accounts 0919/0922/0925/0926 6310 5777 C0430 Smith Street Buildings, and ADA Access Mill Hill Master Plan Accounts 0921/0922/0924 6310 5777 C0521.  
  
b. Authorize the Building Management department to issue Change Orders on this contract for a total of \$47,800.00. Funds are available in accounts 0919/0922/0925/0926 6310 5777 C0430 Smith Street Buildings and ADA Access Mill Hill Master Plan 0921/0922/0924/6310 5777 C0521.
3. Authorize the Purchasing Agent to issue a Purchase Order to Raptor Technologies, LLC to provide an annual emergency/security management software subscription for City Hall for an initial fee in the amount of \$1,497.50 and an annual cost in the amount of \$1,417.50 under the TIPS Cooperative Association Contract. Funds available from account # 014075 5296.
4. Authorize the Purchasing Agent to issue a Purchase Order to Universal Building Services, LLC for Burner Cleaning, Emergency & Repair Service at Various Norwalk locations. The agreement includes a 3-year initial term for \$87,081.00, with two one-year options for \$31,934.00 in FY 2029-2030 and \$31,934.00 in FY 2030-2031.  
Account #'s:

014073 5298 014079 5298 013059 5298 014072 5298 013055 5298  
016210 5298 016220 5298 014078 5298 014081 5298 014082 5298  
014083 5298 014084 5298 014093 5298 016300 5298 014086 5298

**D. PUBLIC WORKS**

1. Approve the fee schedule for the proposed adjustments to the Public Works Rates and Fees to be set by the Department of Operations and Public Works, as per the attached schedule, effective July 1, 2026.

2.

a. Authorize the Mayor, Barbara C. Smyth, to execute an Agreement between the City of Norwalk and Burns Construction Company, Inc. for Project BOE2026-1 - Paving of Brookside Elementary School Parking Lot for a sum not to exceed \$333,445.00.

Account No. 09 25 5010 5777 CO516

b. Authorize the Chief of Operations and Public Works to execute orders on the contract with Burns Construction Company, Inc., for Project BOE2026-1 - Paving of Brookside Elementary School Parking Lot for a sum not to exceed \$33,344.50.

Account No. 09 25 5010 5777 CO516

3. Technical Correction of the Common Council Action of March 12, 2024, Item VII.A.1 to add accounts designated for On-Call Engineering Services Agreement between the City of Norwalk and Tighe & Bond Inc. for Project DPW 2024-1 - On-Call Engineering Services.

Account No.

09 19 4062 5777 C0361  
09 26 4021 5777 C0021  
09 27 4021 5777 C0021  
09 26 4021 5777 C0315  
09 26 4021 5777 C0318  
09 27 4021 5777 C0318  
09 26 4021 5777 C0440  
09 27 4021 5777 C0440  
09 26 4021 5777 C0471  
09 26 4021 5777 C0617

4. Technical Correction of the Common Council Action of March 12, 2024, Item VII.A.2 to add accounts designated for On-Call Engineering Services Agreement between the City of Norwalk and Weston & Sampson Engineers, Inc. for Project DPW 2024-1 -

On-Call Engineering Services.

Account No.

09 26 4021 5777 C0021

09 27 4021 5777 C0021

09 26 4021 5777 C0315

09 26 4021 5777 C0318

09 27 4021 5777 C0318

09 26 4021 5777 C0440

09 27 4021 5777 C0440

09 26 4021 5777 C0471

09 26 4021 5777 C0617

5. Technical Correction of the Common Council Action of March 12, 2024, Item VII.A.3 to add accounts designated for On-Call Engineering Services Agreement between the City of Norwalk and AI Engineers, Inc. for Project DPW 2024-1 - On-Call Engineering Services.

Account No.

09 26 4021 5777 C0021

09 27 4021 5777 C0021

09 26 4021 5777 C0315

09 26 4021 5777 C0318

09 27 4021 5777 C0318

09 26 4021 5777 C0440

09 27 4021 5777 C0440

09 26 4021 5777 C0471

09 26 4021 5777 C0617

## **E. ECONOMIC AND COMMUNITY DEVELOPMENT**

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.
2. Approve the revised Planning & Zoning Fee Schedule as submitted by the Planning & Zoning Department, to become effective upon adoption.
3. 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

4. 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

- VIII. RESOLUTIONS FROM CITY COUNCIL**
- IX. MOTIONS POSTPONED TO A SPECIFIC DATE**
- X. SUSPENSION OF RULES**
- XI. ADJOURNMENT**

### **APPOINTMENTS**

<b>PLANNING AND ZONING COMMISSION</b>	<b>M/C</b>	<b>Norwalk Code 79</b>
<b>DIANA LENKOWSKY (D)</b> 31 Cannon Street Norwalk, CT 06851		Term Expires - 01/01/2028 Regular District D
<b>JAQUELL WILSON (I)</b> 10 Monroe Street, 220 Norwalk, CT 06854		Term Expires - 01/01/2027 Alternate District B
<b>DOUG HEMPSTEAD (R)</b> 116 Chestnut Hill Road Norwalk, CT 06851		Term Expires - 01/01/2029 Alternate District D
<b>HISTORICAL COMMISSION</b>	<b>M/C</b>	<b>Norwalk Code 57A</b>
<b>RACHEL DUCKER (D)</b> 108 New Canaan Avenue, Unit 320 Norwalk, CT 06850		Term Expires - 12/31/2026

### **REAPPOINTMENTS**

<b>HOUSING AUTHORITY</b>	<b>M/C</b>	<b>Gen Stat. 8-40</b>
<b>ISAAC WALCOTT (D)</b> 3 Country Club Road Norwalk, CT 06851		Term Expires - 05/31/2031

**CITY OF NORWALK  
CITY COUNCIL  
REGULAR MEETING MINUTES - MAY 26, 2026  
VIA ZOOM AND CITY COUNCIL CHAMBERS**

**ATTENDANCE:** Nicol Ayers; Brian Bailey; Jesse Buccolo; Jan Degenshein; Nicole Eaddy; James Frayer; Joshua Goldstein, Council President; Colin Hosten; Johan Lopez; Broderick Sawyer; Jalin T. Sead Sr., Majority Leader; Anne Wennerstrand; Dajuan C. Wiggins Sr.; Darlene Young, Dajuan Wiggins.

**STAFF:** Marsha Elbourne, City Clerk.

**CALL TO ORDER**

The meeting was called to order at 7:33 p.m. There was a quorum present.

**ROLL CALL**

Ms. Elbourne, City Clerk, called the roll and those present were as noted above.

**ACCEPTANCE OF MINUTES**

**May 12, 2026** Corrections were noted to several name spellings.

**\*\*MR. DEGENSHEIN MOVED TO APPROVE THE MINUTES AS AMENDED WITH THE CORRECTIONS NOTED.**

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

**PUBLIC PARTICIPATION**

**1. 5th Street Resident** (lives 5 houses from Gregory & Fifth intersection) Opposed removing on-street parking on Fifth Street for a bike lane/shared path in the Gregory Boulevard project. Argued it would increase congestion and suggested alternatives like resident parking permits, a stop sign at Hawkins, rumble strips, or making the street one-way.

**2. Betty Bono** – 35 Fifth Street Strongly opposed the shared path and loss of parking. Made 5 detailed points on safety risks of shared paths near driveways/intersections, hardship for vulnerable residents (seniors, disabled, families, women walking at night), the need to rip up new ADA sidewalks, and the broader impact on the Norwalk River Valley Trail on other streets.

**3. Tricia Saccone** – 13 Berkeley Questioned the historical monument at the roundabout and whether TMP had reviewed it. Emphasized safety but called for cheaper alternatives (pedestrian beacons, better lighting, marked crosswalks, enforcement) instead of a \$246k study and \$3.5M project. Stressed fiscal responsibility and listening to residents.

**4. Reid Arbach** (retired Norwalk Fire Captain, 44 years; lifelong resident) Opposed the project. Called for cheaper safety measures like better enforcement, stop signs, flashing lights, and crosswalks. Highlighted parking concerns near Marvin Beach and ball fields; said the current roundabout works and the new plan would create nightmares for emergency response.

**5. Jim Anderson** – Oldwell Court Thanked the Council and called for stronger traffic enforcement on Gregory Boulevard (no enforcement compared to Beach Road). Suggested a stop sign or traffic light at the roundabout as a lower-cost option.

**6. Donna Menton** – 8 Gregory Boulevard Spoke about ongoing construction fatigue in East Norwalk and daily traffic chaos. Criticized the process for finalizing plans and committing funds before meaningful resident input. Urged the Council to listen to neighbors and explore lower-cost alternatives instead of a large roundabout.

**7. Luis Garcia** – Bond Street (architect with 35 years experience) Called the project a massive waste of money. Questioned the \$246k design contract (820 hours) and overall \$3.5M cost. Asked why there was no public bidding and why VHB was grandfathered in. Urged the Council to vote it down and use the funds for schools, daycare, or seniors.

**8. Diane Lauricella** (Gregory Boulevard resident; spoke via Zoom) Urged the Council to table or defeat the item and send it back to committee. Criticized lack of alternatives analysis, high costs, and the rushed process. Asked for itemized justification of the \$246k scope and suggested moving the Norwalk River Valley Trail to another street to preserve parking.

**9. Rich Bonenfant** – 17 Park Hill Avenue Warned that approving the design plans tonight would make it almost impossible to turn back later. Strongly urged the Council to vote the item down.

## **MAYOR**

### **A. RESIGNATIONS AND APPOINTMENTS**

Appointments & resignations were accepted as listed on the agenda.

Saj Oliver, Arts and Culture Commission

## **COUNCIL PRESIDENT A. RESIGNATIONS AND APPOINTMENTS**

### **1. APPOINTMENTS**

**a.** Brian Bailey, Board of Estimate and Taxation

**b.** Anne Wennerstrand, Board of Estimate and Taxation, Alternate

**\*\*MR. GOLDSTEIN MOVED TO APPOINT BRIAN BAILEY AND ANNE WENNERSTRAND TO BE MEMBERS OF THE BOARD OF ESTIMATE AND TAXATION IN A NON-VOTING CAPACITY.**

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

**c.** Nicole Eaddy, Affordable Housing Account Committee

**d.** Broderick Sawyer, Affordable Housing Account Committee

**\*\*MR. GOLDSTEIN MOVED THE APPOINTMENTS OF NICOLE EADDY & BRODERICK SAWYER AS MEMBERS OF THE AFFORDABLE HOUSING COMMITTEE.**

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

**B. CONSENT CALENDAR**

Read by Ms. Eaddy as noted below.

**VII. CITY COUNCIL COMMITTEES**

**A. FINANCE AND CLAIMS COMMITTEE** – Items 1 through 9

**B. ORDINANCE** – Items 3 through 5

**C. RECREATION, PARKS AND CULTURAL AFFAIRS** – Items 1 through 9

**E. PUBLIC WORKS** – Items 1 through 3

**\*\*MR. GOLDSTEIN CALLED FOR A VOTE TO APPROVE THE CONSENT CALENDAR AS READ.**

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

**B. ORDINANCE**

1. Approve changes to Chapter 7 (General Provisions), Article II (City Seal), Section 10 (Custody)

**\*\*MR. SEAD MOVED TO APPROVE CHANGES TO CHAPTER 7 (GENERAL PROVISIONS), ARTICLE II (CITY SEAL), SECTION 10 (CUSTODY)**

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

2. Approve new ordinance: Financial Disclosures and Impact of Ordinances

**\*\*MR. SEAD MOVED TO APPROVE NEW ORDINANCE: FINANCIAL DISCLOSURES AND IMPACT OF ORDINANCES**

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

**D. ECONOMIC AND COMMUNITY DEVELOPMENT**

2. 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

**\*\*MS. EADDY MOVED TO APPROVE THE ITEM WITH AMENDED SCOPE LANGUAGE UNDER 1.0 WHERE ITS SAYS CONTENT DESIGN AND 1.1 AT THE 5<sup>TH</sup> STREET SECTION TO INCLUDE STREETScape IMPROVEMENTS TO FIFTH STREET SHOWING MORE ADVANCED TRAFFIC CALMING MEASURES TO ACCOMMODATE THE NORWALK RIVER VALLEY TRAIL.**

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

1. a. Authorize the Mayor to execute any and all documents associated with submission of the PY52 Annual Action Plan to HUD.

b. Authorize the Mayor to execute any and all documents consistent with the approved PY52 Annual Action Plan.

**\*\*MR. GOLDSTEIN MOVED TO APPROVE ITEMS 1A AND B UNDER ECONOMIC AND COMMUNITY DEVELOPMENT.**

**\*\*MOTION PASSED UNANIMOUSLY. RECUSALS (SEAD)**

### **ADJOURNMENT**

**\*\*MS. AYERS MOTIONED TO ADJOURN.**

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

The meeting adjourned at approximately 10:15 PM.

Respectfully Submitted,

Courtney Baldwin

Recording Secretary

**Diana Lenkowsy**

31 Cannon Street, Norwalk, CT 06851  
Diana.Lenkowsky@gmail.com

**Education:**

Norwalk Public Schools  
B.A., Boston University

**Work History:**

1978 – 2017

Purdue Pharma L.P.  
Vice President, Facilities and Real Estate

Responsible for strategic planning, engineering, maintenance, capital projects, leasing, acquisition and sales for properties totaling approximately one million square feet.

Managed Purdue's corporate responsibility outreach in Norwalk and Stamford, including distribution of funds, program evaluation, employee volunteer initiatives, and board memberships.

Mentored in Norwalk and Stamford public schools.

Past board memberships include The Mill River Park Collaborative; The Palace Theater; The United Ways of Norwalk, Stamford and Western Connecticut; Stamford Achieves (past chair); The Stamford Partnership (past chair), and the Governor's Prevention Partnership.

Current board memberships in Norwalk include The Human Services Council (past chair) and 40 South Main/Ludlow affordable housing.

I have served as an alternate zoning commissioner for the City of Norwalk for the past year.

2017 – 2021

One Stamford Realty L.P.  
Vice President, Facilities and Real Estate

2021 – present

TXP Services, Inc.  
Vice President

**Background:**

My family and I have lived at 31 Cannon Street in Norwalk for 38 years and our two sons attended Norwalk public schools.

# JAQUELL WILSON

Jaquellwilson33@yahoo.com

203-807-6996

## OBJECTIVE:

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I am seeking a full-time position within the Norwalk Public Library where I can continue my journey that began at the age of 15 through the Mayor's Youth Program in 2016. With years of experience in customer service, I bring an electrifying attitude, confidence, and empathy to every interaction. I have a passion for helping people, problem-solving, and making the experience enjoyable for all. I'm excited to assist, manage resources, and maintain a lively yet calm atmosphere.

## EXPERIENCE

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### Part-Time Reference Librarian Assistant | Norwalk Public Library | Norwalk, CT

October 2016 to Present.

- Creating original patron-centered programming to enhance library services
- Designing innovative strategies to lower or remove barriers to access library services
- Assisting librarians with various professional duties to support efficient library operations
- Organizing and labeling books for shelving, ensuring an orderly library collection
- Contributing actively to a team atmosphere, collaborating to accomplish tasks effectively
- CT Public Notary
- Interlibrary loan
- 1-on-1 technology instruction
- Reference interviewing
- Reader advisory
- Collection development
- Circulation department assist
- Digital and print marketing materials

### Part-Time Technology Coordinator | Wilton Library Association | Wilton, CT

September 2025 - Present

- Patience and empathy when assisting individuals with a wide range of technical skills and backgrounds
- Comfortable working with modern web browsers like Chrome, Firefox, and Safari, and can support users in completing tasks and troubleshooting issues.
- Approach technical challenges with creativity and problem-solving skills, especially in community or low-resource settings
- Bring a collaborative mindset, working well with library staff, volunteers, and patrons to support technology use

### Full-Time Property Manager | Norwalk Self Storage - Norwalk, CT

February 2025 - August 2025

- Work both independently and as part of a team to rent self-storage spaces, sell store merchandise, manage the leasing process, and accept payments through the Point-of-Sale System (POS)
- Ensure the facility is clean and safe, meeting company guidelines
- Complete daily bank deposits and make courtesy calls to customers regarding late payments

### Part-Time Patient Consultant | Shangri-La | Norwalk CT

January 2024 to February 2025.

- Ensure compliance with all state regulations, age verification and accurate product labeling
- Process sales transactions accurately while managing cash and card payments
- Assist customers in selecting cannabis products based on their preferences and needs

Full-Time Library Assistant | Russell Library - Middletown, CT

May 2022- February 2023

- Provide remote assistance through telephone, email, Zoom and in-person interactions
- Engage directly with library patrons of all ages at various public service points
- Demonstrate a strong commitment to digital equity and inclusion, addressing historical and structural barriers
- Manage and configure devices for staff and patrons
- Troubleshoot work computers and communication systems
- Develop and foster staff morale through in-house programs and initiatives

Full-Time Library Clerk | Russell Library - Middletown, CT

January 2022- May 2022

- Coordinate front-line support for multiple customers, ensuring efficient service
- Offer technology assistance both within the library and to the surrounding community
- Organize and lead morale-boosting events for staff to encourage team spirit
- Serve as a communication hub for interdepartmental projects, ensuring smooth collaboration

EDUCATION

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Graduate - Norwalk High School - Norwalk, CT  
New England College

September 2015 to June 2019  
2019-2022

SKILLS

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- Microsoft Office
- GSuite
- Mac and iOS proficient
- Connecticut Notary
- Cloud based desktop publishing
- Team play who is able to lead when necessary
- Dependable
- Iii Sierra and Vega



**Douglas E. Hempstead**  
116 Chestnut Hill Road 06851  
203-846-1054, Cell 203-515-8340

**Personal**

- Lifelong Norwalk resident
- Married to Donna Byington (Norwalk)
- 3 married children: Jon, Matt, Ben; 6 Grandchildren

**Education**

- MBA Business Administration, Sacred Heart University - 2002
- BS Business Administration, Sacred Heart University - 1997
- Graduated Norwalk Public Schools

**Employment**

- Vice President Stew Leonard's Property Development (Recently Retired)
- Former local small business entrepreneur

**Government Experience**

- Charter Revision\_Commission\_2024-2025
- Norwalk Common Council – 1985 to 1995, 2003 to 2019
- Zoning Commission - 1999 to 2002
- Chairperson Independent Party - 1989 to 1994, 1998 to 2001
- **Council President – 1989, 1994, 2009, 2013, 2015**
- Former member Norwalk Common Council - Majority Leader, Minority Leader
- Former Council Committee member - Department of Public Works (chairman - 8 years), Planning (chairman), Personnel (chairman), Finance, Parks and Recreation, Land Use, Health and Public Safety
- Mayoral Candidate - 1995; 1997
- Maritime Authority
- Facilities Commission
- Water Pollution Authority

**Present Community Service**

- Lockwood-Mathews Mansion - Board of Directors (Chairman – Present)
- Norwalk RTC .Dist. D Chair

**Former Community Service**

- Norwalk Chamber of Commerce Board of Directors – 1999 to 2024
- Norwalk Seaport Association
- Save Cranbury Association Board
- Norwalk Historical Commission
- Mid-Fairfield Child Guidance Center Board of Directors
- Mayor's Committee to End Homelessness
- Chairperson Norwalk Communities in Schools
- Norwalk High Fathers' Club
- Human Service Council Board - 1997
- CELEBRATE WOMEN *Good Guy Award* Recipient - 1996
- Norwalk Quality and Diversity in Education Committee - 1993 to 1995
- Norwalk Public Schools Mentor
- Women's Crisis Center Board member - 1983 to 1984
- Marvin Beach Neighborhood Association Treasurer; Parliamentarian.



# RACHEL DRUCKER

(203) 561-8273 RachelDrucker@aol.com

## Non-Profit \* Case Management \* Advocacy

### Professional Profile

Dedicated individual with comprehensive experience spanning non-profit organizations, city government, and corporate firms. Highly knowledgeable of critical issues, key players and social service needs. Record of enhancing success of organizations using exceptional networking, community outreach and fundraising skills. Talent for attaining high-value grants, partners, and sponsors. Resourceful problem solver and catalyst for positive change. Tech savvy. Proficient in a variety of software programs and social media.

### American Research Marketing 8/21 to present.

After retirement -- working part time remotely conducted phone surveys on a nationwide basis.

### Experience

#### **National Church Residences -- Harboursite, Stamford, CT & North Fort Myers,FL (Nationwide developer & Management of low income senior housing)**

#### **Resident Services Coordinator (June 2017 to March 1 2021 -- Retired)**

Serve as liaison to community agencies, network with community service providers while seeking out new services available to approximately 80 residents. Identify low cost service providers and/or negotiate discounts

Assist residents in filing Department of Social Services paper work, which includes SNAP (food stamps), Medicaid, supplemental medical savings and all other city, state and federally funded entitlement programs

Provide quality customer service to all residents including answering questions concerning health and wellness. Assists residents in acquiring and utilizing desired community services such as housekeeping, meals, personal hygiene, personal services, financial assistance, DSS medical and SNAP recertification, day care counseling and other services requested while in compliance with HUD policies and restrictions.

Work as a community advocate securing the rights and laws pertaining to programs for low-income seniors.

Outreach to have individuals/organizations to present to residents educational events that include subjects relating to health care, agency support, life skills and referral skills.

Responsible for information inputted into organization's health care database (Care Guide). Do initial detailed engagement to determine residents emergency contacts, doctors, Poise, etc. as well as perform an extensive verbal review of health to determine residents health care vulnerability and ADL scales depression screening.

#### **FIDUCIARY ELDER CARE SERVICES (FECS)New Haven, CT (work remotely) (Elder care and fiduciary nonprofit. Parent company is Paragon Trust)**

#### **Manager (June 2016 to present)**

Manager of elder care and fiduciary non profit providing all avenues of support to seniors. FECS provides training, legal and financial education not only to seniors but also to professionals working in the elderly

arena. Write grant proposals and applications to supplement training costs. Responsible for administrative function of parent company.

**NEW NEIGHBORHOODS, INC., Stamford, CT (NNI is a nonprofit housing developer and manager of rental and owner-occupied housing)**

**Tenant Advocate/Resident Coordinator** – (October 2014 to March 2016)

Worked with residents of NNI's two low income residential apartment buildings connected residents with needed community, social services and medical resources. Worked to maintain and improve the quality of life by developing and providing programming to stimulate residents via social, wellness awareness, educational and recreational programs. Provided case management and referrals. Handled grant sourcing and fundraising for programs. Utilized family matrix.

**Board Administrator** (December 2012 – March 2014)

Researched, directed, and resolved policy issues. Facilitated compliance with by-laws, board policies, and resolutions. Composed and updated governance documents, policy documents and corporate records. Collaborated with outside counsel to prepare legal documents for filing with Secretary of State's office, including dissolutions, amendments to bylaws, and corporate organizational documents. Liaised between organization and government officials, board of directors, and other entities. Led discussions on City's potential real estate development proposals. Identified grant opportunities and wrote grant proposals. Initiated and managed fundraising efforts.

**YERWOOD CENTER, Stamford, CT- (Community Center for West Side of Stamford)**

**Development Consultant** (2010 – 2012)

Created and executed new types of fundraisers for community center. Conceived and executed first "Friends of Yerwood Fundraiser," attended by 90+ former teachers and students. Enhanced awareness of center and drive event attendance through social media and viral marketing campaigns. Gained attention of local press.

**See:** "[Stevens School Alum Gathering](#)," Stamford Daily Voice, 9/19/2010

**Community Leadership**

**Co-chair, Housing Committee**, Fairfield County's Coalition to End Homelessness, CT (2014 – Present)

**Recording Secretary**, Mayor's Multicultural Council, Stamford, CT (2010 – 2012)

**Health and Humor Association Clown**, Stamford Hospital (2008 – 2013)

**Civilian Board Member**, Stamford Fire Fighters Safety Foundation (2012)

**Elected Official, Board of Representatives**, Stamford's Legislative Body, Stamford, CT (1995 – 1999)

- **Committee Member** of : Fiscal; Legislative & Rules; Public Safety & Health; Land Use and Education Committees. Vice Chair of Housing, Community Development and Social Services

Participated as a member of various non-profit Board of Directors such as Jewish Historic Society; Stamford Emergency Medical Services; Mid-Fairfield County AIDs; Treasurer, Association of Legal Association; Rotary and Exchange Club Member

**Education**

**BOSTON UNIVERSITY – SCHOOL OF PUBLIC COMMUNICATION**, Boston, MA

**Bachelor of Science:** Communications, Graduated with Honors

**Professional Development**

- Women's Campaign School, Yale University
- Gerontology Program, Norwalk Community College

- Relevant Seminars:(see attached continuing ed) Grant Writing, Non Profit Governance, Fundraising, Working with Volunteers, Strategic Planning, Records Retention Requirements, Developing and Working with Non Profit Boards and Budgeting for Non Profits.

*Isaac J. Walcott*  
*3 Country Club Road*  
*Norwalk, CT 06851*  
*203-702-3661*  
*isaac.walcott9@gmail.com*

**Objective**

Proficient Customer Relations Specialist seeks position where organization, insight, and interpersonal skills are utilized.

**Associate Pastor-Cathedral of Faith Church of God-Bridgeport, CT**

*2015 – Present*

*Assist Lead Pastor in delivery of religious services, teach, preach, as needed.*

*Lead member on the Pastors Council , utilizing my finance background.*

*Norwalk Church of God, Pastor 2016-2017.*

**Vice President – Fairfield County Bank, Norwalk, CT**

*2004 – Present*

Daily Branch operations and business development drive all sales efforts to secure goals in loans, investments and deposit growth.

**Financial Service Representative - Peoples Bank, Norwalk, CT**

*2002 – 2004*

- 1 Sell new banking products, open accounts, service all consumer and commercial accounts
- 1 Decision making responsibility for daily overdraft actions
- 2 Manage collections on accounts in negative status
- 3 Ensure balance of vault and ATM daily
- 4 Process and record cash shipments, wire transfers and loans
- 5 Respond to and resolve all customer inquiries
- 6 Provide all personal banking support to high net worth clients (over \$1MM) in deposits; ensure the fulfillment of all banking needs and process all transactions
- 7 Identify all cross sell opportunities and refer appropriate customers to Securities Division
- 8 Assume responsibilities for Office in Charge in manager's absence
- 9 Assist with Mortgage Origination as needed

**Customer Service Representative - Peoples Bank, Greenwich, CT**

*1996 - 2002*

- 1 Duties and responsibilities similar to current position noted above.

**Store Manager - The Coffee Tree Ltd, Greenwich, CT**

*1990 - 1996*

- 2 Purchase supplies and equipment, customer liaison, inventory
- 3 Managed wholesale distribution to companies and restaurants
- 4 Hired staff and managed scheduling of personnel
- 5 Oversee all store payroll, bank deposit, cash flow sheets

**Ticket Personnel - Theater Development Fund, New York, NY**

*1989 - 1990*

- 1 Prepared Broadway theater tickets for sale and process ticket reports, as needed.

**Qualification**

Beaumont Comprehensive College-Diploma (Jamaica)  
Connecticut School of Finance and Management-Diploma  
Trained and certified as Mortgage Originator & Loan Officer

**Affiliations**

Norwalk Chamber of Commerce -Member  
Westport Business Network International-Member  
The Norwalk Art Space-Board Member  
Southern New England Church of God-Licensed Minister

**CITY OF NORWALK**  
**FIRE DEPARTMENT**  
**Chief of Operations**

**121 CONNECTICUT AVE.**  
**NORWALK, CONN. 06854**



**TEL: (203) 854-0230**  
**NORWALKCT.GOV**

To: Common Council, Public Safety and General Government Committee

From: Assistant Chief Timothy Reardon

RE: **City Council Authorizations**

Date: May 28, 2026

1. Authorize the Mayor, Barbara Smyth, to execute a contract with Bulldog Fire Apparatus for a total not to exceed \$2,799,259.20 for the replacement of a Ladder Truck (Munis Acct. 09263110-5777-C0729)

One of the Norwalk Fire Department's front-line ladder trucks has reached 15 years of service and is due to be replaced. This apparatus has performed reliably over its lifespan; however, it is now approaching the point where increased maintenance cost and reduced reliability warrant its replacement.

The proposed replacement will be a tractor-drawn aerial (TDA), selected for its enhanced maneuverability, operational flexibility, and ability to effectively operate within Norwalk's narrow street layouts, reduce bridge heights, and densely built neighborhoods. This apparatus type provides improved access in tight urban settings while maintaining the aerial reach, ground ladder compliment and overall capability necessary for fireground operations.

Replacing this apparatus will also allow the Department to remove a reserve ladder truck, currently in excess of 30 years old, from reserve which still sees front-line emergency service. Continuing to rely aging equipment introduces unnecessary risk to both personnel and the public, as well as increased maintenance burdens.

Investing in a new tractor-drawn aerial will ensure that the Norwalk Fire Department continues to provide a high level of service, operational readiness, and safety to the residents and visitors of the City of Norwalk.



# Fire Apparatus Proposal

**Bulldog Fire Apparatus**

86 Stockhouse Road  
 Bozrah, CT 06334  
 (860) 204-8332

DATE: 4/24/2026  
 PAGE: 1 of 1  
 VALID FOR: 60-Days

TO City of Norwalk Fire Department  
 121 Connecticut Avenue  
 Norwalk, CT 06854

ATTENTION: Edward McCabe ; Fire Chief  
 PHONE: (203) 854-0230  
 E-MAIL: [emccabe@norwalkct.gov](mailto:emccabe@norwalkct.gov)

Contract Number		Description		Customer Contact	
Sourcewell 082025-RVG-3		KME Severe Service 100' Tractor Drawn Aerial Apparatus		Edward McCabe ; Fire Chief	
Delivery Terms				Estimated Delivery	Payment Terms
F.O.B. Bulldog Fire Apparatus - Bozrah, CT				46-52 Months ARO	Due at Delivery
Line Item	QTY	Item Number	Description	Unit Price	Extended
1	1	MSRP	Apparatus MSRP Price	\$2,925,536.00	\$2,925,536.00
1	1	SOURCEWELL	5% Sourcewell Discount	(\$146,276.80)	(\$146,276.80)

**Subtotal**      \$2,779,259.20

Quotation prepared by:

Customer Approval:

Jeffrey Heser

Sales Representative

Signature: *E. McCabe*

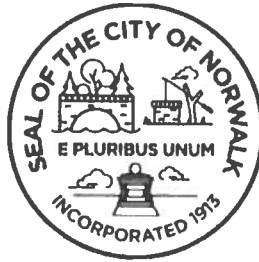
Name: Edward J. McCabe

Title: Chief

**Total**      \$2,779,259.20

Quotation provided is only valid for items above, and will be honored for 30-days per terms and conditions stated above. Payment shall be received at delivery. This quote is non-transferable, and can only be used by the customer stated above. If you have any questions, please feel free to contact me. An apparatus contract shall be part of this purchase and a PO from the buyer if a PO is used for this type of purchase by the purchaser.

THANK YOU FOR THE OPPORTUNITY TO PROVIDE YOU WITH A PROPOSAL



DEPT OF FINANCE - Purchasing Department

**NONCOMPETITIVE PROCUREMENT JUSTIFICATION FORM**

DATE: 4/27/2026

DEPARTMENT: Fire

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:

<input type="checkbox"/>	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
<input type="checkbox"/>	2	After solicitation of several sources, competition is determined inadequate (record of source contacts and/or attempts to obtain pricing is attached)
<input type="checkbox"/>	3	The compatibility of equipment, accessories, or replacement parts is of paramount consideration
<input checked="" type="checkbox"/>	4	The item/service is available on a Cooperative Purchasing Agreement (please provide the organization name, quote, and the contract/agreement number)
<input type="checkbox"/>	5	The public exigency or emergency for the requirement will not permit a delay resulting from competitive solicitation (documented emergency contingency is attached). <b>Please forward this form and supporting documentation within 48 hours of the Emergency</b>
<input type="checkbox"/>	6	Other, please explain:

TOTAL COST: \$2,779,259.20 MUNIS Account: 09263110-5777-C0729

VENDOR: Bulldog Fire Apparatus

Purchasing Agent Signature	The Purchasing Agent	Department Head Signature
Digitally signed Purchasing Agent Name <b>Sharon Conners</b>	<input checked="" type="checkbox"/> Supports	
	<input type="checkbox"/> Does Not Support	Department Head Name
Date: <b>rs</b>	<input type="checkbox"/> Single Source Requires Common Council Authorization (in excess of \$20,000.00)?	<b>Edward McCale, Chief</b> Date: <b>4/27/2026</b>
Date: 2026.04.30 11:57:04 -04'00'		

**JUSTIFICATION:**

The Norwalk Fire Department seeks to acquire a new Tractor-Drawn Aerial (TDA) apparatus to enhance operational capabilities in densely populated neighborhoods with narrow streets and limited maneuvering space. The department has determined that a KME TDA is the only apparatus that meets the unique operational requirements for the city, including:

KME TDA is a compact design that allows for safe navigation in Norwalk's narrow streets and tight residential areas. No other manufacturer currently provides a TDA with the combination of short overall length and reduced height required for Norwalk's operational environment. Other manufacturers' apparatus would exceed allowable height or length limitations preventing access to certain areas of the city.

Lower height of the KME TDA ensures clearance under low bridges and overpasses common throughout Norwalk. This allows the ladder truck to take the most direct route to emergencies and prevent detours a truck with a higher height would require which would cause operational delays

KME TDAs are recognized for their reliability, robust performance, and safety features that meet NFPA standards for aerial apparatus.

Bulldog Fire & Rescue is the sole authorized KME dealer covering the State of Connecticut. All KME apparatus purchases in the state must be made through Bulldog to ensure proper warranty support, factory specifications, and parts availability. The purchase will utilize Sourcewell contract pricing, ensuring competitive pricing under a cooperative purchasing agreement recognized for municipal procurement.

Due to the combination of unique operational requirements, exclusive dealer representation, and pre-negotiated Sourcewell contract pricing, the Norwalk Fire Department requests approval to procure a KME TDA through Bulldog Fire & Rescue as a sole source purchase. This procurement ensures the department receives an apparatus that meets city-specific operational needs, maintains compliance with NFPA standards, and benefits from cooperative contract pricing.

**ANY OTHER VENDORS CONTACTED FOR PRICING? (Please attach quotes):** \_\_\_\_\_

**Vendor 1:** \_\_\_\_\_

**Vendor 2:** \_\_\_\_\_

**EMERGENCY:** Explain in detail the nature of the emergency

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

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

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

**WITNESSETH:**

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

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

**1. RECITALS**

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

**2. ENGAGEMENT OF THE CONTRACTOR:**

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

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

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

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

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

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

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

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

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

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

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

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

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

returned back into the possession of the City;

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

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

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

### 3. TIME PROVISIONS:

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

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

### 4. COMPENSATION:

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

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

### 5. INSURANCE AND INDEMNITY REQUIREMENTS:

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

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

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

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

## 7. GENERAL PROVISIONS:

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

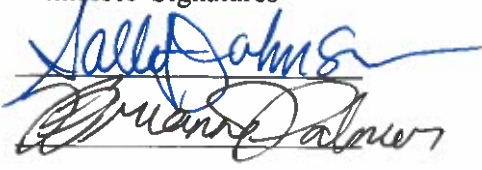
N. Electronic Signature. This Agreement may be executed and delivered via facsimile or electronic mail by either of the parties and the receiving party may rely on the receipt of such document so executed and delivered via facsimile or electronically as if the original had been received.

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


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

Signed, Sealed and Delivered  
in the Presence of:

Witnesses' Signatures



**CITY OF NORWALK**

By:   
Harry W. Rilling  
Its Mayor  
Duty Authorized


Date Signed: 7/7/25

Signed, Sealed and Delivered  
in the Presence of:

Witnesses' signatures

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

**COMPASS CONSULTING & COACHING LLC**


By:   
Christine Mahanna, LCSW  
Its Managing Member  
Duty Authorized

Date signed: 6/27/2025

APPROVED AS TO FORM:  
OFFICE OF CORPORATION COUNSEL

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

APPROVED AS TO  
AVAILABILITY OF FUNDS:

By:   
Comptroller/Deputy Comptroller

Date: 7-1-25

EXHIBIT 1



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

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

Dear Corporation Counsel,

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

---

## **DRAFT SCOPE OF WORK**

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

**Project Title:** Nonprofit Capacity Accelerator Initiative

### **Project Summary:**

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

### **Program Objectives:**

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

## Scope of Services:

### 1. Coaching Services

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

### 2. Group Learning Sessions

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

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

### 3. Program Administration

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

## Deliverables:

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

## Timeline:

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

## Compensation:

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

---

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

Respectfully Submitted By,



Lamond Daniels, LCSW, MPA  
Chief of Community Services

## EXHIBIT 2

## INSURANCE RIDER

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

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

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

### Minimum Scope and Limits of Insurance:

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

**WITNESSETH:**

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

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

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

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

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

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

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

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

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

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

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

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

## **3. TIME PROVISIONS:**

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

## **4. COMPENSATION:**

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

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

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

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

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

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

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

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

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

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

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

**6. GENERAL PROVISIONS:**

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

designate in writing:

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

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

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

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

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

Q. Compliance with Laws

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

R. Electronic Signature

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

S. Effective Date:

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

**[SIGNATURES ON FOLLOWING PAGE]**

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

Signed, Sealed and Delivered  
in the Presence of:

Witnesses' Signatures

[Handwritten Signature]  
[Handwritten Signature]

**CITY OF NORWALK**

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

Date Signed: 7/7/25

Signed, Sealed and Delivered  
in the Presence of:

Witnesses' signatures

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

**THE OPEN DOOR SHELTER, INC.**

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

Date signed: 6/25/25

APPROVED AS TO FORM:  
OFFICE OF CORPORATION COUNSEL

By: [Handwritten Signature]  
Katleen L. Royle

APPROVED AS TO  
AVAILABILITY OF FUNDS:

By: [Handwritten Signature]  
Comptroller/Deputy Comptroller

Date: 6-25-25

## EXHIBIT 1



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

## Emergency Shelter Outcomes May 2024 to April 2025

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

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

### Shelter Capacity and Services

#### Year-Round Shelter Capacity:

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

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

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

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

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

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



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

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

During the reporting period, Open Doors provided shelter to:

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

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

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

## Geographic Origin:

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

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## Housing Outcomes

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

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

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

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

Legal name: The Open Door Shelter Inc

## EXHIBIT 2

## INSURANCE RIDER

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

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

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

### Minimum Scope and Limits of Insurance:

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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



May 22, 2026

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

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

Dear Chair Ayers and Members of the Community Services Committee,

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

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

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

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

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

Respectfully,

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



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

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

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

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

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

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

### **YDT SPECIFIC INFORMATION:**

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

2023-24: 151

2024-25: 138

2025-26: 115

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

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

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

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

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

Criminal referrals from Police/SRO (with arrest)

Criminal referrals directly sent from Juvenile Court

Non-Arrest referrals from Police/SRO

School Referrals (arrestable offenses-no police involved)

Other (please define):



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

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

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



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

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

12. Do youth and families complete the exit surveys?

Yes, at an in person closing

Yes, via email/mail or other

No, please explain why and plan to

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

Yes  No

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

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

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

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

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

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

3. Have you fully implemented the new YDT Protocols?

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

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

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



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

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

**IV. FUNDING NARRATIVE:**

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

**BUDGET**

**YDT NAME: NORWALK**

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

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

**2026-2027 BUDGET**

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



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

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

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

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

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

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

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

Staffing:

Benefits:

Other:

**TOTAL for Personnel:**

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

Activity 1-

Activity 2-

Activity 3-

Activity 4-

Activity 5-

**TOTAL for Pro-Social:**



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

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

Transportation:

Youth Employment:

Treatment:

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

Other:

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

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

**(CONTINUE TO CONTRACT PAGE BEOW)**



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

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

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

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

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

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

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



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

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

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

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

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

### **DATA REQUIREMENTS:**

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



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

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

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

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

### **Applicant Agency Signature:**

David Walenczyk, Youth Services Director  
Name and Title

5/26/2026  
Date

David Walenczyk  
Signature

### **CYSA Signature:**

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

\_\_\_\_\_  
Date

\_\_\_\_\_  
Signature



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

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

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

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

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

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

#### **Tier one**

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

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

**Tier Two**

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

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

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

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

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

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

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

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

**1. Healthy Interactions**

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

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

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

**2. Champion Eating and Habits**

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

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

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

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

### **3. Identity Formation**

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

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

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

### **4. Emotional Regulation**

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

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

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

### **5. Manhood Development**

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

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

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

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

- Cooking
- Cleaning
- Laundry
- Personal Hygiene

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

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

**7. Functional Life Skills**

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

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

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

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

**Youth will also learn to:**

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



**William Hodel**  
Director of Facilities & Maintenance  
[hodelw@norwalkps.org](mailto:hodelw@norwalkps.org)  
P: 203-854-4053 / F: 203-854-4005  
125 East Avenue, PO BOX 6001  
Norwalk, CT 06852-6001

**TO:** LAND USE & BUILDING MANAGEMENT COMMITTEE

**FROM:** WILLIAM HODEL, DIRECTOR OF FACILITIES & MAINTENANCE

**RE:** **WOLFPIT ELEMENTARY SCHOOL AIR CONDITIONING AND ELECTRICAL UPGRADES**

**DATE:** MAY 26, 2026

Not long ago, Norwalk Public Schools instituted a program to provide temporary air conditioning to all remaining schools that are not equipped with comfort cooling. The final school to take part in this program is Wolfpit Elementary School. As part of this ongoing initiative to provide comfort cooling to the district, Southport Engineering Associates was assigned to design a window style air conditioning system and split system air conditioning system to all learning spaces and offices at the Wolfpit Elementary School. Based on the design Southport Engineering Associates provided, a solicitation was publicly advertised by the City's Purchasing Department for this work and Olympus Construction responded. Last year, Olympus Construction successfully completed the same task at Tracey Magnet School to our satisfaction and we are pleased they have shown continued interest in working with the Norwalk Public Schools.

**ACTION:**

- a. Authorize the Mayor, Barbara C. Smyth, to execute an Agreement with Olympus Construction for the Wolfpit Air Conditioning and Electrical Upgrades project for a total not to exceed \$676,000.00. Funds are available in Acct. 09235010 5777 C0652, 09245010 5777 C0652 and 09255010 5777 C0652.**
- b. Authorize the NPS Facilities Department to issue Change Orders on this contract for a total of \$67,600.00. Funds are available in Acct. 09255010 5777 C0652.**

**CITY OF NORWALK  
PURCHASING DEPARTMENT**

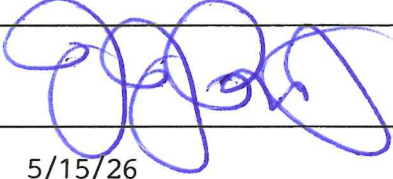
<b>BID PRICES/BREAKDOWN</b>		<b>FEE</b>	<b>FEE IN WORDS</b>
A	Mechanical Sav-Mor	\$218,000.00	Two Hundred Eighteen Thousand-----00/100 Dollars
B	Electrical Mercury	\$223,000.00	Two Hundred Twenty Three Thousand--- 00/100 Dollars
C	General Construction	\$235,000.00	Two Hundred Thirty Five Thousand---00/100 Dollars
D	<b>TOTAL LUMP SUM BID(A+B+C)</b>	\$676,000.00	
E	<b>TOTAL LUMP SUM BID (A+B+C) IN WORDS</b>	Six Hundred Seventy Six Thousand-----00/100 Dollars	

**CITY OF NORWALK  
PURCHASING DEPARTMENT**

B.

<b>Bid Security in the form of a (check one) is attached.</b>	<b>X</b>	<b>Bond</b> 10% Bid Bond		<b>Certified Check</b>
<b>Cost for performance bond <u>included in lump sum</u></b>	<b>\$</b>			<b>per thousand dollars</b>

**Submitted by:**

<b>Print Name of Authorized Agent of Company</b>	James J. Pino, Jr., Member OLYMPUS CONSTRUCTION-A Division of Cattaruzza, LLC
<b>Signature of Authorized Agent of Company</b>	
<b>Date</b>	5/15/26

The above signatory acknowledges receipt of the following addenda issued during the bidding period and understands that they are a part of the bidding documents (if applicable):

Addendum #	1	Dated	4/28/26	Addendum #		Dated	
Addendum #	2	Dated	5/08/26	Addendum #		Dated	
Addendum #		Dated		Addendum #		Dated	

Historical Commission  
City of Norwalk  
125 East Ave  
Norwalk, CT 06854  
April 28, 2026

Land Use & Building Management Committee  
City of Norwalk  
125 East Ave  
Norwalk, CT 06854

Dear Chairperson Hosten and members of the Land Use Committee:

Please find attached a bid summary for the interior restoration of the Smith Street Jail.

The Smith Street Jail, also known as “the Old City Lock-up”, suffered severe interior damage on the second and third floors from a fire in 2010. In the 1970s, the City had converted the second floor into two studio apartments and were rentals until the fire in 2010. After the fire, the Historical Commission decided that this building should be restored and used as part of Mill Hill Historic Park, operated by the Norwalk Historical Society.

While it was used for forty years as rental apartments, the building was not maintained and not in good shape prior to the fire. Insurance proceeds were only sufficient to cover sealing and repointing the exterior, recreating and replacing the original windows, which were heavily damaged by the fire, and removing fire-damaged wood and reframing the second and third floors. A \$725,000 grant was received from the state in 2016 that was used to create exterior ADA access to both the Smith Street Barn and the Jail, including to the second floor of the jail, along with a stairway that connects from Smith Street to the upper part of Mill Hill where the 1835 Town House, 1860 Schoolhouse, and 1740 Governor Fitch Law Office are located. This project received an award from Preservation Connecticut (formerly known as the Connecticut Trust for Historic Preservation) in 2025.

We believe the Jail was constructed in three phases. In the late 1700s, the first floor was constructed using fieldstone and was used as an adjunct building to the large Norwalk Pottery works that was across the street along the Norwalk River (now the Head of the Harbor apartments). The City acquired the building in the 1840s, added the interior jail cells to the first floor, and constructed the brick second floor for the jail keeper to live in. Around the 1860’s, a gabled half-story was added to contain additional bedrooms for the jail keeper’s family.

An architect was engaged to create plans for the restoration of the interior. The first floor, which retains the original jail cells and much graffiti from the persons who were held there, will be restored and used for exhibits about the jail and its occupants. The second floor, which was originally used to house the jail keeper’s family, will be used as exhibit space to display the City’s and the Historical Society’s extensive collection of Norwalk Pottery. The third floor, which was originally used as bedrooms, will contain HVAC and other mechanical equipment and museum collections storage.

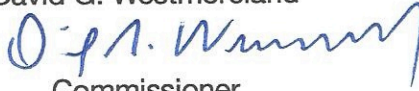
After capital funding was secured, an RFP was issued based on the plans designed by the architect.

The Historical Commission unanimously voted to recommend awarding the contract to the lowest qualified bidder, Titan Enterprises, in the amount of \$478,000.

We are requesting that Land Use approve and recommend to the Council to award the interior restoration contract to Titan Enterprises in the amount of \$478,000, with an additional \$47,000 for contingency, and authorizing the Mayor to sign the contract, with funds from capital accounts 0919, 0921, 0922, 0925, 0926 6310 5777 C0430 Smith Street Buildings (\$466,159) and ADA Access Mill Hill Master Plan 0921, 0922, 0924 6310 5777 C0521 (\$62,782.75).

Thank you for your consideration.

Sincerely yours,  
David G. Westmoreland



Commissioner

cc: Alan Lo, Building Management  
Neil Rennie, Guardian Services  
Rich Stein, Historical Commission Chair  
Michelle Andrzejewski, Planning & Zoning

Attachments





**NORWALK PURCHASING DEPARTMENT**

**RESPONSE SUMMARY - PROJECT #4497**

**Smith Street Jail Renovation**

03/26/2026

Thank you for your response to our solicitation request. The following pages are a summary of the responses received.

BID SECURITY	VENDOR	ELECTRONIC SUBMISSION (ATTACHED)	HARD COPY SUBMISSION	BID AMOUNT
YES	Kronenberger & Sons	YES	YES	\$1,131,000.00
YES	Sentinel Commercial Construction Management	YES	YES	\$724,000.00
YES	Titan Enterprises Inc	YES	YES	\$478,000.00
YES	VVW Industries Corporation	YES	YES	\$381,721.09

\*Non-conforming bid: did not submit a Bid Security and/or did not submit the other required forms and/or submission requirements





Office of Building Management  
Norwalk City Hall  
125 East Avenue, PO Box 5125  
Norwalk, CT 06856-5125

**TO: LAND USE & BUILDING MANAGEMENT COMMITTEE**  
**FROM: NEIL RENNIE, PROPERTY MANAGER**  
**DATE: MAY 29, 2026**  
**RE: EMERGENCY MANAGEMENT SOFTWARE SUBSCRIPTION –  
RAPTOR TECHNOLOGIES**

\*\*\*\*\*

Raptor Technologies is a leading provider of integrated safety software, widely used in K-12 schools, districts, and youth programs. Their Raptor Alert system offers mobile-enabled, real-time emergency notifications and drill management tools that support rapid, coordinated responses to threats or incidents.

Subscribing to Raptor Technologies' emergency management tools provides proactive safety, efficient emergency response, and reliable drill management, reinforcing Norwalk City Hall's commitment to staff and visitor safety. The subscription auto-renews annually until cancelled by the City and carries a minimal cost compared to the potential reduction in risk and liability. Investing in Raptor Alert ensures proactive safety measures that can prevent costly incidents and protect both employees and visitors.

The proposed subscription would include:

1. Emergency Management (Raptor Alert): Enables instant notification of staff and first responders in case of emergencies, improving response times and situational awareness.
2. Drill Manager: Facilitates scheduling, tracking, and reporting of emergency drills to ensure staff readiness and compliance with best practices.

Implementing Raptor Alert at Norwalk City Hall aligns with responsible facility management by: Ensuring rapid, organized responses to emergencies within municipal offices. Enhanced accountability and compliance with safety protocols. Providing a clear framework for conducting and documenting emergency drills. Enabling quick implementation and staff training by IT and facilities teams, strengthening overall emergency preparedness and maintaining a safe environment for all.

**ACTION REQUESTED:**

**Authorize the Purchasing Agent to issue a Purchase Order to Raptor Technologies, LLC to provide an annual emergency/security management software subscription for City Hall for an initial fee in the amount of \$1,497.50 and an annual cost in the amount of \$1,417.50 under the TIPS Cooperative Association Contract. Funds available from account# 014075 5296.**



Office of Building Management  
 Norwalk City Hall  
 125 East Avenue, PO Box 5125  
 Norwalk, CT 06856-5125

**TO: LAND USE & BUILDING MANAGEMENT COMMITTEE**

**FROM: NEIL RENNIE, PROPERTY MANAGER**

**DATE: JUNE 4, 2026 - REVISED**

**RE: BURNER CLEANING, EMERGENCY AND REPAIR SERVICE AT VARIOUS NORWALK LOCATIONS**

\*\*\*\*\*

On May 8, 2026 the City’s Purchasing Department issued a solicitation for bids for Burner Cleaning, Emergency & Repair Service at various City of Norwalk locations.

The agreement consists primarily of preventative maintenance and emergency repair services for existing heating equipment located at Roosevelt Senior Center, DPW Admin & Dispatch, Animal Control, Nathaniel Ely Center, Norwalk Police Headquarters, Norwalk Public Library, South Norwalk Branch Library, Norwalk Historical Museum, Fire Stations 1,3-6, Gatehouse at Mathews Park, and 3 Belden Ave. Services include pre-season tune-ups, boiler cleaning, combustion efficiency testing, calibration of controls, and emergency response services on an as-needed basis.

The City received one (1) bid. The results are as follows:

<b>FIRM</b>	<b>3 Year Base Fire Alarm</b>	<b>1<sup>st</sup> Option Year</b>	<b>2<sup>nd</sup> Option Year</b>
<b>Universal Building Services, LLC</b>	<b>\$87,081.00</b>	<b>\$31,934.00</b>	<b>\$31,934.00</b>

After reviewing the submission for the above-referenced project, the Purchasing Department and the Office of Building Management recommend the award to Universal Building Services, LLC as the lowest qualified bidder, who is also the current service provider.

**ACTION REQUESTED:**

**Authorize the Purchasing Agent to issue a Purchase Order to Universal Building Services, LLC for Burner Cleaning, Emergency & Repair Service at Various Norwalk locations. The agreement includes a 3-year initial term for \$87,081.00, with two one-year options for \$31,934.00 in FY 2029-2030 and \$31,934.00 in FY 2030-2031.**

Account #'s:

<b>014073 5298</b>	<b>014079 5298</b>	<b>013059 5298</b>	<b>014072 5298</b>	<b>013055 5298</b>
<b>016210 5298</b>	<b>016220 5298</b>	<b>014078 5298</b>	<b>014081 5298</b>	<b>014082 5298</b>
<b>014083 5298</b>	<b>014084 5298</b>	<b>014093 5298</b>	<b>016300 5298</b>	<b>014086 5298</b>

See Highlighted Section for Proposed Fee Changes  
 DEPARTMENT OF PUBLIC WORKS

**FEE SCHEDULE**  
 (As Amended Through June 9, 2026)

ORDINANCE SECTION	DESCRIPTION	FEE	DATE LAST CHANGED
91-6	SEWER CONNECTION INSPECTION (State Road)	\$200	4/13/2010
93-21	FINE FOR VIOLATION OF ANY PROVISION OF CHAPTER 93 (Stormwater, Illicit Discharges and Connections)	\$250/day plus all costs of remediation, litigation and criminal prosecution	4/8/2014
94-3	<b>SOURCE SEPARATION OF MATERIAL</b>		
	Batteries – Lithium (Any Size)	\$2/battery	4/8/2014
	Antifreeze (Residential)	\$2/gallon	4/8/2014
	Propane Tanks (Any Size)	\$5/tank	4/8/2014
	Tires (Any Size)	\$5/tire	4/8/2014
	Freon-containing appliances	\$10/appliance	2/2/2015
94-4.9d	PER-TRIP RESIDENT WITH NO DISPOSAL PASS OR NON-RESIDENT DISPOSAL FEE (NO STICKER)	\$20 <del>minimum</del> \$30 minimum	6/9/2009 6/9/2026
94-10	<b>LICENSE FEE FOR COLLECTION, REMOVAL, AND TRANSPORTATION OF SOLID WASTE REGARDLESS OF WASTE TYPE</b>		
	VEHICLE TARE WEIGHT		
	Less than 12,000 LBS	\$125	
	Greater than 12,000 LBS	\$500	

ORDINANCE SECTION	DESCRIPTION	FEE	DATE LAST CHANGED
	<b>REGISTRATION FEE FOR VEHICLES AND/OR CONTAINERS ENGAGED IN COLLECTION, REMOVAL AND TRANSPORTATION OF SOLID WASTE REGARDLESS OF WASTE TYPE</b>		
<b>94-10 Cont'd.</b>	<u>VEHICLE TARE WEIGHT</u> Less than 5,000 LBS Greater than 5,000 LBS Greater than 12,000 LBS Rolloff Containers and Compactors	\$125 \$250 \$750 \$25	
	<b>SOLID WASTE DISPOSAL</b>		
	Acceptable Solid Waste	\$108/ton \$125/ton	7/8/2025 6/9/2026
	<b>YARD WASTE DISPOSAL</b>		
	Leaves/Brush/Logs/Stumps	\$55/ton \$75/ton	4/8/2014 6/9/2026
	<b>SOLID WASTE COLLECTION</b>		
	First New 65-gal Garbage-Recycling Bin / Replacement (if eligible)	\$82	6/9/26
	Extra 65-gal Garbage Bin (if eligible)	\$300 each	7/8/2025
<b>94-17</b>	<b>FINE FOR VIOLATION OF ANY PROVISION OF CHAPTER 94 (Solid Waste)</b>	\$250/day	9/12/2006
<b>94-19</b>	<b>DISPOSAL PASS non commercial vehicle (Residents and/or Real Property Owners that DO NOT pay vehicle tax to Norwalk)</b>	\$100 \$125	4/13/2020 6/9/2026
<b>95-10</b>	<b>FAILURE TO REMOVE SNOW AND ICE FROM SIDEWALKS (Including portions that run through driveways)</b>		
	Residential	\$50/First Event + additional \$25/subsequent event- reset each winter	6/9/2026
	Commercial	\$250/event	6/9/2026

ORDINANCE SECTION	DESCRIPTION	FEE	DATE LAST CHANGED
95-12	DRIVEWAY PERMIT AND INSPECTION FEE		
	Major	\$400	2/10/2009
	Minor	\$200	2/10/2009
95-18	FINE FOR VIOLATION OF ANY PROVISION OF CHAPTER 95 (Streets and Sidewalks)	\$250/day	9/12/2006
95-24	STREET ACCEPTANCE APPLICATION FEE	\$2,500	11/10/09
95-34	STREET ABANDONMENT APPLICATION FEE	\$5,000	6/28/2005
95A-20A	FINE FOR UNLAWFUL LITTERING	\$199	9/12/2006
95A-20B	FINE FOR ILLEGAL DUMPING (not to exceed)	\$10,000	9/12/2006
96-3	ENCROACHMENT PERMIT FEE	\$200	2/10/2009
	RESTORATION OF PAVEMENT FEE		
		Pavement Damage Factors (PDF) - Range	Three (Or Below)
		One (1)	Two (2)
	All Category of Road	1.5	1.0
	Restoration fee shall equal current contract bid unit price multiplied by PDF multiplied by 1.15 (15% administrative and inspection fee.)		
96-21	FINE FOR VIOLATION OF ANY PROVISION OF CHAPTER 96 (Excavation and Encroachment)	\$250/day	09/12/2006
96-21.D.	Corrective Action Permit Application Fee	\$1,000	9/9/2014
97-12	EXCAVATION AND FILL PERMIT APPLICATION FEE		
	Up to and including the first 100 cubic yards (CY)	<del>\$250</del> \$300	9/12/2006 6/9/2026
	Each additional 100 cubic yards (CY), or fraction thereof, beyond first 100 CY	\$25 \$30	9-12-2006 6/9/2026

Last updated 6/9/2026

ORDINANCE SECTION	DESCRIPTION	FEE	DATE LAST CHANGED
97-15	FINE FOR VIOLATION OF ANY PROVISION OF CHAPTER 97 (Excavation and Filling of Land)		
	Lack of Permit	\$250/day	9/12/2006
	Cease & Desist	\$500/day	9/12/2006
99-9	FINE FOR VIOLATION OF ANY PROVISION OF CHAPTER 99 (SNOW Emergencies)	\$250/day	9/12/2006
112-4	TREE REMOVAL PERMIT AND POSTING FEE	\$500/day	9/12/2006
112-4A(3)(c)	TREE REPLACEMENT FEE	\$1,200	1/9/2024
112-7	FINE FOR VIOLATION OF ANY PROVISION OF CHAPTER 112 (Trees)	\$250	9/12/2006
ENGINEERING	ENGINEERING DATA PRICING		
	Blackline Copy	\$0.75 per SF (minimum \$2)	9/10/2002
GIS	GEOGRAPHIC INFORMATION SYSTEM DATA PRICING		
	COLOR DIGITAL ORTHOPHOTOS		
	Shapefile (SHP or CAD file (DWG))	\$100/hour (\$40 minimum)	11/1/2021
	Customized GIS map with one copy	\$100/hour (\$40 minimum)	11/1/2021
	GIS Print (11"x17" or smaller)	\$12/copy	11/1/2021
	GIS Print (Larger than 11"x17")	\$30/copy	11/1/2021
	Map legend and disclaimer to be printed on all detailed planimetric maps		

ORDINANCE SECTION	DESCRIPTION	FEE	DATE LAST CHANGED	
EVENTS	SPECIAL EVENT FEES			
	Barrels/Barricades	\$1,500 refundable deposit		11/1/2021
	Missing/Replacement Barrels/Barricades	\$2,500 refundable deposit \$100/unit \$150/unit		6/9/2026 11/1/2021 6/9/2026
	Barrel/Barricade Delivery Fee	\$200 [except Norwalk headquartered 501e2 and any and all Norwalk City entities]		4/8/2014
	Barrel/Barricade Pick-up Fee	\$200 [except Norwalk headquartered 501e3 and any and all Norwalk City entities]		4/8/2014
	Barrel/Barricade Delivery Fee & Pick-up Fee	\$500 [except Norwalk headquartered 501c3 and any and all Norwalk City entities]		6/9/2026
	VMS Sign Drop off/Pick up Fee	\$100 [for Norwalk headquartered 501c3] \$350 (5 day max) [except Norwalk headquartered 501e3 and any and all Norwalk City entities]		7/8/2025
			\$500 (5 day max) [except Norwalk headquartered 501c3 and any and all Norwalk City entities]	6/9/2026
			\$100 [for Norwalk headquartered 501c3]	
	MISC	OTHER MISCELLANEOUS FEES		
	Fax	\$1 per page	10/27/1992	
	Oversized Fax	\$0.75 per SF (minimum \$2)	10/27/1992	

**DPW FEE SCHEDULE AMENDMENTS:**

Dated:	June 6, 1988	January 11, 2000	November 10, 2009
Amended:	July 19, 1988	February 8, 2000	April 13, 2010
	July 20, 1988	May 9, 2000	November 13, 2012
	August 1, 1988	November 14, 2000	April 8, 2014
	August 9, 1988	August 13, 2002	September 9, 2014
	March 23, 1988	September 10, 2002	February 10, 2015
	February 27, 1990	June 28, 2005	April 13, 2020
	March 13, 1990	November 9, 2005	September 8, 2020
	February 26, 1991	September 12, 2006	August 10, 2021
	September 24, 1991	June 12, 2007	October 12, 2021
	October 27, 1992	May 13, 2008	January 9, 2024
	February 21, 1995	December 9, 2008	July 8, 2025
	August 15, 1997	February 10, 2009	June 9, 2026
	February 25, 1997	June 9, 2009	
	May 11, 1999	October 13, 2009	



## Contract Staff Summary

<b>Department/Staff Contact</b>	DPW Drew Berndlmaier x47879
<b>Common Council Committee</b>	Public Works Committee
<b>Date Approved by Committee</b>	
<b>Purpose/Scope</b>	BOE2026-1 Paving of Brookside Elementary School Parking lot
<b>Vendor</b> (Indicate if new or existing vendor)	Burns Construction
<b>Term of Contract</b>	
<b>Method of Procurement</b> (Indicate if sole source)	Bid
<b>Cost of Contract</b>	\$366,789.50
<b>Funding Source/Account Number</b>	09 25 5010 5777 C0516
<b>Additional Information / Other Details</b>	



DEPARTMENT OF  
ENGINEERING

CITY OF NORWALK  
Justin Avila  
*Junior Engineer / Department  
of Engineering*  
125 East Avenue  
Norwalk, CT 06851  
Office: (203) 854-7328  
[www.norwalkct.gov](http://www.norwalkct.gov)  
[Justin.Avila@norwalkct.gov](mailto:Justin.Avila@norwalkct.gov)

MEMORANDUM

**TO:** Vanessa Valadares, P.E. – Chief of Operations and Public Works

**CC:** Drew Berndlmaier, P.E. – Senior Civil Engineer  
James Meehan, P.E. – Principal Engineer

**FROM:** Justin Avila – Junior Engineer

**RE:** Project Bid No. 4520 BOE2026-1 - Paving Of Brookside Elementary School  
Parking Lot

**DATE:** May 27, 2026

---

The Department of Public Works has prepared plans for Project BOE2026-1 - Paving Of Brookside Elementary School Parking Lot. This project includes paving and sidewalk replacement for the front and rear parking lot of Brookside Elementary School.

Because this project impacts Brookside Elementary School, it is important to try and expedite construction, prior to the Fall school season.

On May 26, 2026, the Purchasing Agent received bid packages from various construction firms for the above referenced project and the apparent low bidder is **Burns Construction Company, Inc.**, with a bid amount of **\$333,445.00**.

I have attached a copy of the bid sheet and an itemized comparison of three lowest bid results and Engineer's Estimate for your reference.

Therefore, I would like to request that the following items be included on the agenda for the June 2, 2026 Public Works Committee meeting:

- 1) Authorize the Mayor, Barbara C. Smyth, to execute an Agreement between the City of Norwalk and **Burns Construction Company, Inc.** for Project BOE2026-1 - Paving Of Brookside Elementary School Parking Lot for a sum not to exceed **\$333,445.00**.

Account No.  
0925 5010 5777 CO516



CITY OF NORWALK  
**Justin Avila**  
*Junior Engineer / Department  
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[Justin.Avila@norwalkct.gov](mailto:Justin.Avila@norwalkct.gov)

- 2) Authorize the Chief of Operations and Public Works to execute orders on the contract with **Burns Construction Company, Inc.**, for Project BOE2026-1 - Paving Of Brookside Elementary School Parking Lot for a sum not to exceed **\$33,344.50**.

Account No.  
0925 5010 5777 CO516

A copy of the bid information from the Purchasing Department for Project 4520, BOE2026-1 - Paving Of Brookside Elementary School Parking Lot may be found at:  
<https://www.norwalkct.gov/DocumentCenter/Index/1796>



DEPARTMENT OF  
ENGINEERING

City of Norwalk  
Department of Operations and Public Works

Norwalk City Hall  
125 East Avenue  
Norwalk, CT 06856-5125  
Office Telephone: (203) 854-7891  
[www.norwalkct.gov](http://www.norwalkct.gov)

## BID SHEET

**CITY PROJECT: BOE2026-1**

**PAVING OF BROOKSIDE ELEMENTARY SCHOOL PARKING LOT**

DATE: TUESDAY, MAY 26, 2026 2:00 P.M.

BIDDER	BID AMOUNT	BID BOND
Alcaide Inc. DBA A&J Construction 150 Laurel Hill Road Brookfield, CT 06804	\$362,673.40	15%
<b>Burns Construction</b> <b>300 Sperry Avenue</b> <b>Stratford, CT 06615</b>	<b>\$333,445.00</b> <b>(Apparent Lowest Responsible Bid)</b>	<b>15%</b>
The Grasso Companies, LLC 57 Viaduct Road Stamford, CT 06907	\$368,110.00	15%
B&W Paving & Landscaping 305 Butlertown Road Oakdale, CT 06370	\$347,140.00	15%
	\$	%
	\$	%
	\$	%

Project Number : BOE2026-1

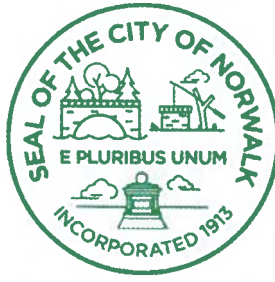
Project Name : PAVING OF BROOKSIDE ELEMENTARY SCHOOL PARKING LOT

Items	Description	Quantity	Apparent Low Bidder		Second Bidder		Third Bidder		Engineering's Estima	
			Unit Price	Amount	Unit Price	Amount	Unit Price	Amount	Unit Price	Amount
0202000	EARTH EXCAVATION	100	\$49.50	\$4,950.00	\$10.00	\$1,000.00	\$85.00	\$8,500.00	\$45.00	\$4,500.00
0209001	FORMATION OF SUBGRADE	300	\$10.50	\$3,150.00	\$1.00	\$300.00	\$10.00	\$3,000.00	\$5.00	\$1,500.00
0304002	PROCESSED AGGREGATE BASE	100	\$33.50	\$3,350.00	\$5.00	\$500.00	\$85.00	\$8,500.00	\$55.00	\$5,500.00
0406171A	HMA SUPERPAVE 0.50" (12.5) LEVEL 2	1,080	\$153.75	\$166,050.00	\$160.00	\$172,800.00	\$165.00	\$178,200.00	\$200.00	\$216,000.00
0406267A	BITUMINOUS CONCRETE MILLING (0" - 4")	7,700	\$6.00	\$46,200.00	\$6.00	\$46,200.00	\$4.90	\$37,730.00	\$11.00	\$84,700.00
0586600A	RESET CATCH BASIN	5	\$700.00	\$3,500.00	\$2,300.00	\$11,500.00	\$800.00	\$4,000.00	\$1,200.00	\$6,000.00
0811001A	CONCRETE CURBING	180	\$78.50	\$14,130.00	\$80.00	\$14,400.00	\$65.00	\$11,700.00	\$55.00	\$9,900.00
0921001A	CONCRETE SIDEWALK	500	\$24.25	\$12,125.00	\$27.00	\$13,500.00	\$35.00	\$17,500.00	\$20.00	\$10,000.00
0921005A	CONCRETE SIDEWALK RAMP	800	\$25.00	\$20,000.00	\$31.00	\$24,800.00	\$40.00	\$32,000.00	\$60.00	\$48,000.00
0921048A	DETECTABLE WARNING SURFACE	50	\$40.00	\$2,000.00	\$70.00	\$3,500.00	\$50.00	\$2,500.00	\$30.00	\$1,500.00
0944004A	FURNISHING AND PLACING TOPSOIL	20	\$100.00	\$2,000.00	\$60.00	\$1,200.00	\$250.00	\$5,000.00	\$50.00	\$1,000.00
0950003A	TURF ESTABLISHMENT (LAWN)	120	\$9.00	\$1,080.00	\$3.00	\$360.00	\$5.00	\$600.00	\$5.00	\$600.00
0970006A	TRAFFICPERSON (MUNICIPAL POLICE OFFICER)	1	\$28,000.00	\$28,000.00	\$28,000.00	\$28,000.00	\$28,000.00	\$28,000.00	\$28,000.00	\$28,000.00
0975004A	MOBILIZATION AND PROJECT CLOSEOUT (MAX 3% OF BID)	1	\$3,575.00	\$3,575.00	\$10,000.00	\$10,000.00	\$5,500.00	\$5,500.00	\$13,300.00	\$13,300.00
1210102	4" YELLOW EPOXY RESIN PAVEMENT MARKINGS	480	\$0.65	\$312.00	\$4.00	\$1,920.00	\$1.33	\$638.40	\$2.00	\$960.00
1210105	EPOXY RESIN PAVEMENT MARKINGS - SYMBOLS AND LEGENDS	2,860	\$8.05	\$23,023.00	\$6.00	\$17,160.00	\$6.75	\$19,305.00	\$8.00	\$22,880.00
			<b>\$333,445.00</b>		<b>\$347,140.00</b>		<b>\$362,673.40</b>		<b>\$454,340.00</b>	

Apparent Low Bidder : BURNS CONSTRUCTION COMPANY, INC.

Second Bidder : B&W PAVING & LANDSCAPING, LLC

Third Bidder : Alcaide, Inc. D/B/A A&J Construction



## Contract Staff Summary

<b>Department/Staff Contact</b>	DPW Daniel Stanton x47981	
<b>Common Council Committee</b>	Public Works Committee	
<b>Date Approved by Committee</b>	March 12, 2024	
<b>Purpose/Scope</b>	DPW2024-1 On-Call Engineering Services TECHNICAL CORRECTIO TO ADD ACCOUNTS	
<b>Vendor</b> (Indicate if new or existing vendor)	Tighe & Bond Inc.	
<b>Term of Contract</b>		
<b>Method of Procurement</b> (Indicate if sole source)	Bid	
<b>Cost of Contract</b>		
<b>Funding Source/Account Number</b>	09 26 4021 5777 C0021 09 27 4021 5777 C0021 09 26 4021 5777 C0315 09 26 4021 5777 C0318 09 27 4021 5777 C0318 09 26 4021 5777 C0440	09 27 4021 5777 C0440 09 26 4021 5777 C0471 09 26 4021 5777 C0617 09 19 4062 5777 C0361
<b>Additional Information / Other Details</b>		



CITY OF NORWALK
Daniel Stanton, PE
Senior Civil Engineer
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MEMORANDUM

TO: Vanessa Valadares, P.E. – Chief of Operations and Public Works
James Meehan, P.E. – Principal Engineer
FROM: Daniel Stanton, P.E. – Senior Engineer
RE: DPW2024-1 On-Call Engineering Services Technical Correction
DATE: May 28, 2026

The Department of Public Works would like to request that the following technical correction for new accounts be included on the agenda for the June 2, 2026 Public Works Committee meeting.

- 1. Technical Correction of the Common Council Action of March 12, 2024 Item VII.A.1 to add accounts designated for On-Call Engineering Services Agreement between the City of Norwalk and Tighe & Bond Inc. for Project DPW 2024-1 - On-Call Engineering Services.

Account No.

- 09 19 4062 5777 C0361
09 26 4021 5777 C0021
09 27 4021 5777 C0021
09 26 4021 5777 C0315
09 26 4021 5777 C0318
09 27 4021 5777 C0318
09 26 4021 5777 C0440
10 27 4021 5777 C0440
09 26 4021 5777 C0471
09 26 4021 5777 C0617

- 2. Technical Correction of the Common Council Action of March 12, 2024 Item VII.A.2 to add accounts designated for On-Call Engineering Services Agreement between the City of Norwalk and Weston & Sampson Engineers, Inc. for Project DPW 2024-1 - On-Call Engineering Services.

Account No.

- 09 26 4021 5777 C0021
09 27 4021 5777 C0021
09 26 4021 5777 C0315
09 26 4021 5777 C0318
09 27 4021 5777 C0318
09 26 4021 5777 C0440



CITY OF NORWALK  
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[dstanton@norwalkct.gov](mailto:dstanton@norwalkct.gov)

09 27 4021 5777 C0440  
09 26 4021 5777 C0471  
09 26 4021 5777 C0617

3. Technical Correction of the Common Council Action of March 12, 2024 Item VII.A.3 to add accounts designated for On-Call Engineering Services Agreement between the City of Norwalk and AI Engineers, Inc. for Project DPW 2024-1 - On-Call Engineering Services.

Account No.

09 26 4021 5777 C0021  
09 27 4021 5777 C0021  
09 26 4021 5777 C0315  
09 26 4021 5777 C0318  
09 27 4021 5777 C0318  
09 26 4021 5777 C0440  
09 27 4021 5777 C0440  
09 26 4021 5777 C0471  
09 26 4021 5777 C0617

A copy of the bid information from the Purchasing Department for Project 4337, DPW2024-1 On-Call Engineering Services can be found at the link below.

<https://www.norwalkct.org/DocumentCenter/Index/1713>



## Contract Staff Summary

<b>Department/Staff Contact</b>	DPW Daniel Stanton x47981	
<b>Common Council Committee</b>	Public Works Committee	
<b>Date Approved by Committee</b>	March 12, 2024	
<b>Purpose/Scope</b>	DPW2024-1 On-Call Engineering Services TECHNICAL CORRECTIO TO ADD ACCOUNTS	
<b>Vendor</b> (Indicate if new or existing vendor)	Weston & Sampson Engineers, Inc.	
<b>Term of Contract</b>		
<b>Method of Procurement</b> (Indicate if sole source)	Bid	
<b>Cost of Contract</b>		
<b>Funding Source/Account Number</b>	09 26 4021 5777 C0021 09 27 4021 5777 C0021 09 26 4021 5777 C0315 09 26 4021 5777 C0318 09 27 4021 5777 C0318 09 26 4021 5777 C0440	09 27 4021 5777 C0440 09 26 4021 5777 C0471 09 26 4021 5777 C0617
<b>Additional Information / Other Details</b>		



CITY OF NORWALK
Daniel Stanton, PE
Senior Civil Engineer
Department of Engineering
125 East Avenue
Norwalk, CT 06850
Office: (203) 854-7981
www.norwalkct.gov
dstanton@norwalkct.gov

MEMORANDUM

TO: Vanessa Valadares, P.E. – Chief of Operations and Public Works
James Meehan, P.E. – Principal Engineer
FROM: Daniel Stanton, P.E. – Senior Engineer
RE: DPW2024-1 On-Call Engineering Services Technical Correction
DATE: May 28, 2026

The Department of Public Works would like to request that the following technical correction for new accounts be included on the agenda for the June 2, 2026 Public Works Committee meeting.

- 1. Technical Correction of the Common Council Action of March 12, 2024 Item VII.A.1 to add accounts designated for On-Call Engineering Services Agreement between the City of Norwalk and Tighe & Bond Inc. for Project DPW 2024-1 - On-Call Engineering Services.

Account No.

- 09 19 4062 5777 C0361
09 26 4021 5777 C0021
09 27 4021 5777 C0021
09 26 4021 5777 C0315
09 26 4021 5777 C0318
09 27 4021 5777 C0318
09 26 4021 5777 C0440
10 27 4021 5777 C0440
09 26 4021 5777 C0471
09 26 4021 5777 C0617

- 2. Technical Correction of the Common Council Action of March 12, 2024 Item VII.A.2 to add accounts designated for On-Call Engineering Services Agreement between the City of Norwalk and Weston & Sampson Engineers, Inc. for Project DPW 2024-1 - On-Call Engineering Services.

Account No.

- 09 26 4021 5777 C0021
09 27 4021 5777 C0021
09 26 4021 5777 C0315
09 26 4021 5777 C0318
09 27 4021 5777 C0318
09 26 4021 5777 C0440



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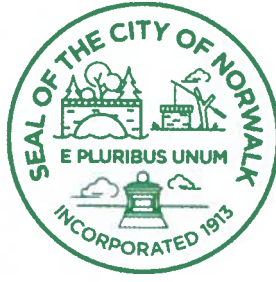
09 27 4021 5777 C0440  
09 26 4021 5777 C0471  
09 26 4021 5777 C0617

3. Technical Correction of the Common Council Action of March 12, 2024 Item VII.A.3 to add accounts designated for On-Call Engineering Services Agreement between the City of Norwalk and AI Engineers, Inc. for Project DPW 2024-1 - On-Call Engineering Services.

Account No.

09 26 4021 5777 C0021  
09 27 4021 5777 C0021  
09 26 4021 5777 C0315  
09 26 4021 5777 C0318  
09 27 4021 5777 C0318  
09 26 4021 5777 C0440  
09 27 4021 5777 C0440  
09 26 4021 5777 C0471  
09 26 4021 5777 C0617

A copy of the bid information from the Purchasing Department for Project 4337, DPW2024-1 On-Call Engineering Services can be found at the link below.  
<https://www.norwalkct.org/DocumentCenter/Index/1713>



## Contract Staff Summary

<b>Department/Staff Contact</b>	DPW Daniel Stanton x47981	
<b>Common Council Committee</b>	Public Works Committee	
<b>Date Approved by Committee</b>	March 12, 2024	
<b>Purpose/Scope</b>	DPW2024-1 On-Call Engineering Services TECHNICAL CORRECTIO TO ADD ACCOUNTS	
<b>Vendor</b> (Indicate if new or existing vendor)	AI Engineers, Inc.	
<b>Term of Contract</b>		
<b>Method of Procurement</b> (Indicate if sole source)	Bid	
<b>Cost of Contract</b>		
<b>Funding Source/Account Number</b>	09 26 4021 5777 C0021 09 27 4021 5777 C0021 09 26 4021 5777 C0315 09 26 4021 5777 C0318 09 27 4021 5777 C0318 09 26 4021 5777 C0440	09 27 4021 5777 C0440 09 26 4021 5777 C0471 09 26 4021 5777 C0617
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09 26 4021 5777 C0617

A copy of the bid information from the Purchasing Department for Project 4337, DPW2024-1 On-Call Engineering Services can be found at the link below.

<https://www.norwalkct.org/DocumentCenter/Index/1713>

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 NRVV – 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, dba Open Doors* -- #1	Open Door Expansion Energy Conservation Initiative	\$75,000.00	100%
The Open Door Shelter, dba 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 versus 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 21<sup>st</sup> 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 APPLICATIONS<sup>1</sup>**

	<b>APPLICATION FEE<sup>2</sup></b>
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: <b>RESIDENTIAL GRADING &amp; FILLING</b>	\$560
<b>ALL OTHERS</b>	\$1,310
SITE PLAN <b>or CSPR</b> APPLICATION: 1 OR 2 FAMILY or NON-RES. < 5,000 SF	\$560
<b>3 UNITS TO 14 UNITS OR NON-RES. 5,000 SF - 25,000 SF</b>	\$810
<b>ALL OTHERS</b>	\$1,060
MOTOR VEHICLE LICENSE	\$510
SCENIC ROAD APPLICATION	\$200
<b>VARIANCES/APPEALS RESIDENTIAL ONE &amp; TWO FAMILY up to \$25,000 in Project Construction Value</b>	<b>\$260</b>
<b>Plus \$50 per additional \$25,000 of Project Construction Value, not to exceed \$810</b>	
<b>ALL OTHERS</b>	\$810
SPECIAL EXCEPTION	\$560
EXTENSION OF TIME	\$560

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

<sup>2</sup> 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**

	<b>APPLICATION FEE</b>	<b>ZONING FEE<sup>2</sup></b>
PROPANE TANK, <b>ELEC. METER</b> , AC UNITS & ACCESSORY STRUCTURES ≤ 200 SF	\$0.00	\$110
ACCESSORY STRUCTURES & <b>SPORTS COURTS</b> > 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
<b>NEW MULTI FAMILY CONSTRUCTION (FIRST 3 UNITS)</b>	\$250	\$560
<i>PER ADDITIONAL UNIT</i>	\$0.00	\$125
<b>MULTI FAMILY ADDITION</b>	\$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
<i>PER ADDITIONAL 10,000 SF &gt; 35,000 sf</i>	\$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
<i>PER ADDITIONAL 1,000 SF OVER 2,999 SF</i>	\$0.00	\$75
<b>SIGNS (ADDRESS, DIRECTORY, OUTDOOR DISPLAY &amp; PLAQUE)</b>	\$0.00	\$60
<b>SIGNS (AWNING, BAND, BLADE, POST, WALL &amp; WINDOW)</b>	\$150	\$160
<b>SIGNS (CORNICE, LARGE PROJECTING, MARQUEE &amp; MONUMENT)</b>	\$300	\$310
EXCAVATION, FILLING AND GRADING ( <b>STAND-ALONE PERMITS</b> )	\$150	\$160

**MISCELLANEOUS**

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

**REVISED Schedule of Fees**  
**FEEES 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 S5)	\$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.**

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### **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](mailto:cmccauley@norwalkct.gov)

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

Project Lead: **Kevin Aherne**  
 Director of Communications  
[KAherne@mirandacreative.com](mailto: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.



# Miranda Creative



## ***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.



# Miranda Creative



## 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.



## Miranda Creative



- 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).



## Miranda Creative



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.



## Miranda Creative



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

Table with 4 columns: Name, Project Role, Est. Hours, Annual Cost. Rows include Maria Miranda, Marnie Sersknas, Greg Boyd, Kevin Aherne, Tomasz Kazmierczak, Allie Bryant, Yana Dynia, Dirk Langeveld, Alex Dominguez, Ryan Doran, Josh Hallee, and Conor Feeny.



# Miranda Creative



## **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**

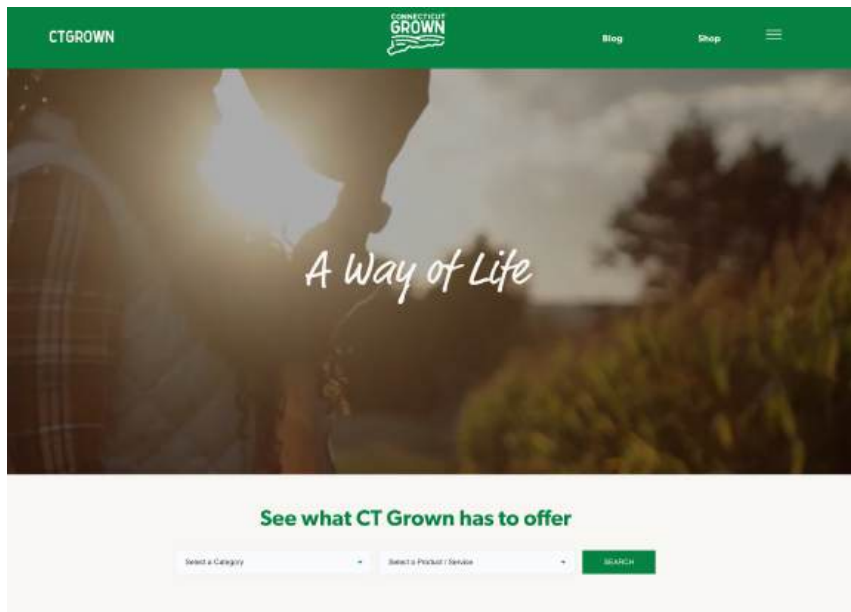
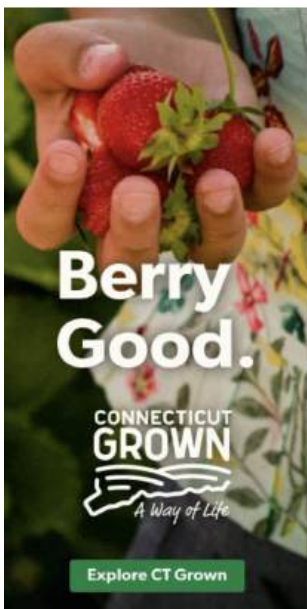


There's Always Room for  
**CT GROWN**  
*On Your Plate*

## 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

Download

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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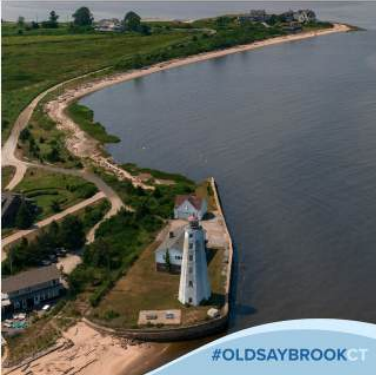
## Say Old Saybrook

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** [Watch more](#)

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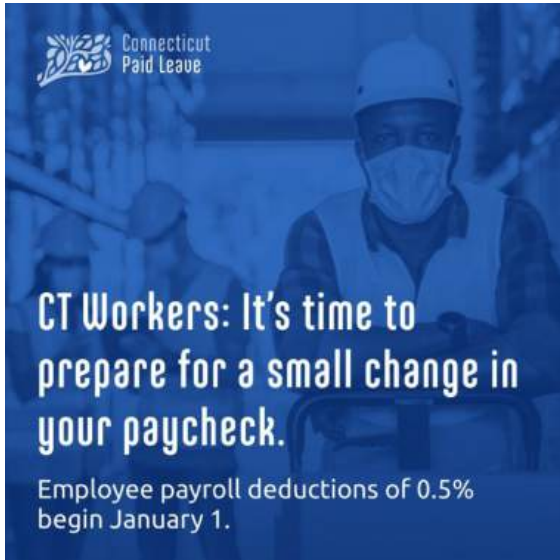
**CT Paid Leave is coming soon!  
Join our mailing list to stay up  
to date!**




A photograph of a man and a woman standing together in front of a window. The man is on the left, wearing a blue polo shirt, and the woman is on the right, wearing a light green top. Both are smiling. Overlaid on the bottom half of the image is the title "Responsabilidades de Empleador y Empleado" in white text. Below the title is a short paragraph in Spanish: "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." At the bottom right of the image is a small white heart icon.



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 Connecticut Paid Leave

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

Employee payroll deductions of 0.5% begin January 1.



 Connecticut Paid Leave

**"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



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## **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.

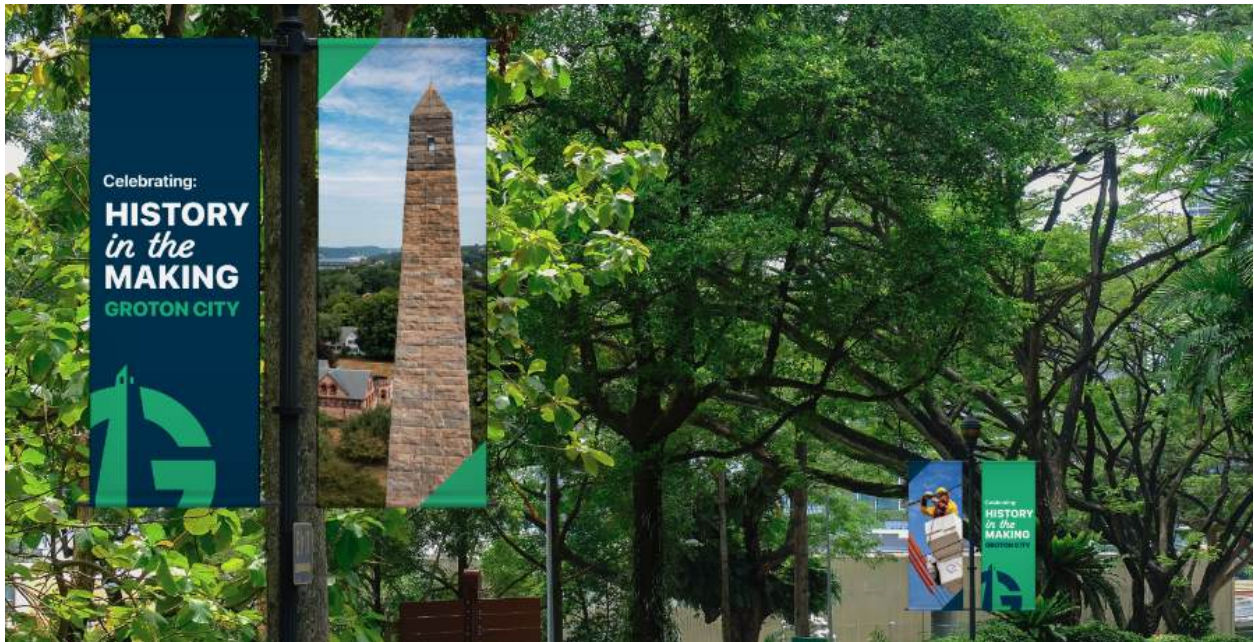


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## Results:

- 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](mailto: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](mailto: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](mailto: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](mailto: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
<b>Project Management and Administrative Services</b>	\$7,200	\$600
<b>Norwalk Parking Authority</b>	\$18,000	\$1,500
<b>City of Norwalk</b>	\$21,600	\$1,800
<b>Visit Norwalk</b>	\$87,300	\$7,275
<b>Norwalk for Business</b>	\$15,300	\$1,275
<b>Norwalk Arts and Culture Commission</b>	\$12,600	\$1,050
<b>Norwalk Tomorrow</b>	\$27,900	\$2,325
<b>Engagement Total</b>	<b>\$189,900</b>	<b>\$15,825</b>

## 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
<b>Engagement Total</b>	<b>\$189,900</b>	<b>\$15,825</b>



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

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

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



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



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

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



# Miranda Creative



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





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**

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### 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:

<input checked="" type="checkbox"/>	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
<input type="checkbox"/>	2	After solicitation of several sources, competition is determined inadequate (record of source contacts and/or attempts to obtain pricing is attached)
<input type="checkbox"/>	3	The compatibility of equipment, accessories, or replacement parts is of paramount consideration
<input type="checkbox"/>	4	The item/service is available on a Cooperative Purchasing Agreement (please provide the organization name, quote, and the contract/agreement number)
<input type="checkbox"/>	5	The public exigency or emergency for the requirement will not permit a delay resulting from competitive solicitation (documented emergency contingency is attached). <b>Please forward this form and supporting documentation within 48 hours of the Emergency</b>
<input type="checkbox"/>	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
<b>Sharon</b> <b>Connors</b> <small>Digitally signed by Sharon Connors</small>	<input type="checkbox"/>	Supports	<b>Sabrina Godeski</b> Department Head Name Sabrina Godeski	
	X <input checked="" type="checkbox"/>	Does Not Support		
	Date: 2026.05.29 13:53:01 -04'00' <small>Single Source Requires Common Council Authorization (in excess of \$20,000.00)?</small>	X <input checked="" type="checkbox"/>		Date: 05/29/2026

**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](mailto:manderson@historyassociates.com) if you need more information. Thank you for your consideration and collaboration.

Sincerely,



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

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

## EDUCATION

<b>2018</b>	M.Sc. / University of Glasgow, Art History: Collecting and Provenance
<b>2015</b>	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 Stettheimer 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 19<sup>th</sup> and 20<sup>th</sup> century American and European artists for over 45 years.

### Specializations:

American 19<sup>th</sup> and 20<sup>th</sup> 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 19<sup>th</sup> 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:*

- "18<sup>th</sup> and 19<sup>th</sup>-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”

“19<sup>th</sup>-Century Art”

“20<sup>th</sup>-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 18<sup>th</sup> to the 21<sup>st</sup> 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  
 Phi Beta Kappa

## PUBLICATIONS:

Contributor together with Patrick McIntyre to Kelsey Mulvey's article "7 Clues Thrifted Decor is Actually Valuable, According to Appraiser," *Apartment Therapy*, 2025.

"Interior Home Design Trends for 2025" (contributor to article by Jasica Usman), *Redfin*, 2025.

"Understanding Appraiser Neutrality: A Consumer's Guide to the Importance of Working with USPAP-Compliant Appraisers," *Worthwhile Magazine*, 2024.

"A Consumer's Guide to the Appraisal Process for Art & Antique Appraisal Reports," *Worthwhile Magazine*, 2024.

"Everything You Wanted to Know About Appraising, But Were Afraid to Ask," Interview with Artifacts CEO Heather Nickerson, *Artifacts*, 2023.

"How to Identify an Antique When You See One," (contributor to article by Blythe Copeland and Lauren Thomann), *Martha Stewart Living*, 2023.

"How to Have a Collecting Hobby If You're a Minimalist," (contributor to article by Blythe Copeland), *Martha Stewart Living*, 2023.

"A Conversation with a Financial Advisor: Tracy Shen of The Florin Group," *Worthwhile Magazine*, 2022.

"What Is A Certified Appraiser of Art & Antiques?" *Worthwhile Magazine*, 2022.

"A Conversation with Photographer Lance Wilson," *Worthwhile Magazine*, 2022.

"A Conversation with Megan Dorsey of Everthine Antiques & Stationery," *Worthwhile Magazine*, 2022.

"Identifying mid-century modern design," *RICS Journals*, 2022.

"A Conversation about Arts Philanthropy with Claudia Worthington Hess and Catherine Pyke, Founders of the Arts of Philanthropy," *Worthwhile Magazine*, 2022.

"The Wonderful Work of Marilyn Neuhart," *TOAD Archive*, 2021.

"A Conversation with Lebanese Artist Mirella Salamé," *Worthwhile Magazine*, 2021.

"What Type of Appraisal Report Do You Need? An Overview of Common Appraisal Report Categories," *Worthwhile Magazine*, 2021.

"The Case Against the Current Energy Usage of NFTs: An Art World Environmentalist's Perspective," *Artifactual History*, 2021.

"A Conversation with Alexander Wendl: Creator and Curator of TOAD Archive," *Worthwhile Magazine*, 2021.

"Not Like On TV: Appraising is a Professional Service Like Law and Accounting," *Worthwhile Magazine*, 2021.

"Expert Answers to Common Questions From Art Collectors," (contributor to article), *Artwork Archive*, 2020.

"A Conversation with An Auctioneer: Jason Roske of KC Auction Gallery and Host of Behind the Gavel with Jason," *Worthwhile Magazine*, 2020.

"What I Would Tell My Collector Self 20 Years Ago," written together with Courtney Ahlstrom Christy, *Artwork Archive*, 2020.

"Demystifying the Appraisal Process," *Artwork Archive*, 2020.

"How to Obtain a Quality Appraisal of Your Art and Antiques," *Home Transition Pros*, 2020.

"New Uses for Old Things: Thoughts in Support of Mixing Antiques in Modern Interiors," *Worthwhile Magazine*, 2020.

"Deepen Your Collecting & Collections Knowledge: An Interview with Spencer W. Stuart about His Lifecycles Webinar," *Worthwhile Magazine*, 2020.

"Art Adventuring: A Conversation with Claudia Hess of Hess Art Advisory," *Worthwhile Magazine*, 2020.

"A Conversation with Ally Zlatar, Artist, Curator, Activist & Everything In Between," *Worthwhile Magazine*, 2020.

"Questions To Consider Asking Yourself While Contemplating A New Addition To Your Art Collection," *Worthwhile Magazine*, 2019.

"Understanding the Different Levels of Value: It's Worth What Where and When?" *Worthwhile Magazine*, 2019.

"A Consumer's Guide To Insurance Appraisal Reports: Do You Need One and How to Get One?" *Worthwhile Magazine*, 2019.

"A Conversation With Artist Mario Loprete," *Worthwhile Magazine*, 2019.

"An Overview of the Many Ways That An Appraiser Can Assist the Private Client Services Community," *Digital Journal of Advanced Appraisal Practice*, 2019.

"The Right Stuff: The Surprising Compatibility of Collecting and Minimalism," *Worthwhile Magazine*, 2018.

"A Conversation with an Art Restorer: Anabela Ferguson of Brush Strokes Fine Art, LLC," *Worthwhile Magazine*, 2018.

"The Catalogue Raisonné: An Art Collector's Underutilized Friend," *Worthwhile Magazine*, 2018.

"What Is USPAP and Why Is It Important to Hire A USPAP-Compliant Appraiser?" *ISA Now*, International Society of Appraisers, 2017.

"An Introduction to Appraising Mid-Century Modern Furniture," *The Journal of Advanced Appraisal Studies*, 2016.

"Rediscovering a Lost Treasure: Frances Benjamin Johnston's Carnegie Survey," *Uncommon Sense*, No. 124, 2007.