CITY COUNCIL **AGENDA** **JULY 14, 2026**
NORWALK, CONNECTICUT **7:30 PM** **COUNCIL CHAMBERS**

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.

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 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: June 23, 2026

B. Special Meeting: June 23, 2026

III. PUBLIC PARTICIPATION

IV. MAYOR

A. RESIGNATIONS AND APPOINTMENTS

1. RESIGNATIONS

a. Kevin Huffman, Arts and Culture Commission, Ex Officio

2. APPOINTMENTS

a. Kevin Huffman, Arts and Culture Commission, Regular, Vice Chair

b. Christina Bacigalupo, Arts and Culture Commission, Ex Officio

c. Kaycee Cockley, Affordable Housing Account Committee, Resident Representative

d. Valerie Jefferson, Affordable Housing Account Committee, Owner Representative

e. Gregori Georges, Affordable Housing Account Committee, Resident Representative

f. James Dignoti, Bike/Walk Commission

g. Jane McWilliams, Oak Hills Park Authority

h. Matthew Crorey, Oak Hills Park Authority

i. Charles Brennan, Oak Hills Park Authority

3. REAPPOINTMENTS

a. Marc Alan, Arts and Culture Commission, Regular, Chair

b. Saj Oliver, Arts and Culture Commission, Regular

c. Rebecca Stoll, Bike/Walk Commission

d. Lunise Constant, Fair Rent Commission, Regular

e. J Hanson Guest, Fair Rent Commission, Alternate

f. Peter Halladay, Fair Rent Commission, Regular

g. Sonja Oliver, Fair Rent Commission, Alternate

h. Brenda Penn-Williams, Fair Rent Commission, Regular

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. FINANCE AND CLAIMS COMMITTEE

1. Monthly Tax Collector's Reports dated May 2026

2. Claims Committee Report dated July 2026

3. a. Authorize the Purchasing Agent to issue a purchase order to Brisk Teaching, for software, for an amount not to exceed $34,500, account 09275010-5777-C0112.

b. Authorize the Purchasing Agent to issue a purchase order to Exemplars Inc., for software, for an amount not to exceed $29,575, account 09275010-5777-C0112.

c. Authorize the Purchasing Agent to issue a purchase order to CDW Education, for software, for an amount not to exceed $211,200, account 09275010-5777-C0112.

d. Authorize the Purchasing Agent to issue a purchase order to Lazel Inc., for software, for an amount not to exceed $100,133.04, account 09275010-5777-C0112.

e. Authorize the Purchasing Agent to issue a purchase order to Magic School Inc., for software, for an amount not to exceed $20,542, account 09275010-5777-C0112.

f. Authorize the Purchasing Agent to issue a purchase order to Rocketlit Inc., for software, for an amount not to exceed $31,729.50, account 09275010-5777-C0112.

4. Authorize the Mayor, Barbara C. Smyth, to accept a State and Local Cybersecurity Grant Program (SLCGP) award in the amount of $24,000 and to execute all required grant documents. The grant requires a City match of $6,000, for a total project value of $30,000.

City match account: 011370-574C.

5. Authorize the Purchasing Agent to issue a purchase order to Total Communications, Inc. for a three-year Pure Storage support and maintenance renewal, including a controller upgrade under the Evergreen Gold/Forever Support Program, for the period of August 2, 2026, through August 1, 2029, utilizing Connecticut NASPO Contract #23PSX0163AE-8. Total cost not to exceed $87,630.39.
Account Allocation: 011370-574C

6. RESOLUTION: Requesting for the Department of Public Works' paving projects the amount of $800,000 from the Municipal Grant in Aid (MGIA) – 2026 allocation. Account 580000-5796-AID10 PAVING DPW MUNICIPAL AID

7. RESOLUTION: Requesting for the Department of Public Works a transfer of capital funding from Veterans Memorial (Account # 09246030-5777-C0367) in the amount of

$700,000 to Calf Pasture Beach (Account # 09266030-5777-C0365) for construction of the pavilion.

B. RECREATION, PARKS AND CULTURAL AFFAIRS

1. Authorize the Mayor, Barbara C. Smyth, to enter into an agreement for the use of Nathaniel Ely School Field and immediate surrounding grounds by Project 9 Foundation for their Community Fun Day to be held on Saturday, August 15th, 2026, from 12:00 P.M to 6:00 P.M with set-up at 11:00 A.M and tear-down by 7:00 P.M. Approximately 75 people.

2. Authorize the Mayor, Barbara C. Smyth, to enter into an agreement for the use of Mathews Park and immediate surrounding grounds by Marvedia Tyson/Tyson Tours for their Back Together Again with Family & Friends to be held on Sunday, August 9th, 2026, from 2:00 P.M. to 7:00 P.M with set-up at 12:00 P.M. and tear-down by 8:00 P.M. Approximately 300 people.

3. Authorize the Mayor, Barbara C. Smyth, to enter into an agreement for the use of Calf Pasture Beach and immediate surrounding grounds by Project Purple for their Steps for a Cure: Connecticut to be held on Sunday, October 25th, 2026, from 9:00 A.M. to 11:30 A.M. with set-up at 6:30 A.M. and tear-down by 12:15 P.M. Approximately 350 people.

4. Authorize the Mayor, Barbara C. Smyth, to enter into an agreement for the use of Brien McMahon High School Casagrande Field and immediate surrounding grounds by BMHS Band Parents for their Celebration of Sound to be held on Saturday, September 19th, 2026, from 9:00 A.M. to 11:00 P.M. Approximately 2,000 people.

5. Authorize the Mayor, Barbara C. Smyth, to enter into an agreement for the use of Washington Street Plaza and immediate surrounding grounds by Mellodye Green-Ragin/L.I.F.T. Foundation for their Black Heritage Parade Celebration to be held on Saturday, September 26th, 2026, from 9:00 A.M. to 6:00 P.M. with set-up at 7:00 A.M. and tear-down by 10:45 P.M. Approximately 200 people.

6. Authorize the Mayor, Barbara C. Smyth, to enter into an agreement for the use of Taylor Farm and immediate surrounding grounds by Katherine Snedaker for their Norwalk Dogs 4th Birthday Party to be held on Saturday, August 22th, 2026, from 11:00 A.M. to 3:00 P.M. with set-up at 10:30 A.M. and a rain date of Sunday, August 23th. Approximately 200 people.

7. Authorize the Mayor, Barbara C. Smyth to enter into a 1 year contract extension with Almstead Tree, Project #4047R Rebid, Tree Removal and Trimming Services, in an amount not to exceed $200,000.00 from accounts 014029 5298, 09196030 5777 C0370, 09226030 5777 C0370, 09276030 5777 C0370, 09274021 5777 C0318, 09274201 5777 C0021.

8. Authorize the Mayor, Barbara C. Smyth, to enter into an agreement for Catering

Services at Gallaher Mansion and South Norwalk Recreation Center, Project # 4512, with the following vendors; Caliph's, Inc. d/b/a Alchemy Custom Celebrations & Cuisine, d/b/a Festivities, Simply Delicious Catering, LLC, Spyc Babe Catering Services LLC, Winfield Street Food Concepts LLC, and Munch Eatery LLC, all to be placed on the preferred catering list.

9. Authorize the Mayor to execute a contract with Keystone Civic Strategies for the 4519 Risk Management Program Assessment and Accreditation Support for $98,750.00 from August 1, 2026 through December 31, 2027. The City Insurance Fund – LAP Account – Professional Services (MUNIS Account: 16-13-43-5258).

10. Authorize the Recreation and Parks Director or designee to issue three (3) One (1) year contract extensions on the Keystone Civic Strategies contract.

C. PUBLIC SAFETY AND GENERAL GOVERNMENT

1. Authorize the Norwalk Police Department to utilize a Noncompetitive Procurement Justification Form with Whelen Engineering Company for the purchase of a master service agreement commencing on May 22, 2026 and ending on May 21, 2027, in the amount of $23,570.64. Funding is currently available in Munis Account #013022-5329.

2. a. Authorize Mayor, Barbara C. Smyth, to execute a fourth amendment to the Memorandum of Agreement by and between Recovery Network of Programs, Inc. and City of Norwalk commencing on July 1, 2026 and ending June 30, 2027 in the amount of $318,600.00 to be paid from account #013026-5258.

b.Authorize the City of Norwalk Purchasing Agent, to execute purchase orders on behalf of the Norwalk Police Department to the Recovery Network Program utilizing NPD account #013026-5258 based on the availability of funds not to exceed $318,600.00.

3. Authorize the Norwalk Police Department to utilize a noncompetitive procurement justification form with Vector Solutions, Frontline Public Safety Software for the purchase of training software with a one-year support subscription commencing on July 1, 2026 and ending on June 30, 2027. The total amount is $13,490.00. Funding is currently available in Munis Account #013022-5329

D. COMMUNITY SERVICES

1. Authorize the Mayor, Barbara C. Smyth to execute any and all agreements and other instruments to the extend the term of the parking lease with Norwalk Aerie, No. 588 Fraternal Order of Eagles, Inc. a/k/a Eagles for a period of 1 year, from July 1, 2026 through June 30, 2027, annual rent in the amount of $14,400.00 Account #: 016200-5265.

2. Authorize the Mayor, Barbara C. Smyth, to execute any and all agreements, documents, instruments, or amendments as may be necessary with Family & Children's Agency, 9 Mott Avenue, 4th Floor, Norwalk, CT 06850, in the amount of $163,000.00, to provide Municipal Agent for the Elderly services for Norwalk residents for the period of July 1, 2026 through June 30, 2027. Account #: 012010-5298

3. Authorize the Mayor, Barbara C. Smyth, to execute any and all agreements, documents, instruments, or amendments as may be necessary with Mid-Fairfield Community Care Center, located at 100 East Avenue, Norwalk CT, in the amount of $100,000.00 to support the Latinx Integrated Care (LINC) Program for the period of July 1, 2026 through June 30, 2027. Account #: 012010-5298

E. ECONOMIC AND COMMUNITY DEVELOPMENT

1. Authorize the Mayor, Barbara C. Smyth, to execute any and all documents, to adopt the Strategic Harbor Study (2026, as amended).

2. Authorize the Mayor, Barbara C. Smyth, to execute any and all documents, to ratify the amendment to the Citywide Plan (Plan of Conservation and Development) to incorporate by reference the Strategic Harbor Study within Chapter 9, Coastal Resources & Resilience, and implement the plan's recommendations during the 2026–2031 planning period.

3. Authorize the Mayor, Barbara C. Smyth to execute a contract agreement with Frank Capasso & Sons, Inc. in the amount of $2,777,000 for project NPA2026-02, Repairs and Improvements at Yankee Doodle Garage.

ACCT(S):
0920 4095 5777 C0303
0921 4095 5777 C0303
0923 4095 577 7 C0303
0926 4095 5777 C0303
0927 4095 5777 C0303

4. Authorize the Director of Transportation, Mobility, and Parking, James Travers to execute change orders and modify the contract with Frank Capasso & Sons, Inc. up to $277,700 (10%) for contingencies with project NPA2026-02: Repairs and Improvements at Yankee Doodle Garage.

ACCT(S):
0920 4095 5777 C0303
0921 4095 5777 C0303
0923 4095 577 7 C0303
0926 4095 5777 C0303
0927 4095 5777 C0303

5. Authorize the Mayor, Barbara C. Smyth, to enter into any and all documents and agreements required by the Connecticut Department of Transportation (CT DOT) or the Federal Highway Administration (FHWA) to accept funding related to Phase 2A of the Wall Street Corridor Improvement Project under state project number 0102-0379.

6. Authorize the Mayor, Barbara C. Smyth, to enter into any and all documents and agreements required by the Connecticut Department of Transportation (CT DOT) to accept funding related to Phase 2A of the Wall Street Corridor Improvement Project under state project number 0102-0373.

7. Authorize the Mayor, Barbara C. Smyth, to execute a permanent easement to construct and maintain a new block retaining wall and enter into temporary Right of Entry Agreement to go in a certain portion of the properties of 40 Lowe Street and 44 Lowe Street for construction of a new block retaining wall.

F. LAND USE AND BUILDING MANAGEMENT

1. Authorize the Mayor, Barbara C. Smyth, to execute an agreement with Norwalk Senior Center, Inc. to provide the City with reimbursement funds for the patio improvement project including ADA improvements at its leased facilities located in Roosevelt Center in the amount of $72,500. These are CDBG HUD reimbursement grant funds that are provided to the Norwalk Senior Center by Norwalk Redevelopment Agency.

2. Authorize to increase the Owner Contingency Allowance for change orders to the Newfield Construction Group, LLC's Guaranteed Maximum Price (GMP) for the Naramake School HVAC/IAQ project (State Project #103-003-HVACN) to include gym air conditioning for an additional amount not to exceed $260,233.90. Funds are available in account Acct. #09265010 5777 C0652.

G. PUBLIC WORKS

1. Authorize the Mayor, Barbara C. Smyth, to execute a 4-year agreement with the option to extend for 2 1-year extensions between the City of Norwalk and DW Transport and Leasing INC for the Transportation and Disposal of Street Sweeping and Excavated Material Project 4508R for a first year base price of $60.00 per ton for excavated materials & broken structural concrete and $130.00 per ton for street sweepings/catch basin grit plus the diesel cost impact adjusted on a yearly basis.
Account No.
01 40 42 5299
01 40 43 5298
530000 5776

2. Authorize the Mayor, Barbara C. Smyth, to execute a Contract Amendment with Star Construction, Corp., in accordance with the TMP2025-2 contract agreement, to include additional work for the Milling, Paving, and the Installation of High-Visibility Crosswalks at the intersection of West Rocks Road and France Street at Adams Avenue and Cannon Street, in an amount not to exceed $150,000.00.

Account No.
09 26 3750 5777 C0824
09 27 3750 5777 C0824

3. Authorize the Mayor, Barbara C. Smyth, to execute an Agreement between the City of Norwalk and Arcadis U.S., Inc., for Engineering Design Services for the Design for SoNo Green Infrastructure & Salt Marsh Restoration Project for a sum not to exceed $395,724.00.
Account No.
36 3730 5298 G0052
09 25 4021 5777 C0715
09 26 4021 5777 C0715

4. a. Authorize the Mayor, Barbara C. Smyth, to execute an Agreement between the City of Norwalk and The Grasso Companies, LLC for Project PM2026-2 Roadway Paving of West Avenue (Maple Street to I-95N) and Maple Street (West Avenue to Route 1) for a sum not to exceed $1,419,152.00.
Account No.
09 22 4021 5777 C0021
09 23 4021 5777 C0021
09 24 4021 5777 C0021
09 26 4021 5777 C0021
09 27 4021 5777 C0021
09 26 4021 5777 C0318
09 27 4021 5777 C0318
09 24 3750 5777 C0777
03 00 00 2602

b. Authorize the Chief of Operations and Public Works, to execute orders on contract with The Grasso Companies, LLC for Project PM2026-2 Roadway Paving of West Avenue (Maple Street to I-95N) and Maple Street (West Avenue to Route 1) for a sum not to exceed $141,915.20.
Account No.
09 22 4021 5777 C0021
09 23 4021 5777 C0021
09 24 4021 5777 C0021
09 26 4021 5777 C0021
09 27 4021 5777 C0021
09 26 4021 5777 C0318
09 27 4021 5777 C0318
09 24 3750 5777 C0777
03 00 00 2602

5. a. Authorize the Mayor, Barbara C. Smyth, to execute an Agreement between the City of Norwalk and The Grasso Companies, LLC for Project PM2026-3 Heather Lane Area and Byselle Road Paving and Sidewalk Improvements 2026, Base Bid and Alternate 1 for a sum to exceed $1,756,700.00 (Base Bid of $1,107,200.00 and

Alternate #1 of $649,500.00).
Account No.
09 24 4021 5777 C0021
09 25 4021 5777 C0021
09 26 4021 5777 C0021
09 27 4021 5777 C0021
09 24 4021 5777 C0318
09 25 4021 5777 C0318
09 26 4021 5777 C0318
09 27 4021 5777 C0318
09 25 4021 5777 C0440
09 26 4021 5777 C0440
09 27 4021 5777 C0440

b. Authorize the Chief of Operations and Public Works to execute orders on the contract with The Grasso Companies, LLC for Project PM2026-3 Heather Lane Area and Byselle Road Paving and Sidewalk Improvements 2026, for a some not to exceed $175,670.00.
Account No.
09 24 4021 5777 C0021
09 25 4021 5777 C0021
09 26 4021 5777 C0021
09 27 4021 5777 C0021
09 24 4021 5777 C0318
09 25 4021 5777 C0318
09 26 4021 5777 C0318
09 27 4021 5777 C0318
09 26 4021 5777 C0440
09 27 4021 5777 C0440

VIII. RESOLUTIONS FROM CITY COUNCIL

IX. MOTIONS POSTPONED TO A SPECIFIC DATE

X. SUSPENSION OF RULES

XI. ADJOURNMENT

APPOINTMENTS

ARTS AND CULTURE COMMISSION	**M/C**	**Norwalk Code 17A**
KEVIN HUFFMAN (D) 286 Fillow Street Norwalk, CT 06850		Term Expires - 07/01/2029 Regular Vice-Chair
CHRISTINA BACIGALUPO (D) 515 West Avenue, PH7 Norwalk, CT 06850		Term Expires - 07/01/2027 Ex-Officio
AFFORDABLE HOUSING ACCOUNT COMMITTEE	**M/C**	**Chapter 10A-4**
KAYCEE COKLEY (D) 36 Fifth Street, A Norwalk, CT 06855		Term Expires - 06/30/2028 Resident Representative
VALERIE JEFFERSON (D) 8 Hanford Place Norwalk, CT 06854		Term Expires - 06/30/2029 Owner Representative
GREGORI GEORGES (R) 261 Ely Avenue, Apt 23-3E Norwalk, CT 06854		Term Expires - 06/30/2027 Resident Representative
BIKE/WALK COMMISSION	**M/C**	**Norwalk Code 20-01**
JAMES DIGNOTI (R) 500 West Avenue, Apt 523 Norwalk, CT 06850		Term Expires - 06/30/2028
OAK HILLS PARK AUTHORITY	**M/C**	**Norwalk Code 73-2**
JANE MCWILLIAMS (R) 163 Rowayton Woods Drive Norwalk, CT 06854		Term Expires - 06/24/2029
MATTHEW CROREY (U) 14 Argento Lane Norwalk, CT 06851		Term Expires - 06/24/2029
CHARLIES BRENNAN (D) 71B Riverside Avenue Norwalk, CT 06850		Term Expires - 06/24/2028

REAPPOINTMENTS

ARTS AND CULTURE COMMISSION	**M/C**	**Norwalk Code 17A**
MARC ALAN (U) 128 Gillies Lane Norwalk, CT 06854		Term Expires - 07/01/2029 Regular Chair

Prepared by: Esther Murillo, Assistant City Clerk

Updated: July 10, 2026 & 12:19 PM

SAJ OLIVER (U) Term Expires - 07/01/2029
15 Madison Street, Unit B2 Regular
Norwalk, CT 06854

BIKE/WALK COMMISSION **M/C** **Norwalk Code 20-01**

REBECCA STOLL (U) Term Expires - 07/01/2029
26 Emerson Street
Norwalk, CT 06855

FAIR RENT COMMISSION **M/C** **Norwalk Code 39**

LUNISE CONSTANT (D) Term Expires - 07/01/2029
4 Dixie Lane Regular
Norwalk, CT 06850

J HANSON GUEST (D) Term Expires - 07/01/2029
205 Liberty Square, Suite 3 Alternate
Norwalk, CT 06855

PETER HALLADAY (R) Term Expires - 07/01/2029
52 Glenrock Road Regular
Norwalk, CT 06850

SONJA OLIVER (D) Term Expires - 07/01/2029
15 Madison Street, Unit H3 Alternate
Norwalk, CT 06854

BRENDA PENN-WILLIAMS (D) Term Expires - 07/01/2029
21 Karen Drive Regular
Norwalk, CT 06851

CITY OF NORWALK
CITY COUNCIL
REGULAR MEETING MINUTES JUNE 23, 2026
COUNCIL CHAMBERS AND VIA ZOOM VIRTUAL CONFERENCE

ATTENDANCE: Mayor Barbara C. Smyth, Brian Bailey, Jan Degenshein, Anne Wennerstrand, James Frayer, Richard Dellinger, Broderick Sawyer, Jalin T. Sead Sr. (Majority Leader), Dajuan C. Wiggins Sr., Darlene Young, Nicolé Eaddy, Joshua Goldstein (Council President), Colin Hosten, Johan Lopez, and Jesse Buccolo.

CALL TO ORDER

Mayor Barbara C. Smyth called the Regular Meeting to order at 7:33 p.m. The Pledge of Allegiance was recited.

ACCEPTANCE OF MINUTES

A. Regular Meeting Minutes – June 9, 2026

**** MR. BUCCOLO MOTIONED TO ACCEPT THE MINUTES OF JUNE 9, 2026.**
**** MOTION PASSED WITH ONE ABSTENTION (MS. WENNERSTRAND).**

PUBLIC PARTICIPATION

No public participation.

MAYOR A. Resignations and Appointments

1. Resignation The resignation of Carol Frank from the Fair Housing Advisory Commission was accepted.

2. Appointments

a. Jordan Saxe – Harbor Management Commission (Term expires 12/31/2029)

**** MOTION TO APPOINT JORDAN SAXE TO THE HARBOR MANAGEMENT COMMISSION.**
**** MOTION PASSED UNANIMOUSLY.**

Jordan Saxe was sworn in during the meeting.

b. Harry W. Rilling – Representative Policy Board

(South Central Connecticut Regional Water District / Aquarion Water Authority) (Term expires 06/30/2027)

**** MOTION TO APPOINT HARRY W. RILLING TO THE REPRESENTATIVE POLICY BOARD.**
**** MOTION PASSED UNANIMOUSLY.**

MAYOR'S REMARKS

Mayor Smyth congratulated the graduates of Norwalk Public Schools and those 8th graders who were promoted to high school. She thanked the teachers, paraprofessionals, staff, and administrators for their support of students throughout the year and wished everyone a restful summer. The Mayor announced that the City's annual 4th of July fireworks celebration will be held on Friday, July 3, 2026, at Calf Pasture Beach, with festivities beginning at 6:00 p.m. She also highlighted the Democracy on the Green event scheduled for July 4, 2026, as well as the return of the summer concert series and movie nights at the beach.

Mayor Smyth further announced that, pursuant to Connecticut General Statutes Section 23-58, she is designating **Kenneth Hughes**, Superintendent of Parks, to serve as **Tree Warden** for the City of Norwalk, effective June 29, 2026. Mr. Hughes brings extensive experience in the management and maintenance of the City's public spaces. This designation will ensure continuity in the oversight and care of the City's trees and public rights-of-way.

CONSENT CALENDAR

Ms. Wennerstrand read the Consent Calendar as follows: Under Section A, Finance and Claims Committee, items 1 through 9. Under Section B, Ordinance, item 1. Under Section C, Recreation, Parks and Cultural Affairs, items 1 through 2. Under Section D, Public Safety and General Government, item 1.

**** MR. GOLSDSTEIN MOTIONED TO APPROVE THE CONSENT CALENDAR AS READ.**
**** MOTION PASSED UNANIMOUSLY.**

RECREATION, PARKS AND CULTURAL AFFAIRS

C.3 – Norwalk Conservatory – Broadway in the Park Series (Mathews Park)

Mr. Hosten recused himself from this item.

**** MAYOR SMYTH CALLED FOR A VOTE TO APPROVE THE USE AGREEMENT.**
**** MOTION PASSED UNANIMOUSLY.**

C.4 – Gregory Burnett, Sr. Memorial 5K & Fun Run (Calf Pasture Beach) Several Council members spoke in remembrance of former Councilmember Greg Burnett.

**** MAYOR SMYTH CALLED FOR A VOTE TO APPROVE THE USE AGREEMENT.**
**** MOTION PASSED UNANIMOUSLY.**

SUSPENSION OF RULES
**** MR. GOLDSTEIN MADE A MOTION TO SUSPEND THE RULES TO ADD ONE ADDITIONAL ITEM TO THE AGENDA.**
**** MOTION PASSED.**

ADDITIONAL ITEM – Kingdom Restoration Community Block Party (Ryan Park)

**** MAYOR SMYTH CALLED FOR A VOTE TO APPROVE THE USE AGREEMENT FOR THE EVENT ON JULY 25, 2026.**
**** MOTION PASSED UNANIMOUSLY.**

ADJOURNMENT

**** MS. YOUNG MADE A MOTION TO ADJOURN.**
**** MOTION PASSED UNANIMOUSLY.**
The meeting was adjourned at approximately 8:03 p.m.

Respectfully Submitted,
Courtney Baldwin
Recording Secretary

CITY OF NORWALK
CITY COUNCIL
SPECIAL MEETING MINUTES JUNE 23, 2026
COUNCIL CHAMBERS AND VIA ZOOM VIRTUAL MEETING

ATTENDANCE: Mayor Barbara C. Smyth, Anne Wennerstrand, James Frayer, Richard Dellinger, Jalin T. Sead Sr. (Majority Leader), Brian Bailey, Jan Degenshein, Nicole Eaddy, Joshua Goldstein, Colin Hosten, Joshua Goldstein (Council President), Jesse Buccolo, Johan Lopez,

OTHERS: Russell Blair, Connecticut Freedom of Information Commission

CALL TO ORDER

Council Majority Leader Jalin T. Sead Sr. called the Special Meeting to order at 6:02 p.m. for the purpose of conducting Freedom of Information Act (FOIA) training.

FREEDOM OF INFORMATION ACT TRAINING

Russell Blair from the Connecticut Freedom of Information Commission presented comprehensive training on the Freedom of Information Act. Topics included:

- History and purpose of the FOI Act
- Definition of a public meeting and quorum requirements
- Types of meetings (regular, special, and emergency)
- Email and electronic communications among Council members
- Executive session procedures and permitted topics
- Meeting minutes requirements and filing timelines
- Public records requests, response timelines, and exemptions
- Remote and hybrid meeting rules
- Vexatious requester procedures

Council members asked questions throughout the training, particularly regarding site visits, caucuses, email communications, and individual Council member responsibilities for responding to records requests.

ADJOURNMENT

The Special Meeting was adjourned at approximately 7:30 p.m.

Respectfully Submitted,
Courtney Baldwin
Recording Secretary

Kevin J. Huffman
producer.director.writer

286 Fillow Street **(203) 803-0305c**
Norwalk, CT 06850 **kevinhuffman1@att.net**

REEL: ***https://www.nitrous.tv/team/kevin-huffman***
IMDB: https://www.imdb.com/name/nm0400279/?ref_=nv_sr_1

12/20 – present **SUPERVISING STORY PRODUCER**
The Othrs

Supervising story for upcoming multi-episode series for Showtime about the rise and fall of the Lincoln Project. Track 700 hours of footage and create compelling narrative. Build timelines. Create character arcs. Outline episodes. Supervise edit team and associate producers. Interface with creatives at Showtime.

4/18 – 1/20 **PRODUCER**
Alex Gibney and Jigsaw Productions

Research, develop and produce three documentary films about prosecutorial misconduct for upcoming “Innocence Project” series on Netflix. Tracked a real-time investigation with the Philadelphia District Attorney’s office, resulting in an inmate’s release after 28 years behind bars. Profiled innocent inmate in Michigan who changed two state laws and coordinated an episode in Houston about a death row inmate freed for murdering a police officer.

6/13- 3/18 **SUPERVISING STORY PRODUCER, DIRECTOR**
Joe Berlinger and @radicalmedia

Supervising story producer for six-part documentary series with BuzzFeed Films about the burning death of Jessica Chambers in Mississippi. Highest-rated series on Oxygen. 2018.

Supervise & direct five-part documentary series “Killing Richard Glossip” about a death row inmate in Oklahoma. Winner of Silver Telly Award. 2016

Producer on doc feature “I’m Not Your Guru: Tony Robbins,” directed by Joe Berlinger. Streaming on Netflix

Produce and supervise new series “Judgment Day” on US parole system for ID and pilot, “Victim’s Impact” on LMN.

Direct, produce and write episodes of "The System" on criminal justice issues for Al Jazeera America. Two subjects were exonerated.

3/13 - 6/13 **WRITER/PRODUCER - Castle Pictures**
Research/write and produce for "Gunslingers" series

10/12 - 3/13 **STORY PRODUCER/WRITER - Jarrett Creative**
Story produce & write episodes of "Boston's Finest" for TNT

3/12 - 9/12 **SUPERVISING PRODUCER - Stephen David Ent.**
Story supervision for Military Channel’s "Commander in Chief"

12/09 - 3/12 **WRITER/PRODUCER – ITV, National Geographic, PBS**
Write and produce episodes of “After the First 48’ for A&E **-**
Writer/Post Producer of "Hard Time" & “Prison Women”
Producer for "History Detectives"

10/05 – 1/09 **PRODUCER - NBC News/Peacock Productions**
Produced two-hour special “Mystery of the Crystal Skulls” for Sci-Fi Channel -- Program was the highest rated special in the network’s history. Produced “The 9/11 Conspiracies” for the History Channel. Both submitted for an EMMY

5/00 to – 1/05 **PRODUCER - CBS News Productions, New York, NY**
Oversee all production elements for one-hour cable docs such as *Biography* and *Travels with Harry* for A&E and *On the Inside* for Discovery.

12/03 – 6/04 **PRODUCER - Fox Broadcasting Network, New York, NY**
Producer for investigative series *Breaking Point* & *The Pulse*.

06/02 – 10/02 **PRODUCER- VH1 News Specials**
Produced documentaries on R.Kelly sex scandal and celebrity stalking incidents.

5/98 to 5/00 **PRODUCER - CNN, New York, NY**
Producer/ writer for *Business Unusual*, including “Cybernuns,” an Omni-Award winning profile on physically challenged nuns who use computers to log the NY Daily News’ photo archive.

EDUCATION

EMERSON COLLEGE, BOSTON MA
Masters of the Arts in Mass Communication
Produced documentary on new Americans, *From Kindred Blood*.

UNIVERSITY OF PITTSBURGH, PITTSBURGH, PA
Bachelor of Arts in Urban Studies and Geography

Credits for Kevin Huffman

Untitled Lincoln Project series, Showtime. 2021
The Innocence Files (3 episodes). Netflix. 2020
Unspeakable Crime: The Killing of Jessica Chambers, Oxygen (6 episodes). 2018
I Dreamed of Johnstown. Short Film. (2018)
Killing Richard Glossip, Discovery ID, (5 episodes). 2017
Parole Board: Victim's Speak, LMN, 2016
Judgment Day, doc series, Discovery ID, (3 episodes). 2016
Tony Robbins: I'm Not Your Guru, feature doc, 2015
Legends & Lies (4 episodes), Fox, 2015 & 16.
The System with Joe Berlinger: Geography of Punishment, Al Jazeera America, 2014
The System with Joe Berlinger: Eyewitness ID. Al Jazeera America, 2014
The System with Joe Berlinger: False Confessions. Al Jazeera America, 2014
Gunslingers: "Tom Horn," 2014
Gunslingers: Jesse James," 2014
Boston's Finest. TNT – (2 episodes) (2013)
Commander in Chief: JFK, Bush, Obama episodes (2013)
After the First 48, A&E – (3 episodes) (2011 & 2012)
Prison Women. Nat Geo (2011)
Lost Fleet: Columbus. Nat Geo (2011)
Hard Time: The Worst of the Worst. Nat Geo (2011)
Hard Time: Rule Breakers. Nat Geo (2011)
History Detectives. PBS (2010)
On the Case w Paula Zahn. (4 episodes) Discovery (2009)
After the First 48. A&E (2009)
When Animals Strike. Discovery (2009)
Doomed to Die: 13 Hollywood Curses, E! Network (October 2008)
Unfriendly Skies: State of Travel. Travel Channel (July 2008)
Mysteries of the Crystal Skulls. Sci-Fi Channel (May 2008)
The 9/11 Conspiracies: Fact or Fiction, The History Channel (August 2007)
Virginia Tech; Eyewitness to Tragedy, The History Channel (May 2007)
Death in the Hamptons: Danny Pelosi, MSNBC Investigates, (Jan. 2007)
Sci-Fi Investigates: The Afterlife, Sci-Fi Channel (Nov 2006)
Quest for Atlantis, Sci-Fi Channel (July 2006)
Conspiracy Files: CIA Mind Control, Discovery (March 2006)
Biography of the Year, A&E (December 2005)

Biography: Buddy Ebsen, A&E (November 2005)
The Fabulous Life: *Celebrity Worship,* VH1 (June 2005)
Biography: Lucky Luciano, A&E (2005)
Biography: Abbie Hoffman, A&E (December 2004)
Biography: Henry Lee Lucas, A&E (November 2004)
Investigative Reports: Who is Mark Hacking? A&E (September 2004)
War Stories with Oliver North, Fox News Channel (May 2004)
(3) Breaking Points, Fox News Channel, (Sept 2003- May 2004)
Left at the Scene, The History Channel (February 2003)
Celebrity Obsession, VH1 (October 2002)
R. Kelly Sex Scandal, VH1 (June 2002)
Biography: Robert F. Kennedy. A&E. (February 2002)
Biography: Carrie Fisher, A&E. (May 2002)
LA Stories: Bank Heists. Travel Channel (August 2002)
The Night Stalker: Richard Ramirez. Discovery Network (2001)
Biography: Martha Stewart. A&E. (2001)
Travels With Harry Special. A&E. (2001)
Biography: Jimmy Swaggart. A&E. (2000)
Biography: Ben Vereen, A&E. (2000)
Biography: Morgan Fairchild. A&E. (2000)

News Mags

The Pulse, Fox Broadcasting (2003)
Sunday Morning. CBS. (1997-1998) (2002)
Business Unusual. CNN. (1998-2000)
P.S./Fast Forward. CBS/Eye On People. (1997)
Real Life. NBC. (1996)
Chronicle. WCVB-TV. (1993-1996)

CHRISTINA BACIGALUPO

516.528.1205 | christinadbacigalupo@gmail.com | LinkedIn

3-TIME EMMY AWARD-WINNING PRODUCER: DIGITAL, LINEAR & LIVE ACTION CONTENT | PRE & POST-PRODUCTION

PRODUCTION EXPERIENCE

THE NORWALK CONSERVATORY OF THE ARTS | Norwalk, CT **9/2025-Present**

Associate Director of Production and Programming

Responsible for leading all production projects including not limited to:

- **Main Stage Productions.** Stage Manage all main stage productions from rehearsal through performance. Previous shows: *Footloose, Dog Sees God, Legally Blonde, Defying Gravity Gala.*
- **Production Requests.** Oversee all requests for students to perform at non-school events. Previous events include: The Triangle Center 2025 Gala, Bridgeport Pride Center 2025 Gala, Norwalk Mayor's Ball 2025.

SESAME WORKSHOP | New York, NY **10/2011–9/2024**

Producer

Oversaw a diverse portfolio of productions across multiple mediums (OTT, podcasts, traditional TV, film, theatre) and delivered to various distribution partners (PBS Kids, Audible, Headspace, Rockefeller Productions). Managed teams of 3-15 per project.

- **Multi-Asset Music Video Production.** Project-managed *Together We Can,* a compilation of 20 2-minute music videos aired on PBS Kids and YouTube centered on a civics curriculum for young viewers, the largest video production of its kind ever produced by Sesame Workshop PBS Kids.
- **Film Production.** Took over production responsibilities for *the Sesame Street* portfolio of film assets following the departure of the original producer halfway through the show's production schedule.
- **Multi-Segment Live Action Tapings.** Created workflows, reference materials, and visual aids to ensure accuracy and consistency of sets and props while filming 3-segment live-action films for *Cookie Monster's Foodie Truck.*
- **Podcast Production.** Produced 12 episodes (20-minutes) *of Goodnight, World, Season 2* for Headspace and 8 episodes (10-15 minutes) of *Ready, Set, Ride With Elmo* for Audible.
- **Theatre Production.** Collaborated with Rockefeller Productions to create *Sesame Street, The Musical,* a brand-new off-Broadway show featuring new and classic songs.

STAGE MANAGEMENT| PRODUCTION ASSISTANT | PUPPETEER EXPERIENCE

Promotional Puppeteer, John Tartaglia's *Imaginocean,* 2010–2011. Held freelance stage management and production assistant roles at Manhattan Theatre Club, Playwrights Horizons, MCC Theater, New Dramatists, The Flea Theater, and Utah Festival Opera Company 2005–2009.

HONORS & AWARDS

Producer's Guild of America Award Winner 2024, 2025,2-26 Outstanding Children's Program: *Sesame Street*
Children's and Family Emmy Award Winner 2022, 2023,2026 Outstanding Preschool Series: *Sesame Street*
Children's and Family Emmy Award Nominee 2024, Outstanding Preschool Series: *Sesame Street*
Webby Awards Winner 2025, Kids & Family Podcast, People's Voice: *Ready, Set, Ride with Elmo*

EDUCATION & PROFESSIONAL AFFILIATIONS

The Pennsylvania State University, Stage College, Pennsylvania, Bachelor of Fine Arts–Theatre Emphasis: Stage Management Children's Media Association 2024–Present | Producer's Guild of America 2019–Present | Actors' Equity Association 2007–Present

Kaycee Cokley
3 Vail Street
Norwalk, CT 06580
(914) 506-0961
E-mail: kaycee031480@aol.com

To Whom It May Concern:

Dear Sir/Madame:

Please accept this letter and attached resume as my expressed interest in joining your organization in a position suitable to my professional qualifications.

I have extensive and diversified experience in **Property Management, Leasing, Administrative Assistant, Marketing, Admissions Clerk and Underwriter.** In addition these qualifications are complemented by effective interpersonal skills, enthusiasm, dedication and a joy for working with people. With this background I am confident that I will make a valuable addition to your organization.

Should you be interested in conducting an interview, please feel free to contact me. I am eager to meet with you to discuss mutual opportunities. I can be reached at (914) 506-0961, to schedule an interview.

Thank you for your time and consideration.

Respectfully,

Kaycee Cokley

Kaycee Cokley

Kaycee Cokley

3Vail Street
Norwalk, CT 06850
(914) 506-0961
E-mail: kaycee031480@aol.com

Objective:

To obtain a position that will utilize my multiple skills developed through a series of hands on experience with diversified and challenging assignments.

Highlights:

- Property Manager, Leasing Agent, Admissions Clerk, Market Planner and Underwriter
- Good time management, work independently or within a team environment
- Advance Microsoft, Word, Excel. Power Point, Outlook, Access and heavy typing
- Advance knowledge of QuickBooks
- Knowledge in Section 8, HUD, Tax Credit, One Site, Yardi system and other property management software

Education:

Argent University — White Plains, New York
Course of Study Property Manager **Certified Issued**

The Art Institute of Philadelphia — Philadelphia, Pennsylvania
Course of Study Business and Merchandise Management A.A. Issued

Relevant Experience:

Property Manager/Leasing Agent:

- Establish rental rate by surveying local rental rates, calculating overhead, cost, depreciation, taxes and profit goals
- Attract tenants by Marketing & advertising vacancies, obtaining referrals from current tenants, explaining advantages of location and services and showing units
- Accomplish financial objectives by collecting rents, paying bills, forecasting requirements, preparing an annual budget, scheduling expenditures, analyzing variances and initiating corrective action
- Maintain property by investigating and resolving tenant complaints, enforcing rules of occupancy, inspecting vacant units, completing repairs, planning renovations, contracting with landscaping and snow removal services
- Certified Occupancy Specialist

Admission Clerk:

- Interviewed incoming patients, representatives and enter the information for admission into the system, coordinate with insurance companies and physicians regarding payment of bills
- Explained hospital regulation such as , visiting hours, schedule of accounts and payment of accounts to visitors
- Accompanied patient or mad necessary arrangements to move patient to room or ward

Underwriter:

- Perform a thorough analysis of loan documents to ensure the quality of each loan
- Perform all duties in accordance with Argent policies and all stat federal regulations. Verified consistency, accuracy and kept up to date information in each client's file also analyzed all documents in the file
- Assisted accounts manager and funders with clearing conditions and stipulations and approved or suspended loans

Employment History:

2019- Current	Property Manager –HUD Senior Housing	Related, Stamford, CT
2014-2018	Property Manager/Tax Credit and Project Based Section 8	Winn Residential, Yonkers .New York
2011 - 2014	Property Manager /Market	Reliant Realty LP, Yonkers, New York
2006 - 2010	Property Manager/Project based	Arco Manager, Mount Vernon, New York
2003 - 2006	Underwriter	Argent Mortgage, White Plains, New York

2002 - 2003	Admissions Clerk	Lawrence Hospital, Bronxville, New York

VALERIE JEFFERSON, M.S.

PO Box 562, Norwalk, CT 06854 · (203) 247-2116 · valmal95@hotmail.com · linkedin.com/in/valerie-j-24381522

Results-oriented Operations Executive with extensive experience in process improvement, managing large service teams, and leading change initiatives. Skilled in implementing cost-saving strategies to boost efficiency and business success. Recognized for strategic leadership, strong problem-solving abilities, and a commitment to operational excellence through technology.

CORE COMPETENCIES

- Cross Functional Team Leadership
- Customer Support & Relationship Management
- Continuous Improvement
- Training & Team Development
- Project Management
- Process Automation Planning
- Forward Thinking
- Root Cause Analysis
- Performance Analysis & Performance Improvement
- Lean Six Sigma

PROFESSIONAL EXPERIENCE

RTX RAYTHEON TECNOLOGIES CORPORATION, ***Remote CT*** **October 2021 - Current**
Sr. Director Customer Experience (CX) & Service Operations, *Current*

Strategic leader modernizing shared service desks through automation and AI, enhancing service delivery and employee experience. Managed **1.3M+ annual Tier 1 interactions** across HR, payroll, finance, and technology, with a **$30M AOP**, delivering measurable improvements in quality, efficiency, and satisfaction.

- **Operational Leadership:** Oversaw hybrid service operations across multiple regions, consistently ensuring top performance, budget management, and excellent customer experiences.
- **Digital & AI Transformation:** Spearheaded service desks AI pilot and upgraded the global service desk with automation, smart routing, and self-service tools **boosting digital adoption by +12%** reducing call volume.
- **Innovation & Strategy:** Created business proposals for new technologies and secured executive support to launch a unified global employee portal, simplifying HR, finance, and digital processes.
- **Service Management Excellence:** Managed global ServiceNow platforms (ITSM & HRSD), handling demand intake, prioritization, and full-cycle delivery of digital employee services.
- **Data-Driven Decision Making:** Used analytics and performance data to **cut backlog by 25%**, enhance customer satisfaction scores, and increase service reliability.
- **Vendor & Financial Governance:** Supervised BPO relationships, RFPs, and Statements of Work to uphold SLA standards and maximize ROI.
- **Knowledge & Content Leadership:** Led knowledge management, user experience, and content strategies to improve self-service options and expand digital accessibility worldwide.
- **Talent Development:** Built effective teams, promoting innovation, responsibility, and professional growth.

Director Customer Service & Operational Excellence, *promoted June 2024*

Delivered strategic leadership for **Tier 0 & Tier 1 Service Desk operations**, supporting HR, Payroll, Finance, and Digital Services across both global in-house and outsourced teams. Oversaw enterprise modernization, automation, and AI-driven initiatives to improve service quality, streamline performance, and advance digital employee experience.

- **Service Operations Leadership:** Managed service delivery, consistently meeting SLA, CSAT, and AQS targets.
- **Vendor & Partner Optimization:** Oversaw BPO partnerships, ensuring contractual compliance and superior results via strong SLA governance.
- **Digital Transformation:** Led service desk AI pilots and automation projects improving FCR and reducing contacts.
- **Portal & Experience Strategy:** Implemented an integrated portal for HR, Finance, and IT, driving employee engagement and digital use.
- **Continuous Improvement:** Guided OpEx improvements using Lean/Six Sigma tools and strategies to enhance efficiency, quality, and satisfaction.
- **Data-Driven Insights:** Interpreted complex data to inform strategic investments and improve services.
- **Cross-Functional Collaboration:** Worked with stakeholders to deploy automation and optimize workflows, enhancing accessibility.
- **Global Workforce Strategy:** Assessed workforce models for scalability, cost savings, and customer satisfaction.
- **Project Leadership:** Delivered transformation roadmaps and project plans aligning stakeholders for unified execution.
- **People Development:** Mentored leaders to foster innovation, accountability, and service excellence.

Director Consumer Operations, *promoted January 2023*
Oversaw global consumer operations in a shared services model, modernizing strategy, governance, and technology for efficient, scalable support. Led digital platform upgrades, process redesigns, and improvements to boost employee and customer satisfaction across service lines.

- **Global Strategy & Governance:** Established shared services protocols and governance frameworks, improving cost efficiency and employee experience.
- **Digital Transformation:** Led ServiceNow Greenfield project delivery, enabling workflow automation and enhanced case tracking.
- **Operational Excellence:** Introduced automation features—automatic case assignment, skills-based routing, QCPC turn backs, and improved escalation—to reduce manual tasks and raise first-contact resolution.
- **Cross-Functional Collaboration:** Partnered with HR, Digital, and process teams to refine escalation workflows and identify root issues through data analysis.
- **Analytics & Continuous Improvement:** Monitored key metrics (SLA, ASA, AQS, FCR, CSAT, MFA) and used Lean/Six Sigma for targeted improvements.
- **Business Process Redesign:** Applied CORE and Six Sigma for process mapping, gap analysis, benchmarking, and future-state planning to eliminate inefficiencies.

LATICRETE INTERNATIONAL, ***Bethany, CT*** **February 2018 – May 2021**
Director Customer Service, North America
Senior Manager Customer Service, North America, *promoted May 2019*

Led multi-site customer service operations across **7 North American locations**, overseeing a **20+-member team** delivering exceptional service and operational excellence. Directed large-scale transformation initiatives that improved performance metrics, employee engagement, and customer satisfaction while ensuring continuity through major business disruptions.

- **Organizational Transformation:** Streamlined the customer service division with clear career paths and development programs, boosting retention and succession planning.
- **Performance Optimization:** Introduced KPI dashboards and accountability measures, resulting in a 40% higher call answer rate, 14% better efficiency, and improved service quality.

- **Process & Quality Excellence:** Standardized workflows and applied best practices, **reducing turnaround times by over 92%, increasing order accuracy by 10%, and raising customer satisfaction by 12%.**
- **Digital Enablement:** Deployed Zendesk to automate inquiries and enhance reporting, speeding up resolutions and improving transparency.
- **Continuous Improvement:** Drove systemic improvements through cross-functional collaboration, enhancing scalability and operational efficiency.
- **Talent Development:** Launched onboarding and mentorship initiatives with interactive modules and peer coaching, shortening ramp-up time.
- **Crisis Leadership:** Led business continuity efforts during COVID-19, ensuring remote readiness, process automation, and continuous customer support.

SIKORSKY, A LOCKHEED MARTIN COMPANY, ***Trumbull, CT*** **May 2015 - February 2018**
Process & Continuous Improvement Manager

Optimized enterprise processes and enhanced SAP performance for customer service, logistics, and quality functions by bridging IT and business operations to support adoption, compliance, and improvement.

- **SAP Process Excellence:** Coordinated IT and Customer Service teams to implement SAP process improvements, ensuring smooth transition and minimal post-launch issues through testing and alignment.
- **Audit & Quality Leadership:** Directed AS9100 audit preparation and KPI training for a 12-member leadership team, advancing audit results and operational discipline.
- **Operational Efficiency:** Collaborated with warehouse, logistics, quality, and finance teams to cut rework and errors, reducing financial risk and boosting reliability.
- **Change Management & Training:** Created and led hands-on SAP training programs, using mentoring and interactive modules to improve system proficiency and portal usage.

Project Manager, SAP Implementation, *promoted May 2017*
Led end-to-end SAP implementation for **a $150M international military division**, delivering on time and within a **$3.5M budget**. Managed cross-functional teams, data migration, and process integration to ensure smooth transition.

- **Team Leadership:** Directed **8-person core team** and **26+ extended members** across business, IT, and operations.
- **Project Governance:** Established project charter, requirements, metrics, timelines, and managed key business processes including order management and reporting.
- **Execution:** Produced process maps and executive presentations; met all milestones in 10 months, securing stakeholder buy-in.
- **Data Migration:** Led full data conversion from legacy system and implemented comprehensive testing protocols.

Manager Customer Service, *promoted August 2016*

Led post-SAP transformation of a $450M commercial aftermarket customer service organization, ensuring operational stability and measurable service improvements during rapid growth.

- **Post-Implementation:** Rebuilt service structure and processes to restore continuity and enhance delivery.
- **Organizational Design:** Worked with HR to revamp team structure, define roles, and implement scheduling models for territory growth.
- **Capability Building:** As interim trainer launched training programs on system workflows boosting proficiency.
- **Performance Gains:** Streamlined processes to improve turnaround, fill rates, lead times, and reduce backlog.

VICTORINOX SWISS ARMY, ***Monroe, CT*** **September 2010 - January 2015**
Director Customer Support

- **Business Integration & Growth:** Led seamless incorporation of a **$4.2M business segment** into customer support division, managing a **50% increase in team size** while upholding service quality and performance.
- **Change & Talent Leadership:** Oversaw the onboarding and training process for a **40-person customer support team** amid a significant organizational restructure, facilitating a smooth transition, aligning capabilities, and maintaining high customer satisfaction.
- **Operational Alignment:** Introduced **daily cross-functional meetings** with leaders from supply chain and operations to tackle urgent inventory issues enhancing allocation accuracy, material readiness, and the overall respond rates.

ADDITIONAL EXPERIENCE

MANAGER, DISTRIBUTOR LOGISTICS, Medtronic/*Covidien/US Surgical* **September 2005 - June 2010**
SENIOR CUSTOMER SERVICE & LOGISTICS ANALYST*, Philips Health* **June 2002 - September 2005**
EDI COORDINATOR, *Procter & Gamble* **July 1999 - May 2005**

EDUCATION

MASTER OF SCIENCE (MS), *Business Management* **2004**
Albertus Magnus College New Haven, CT

BACHELOR OF SCIENCE (BS), *Information Management & Technology* **1997**
Syracuse University Syracuse, NY

COMMUNITY INVOLVEMENT

MENTOR*, Carver Foundation of Norwalk* **2003 - Present**
BOARD MEMBER, *YLTrapped Inc.* **2014 - Present**

PROFESSIONAL ORGANIZATIONS

MEMBER, *National Black MBA Association, Inc.*
YOUTH CLUB ADVISOR, *National Association of Negro Business & Professional Women's Club* **2008 - 2012**

TECHNICAL PROFICIENCIES

SERVICENOW | ZENDESK | SALESFORCE | SAP | JD EDWARDS | WORKDAY | 8X8 | AVAYA | CISCO | GOOGLE SUITE | SHAREPOINT | SQL QUERY | CHAT GPT | MICROSOFT OFFICE SUITE | MS ACCESS | MS EXCEL | MS POWERPOINT | MS VISIO | MS WORD |POWERBI

GREGORI GEORGES

STUDENT INTERN

OBJECTIVE

I am a fifth-year English major with tremendous work ethic and strong time management and communication skills that is seeking full-time employment to showcase these skills.

EXPERIENCE

BABYSITTER

March 2020 - August 2020

Took care of and assisted children ages seven and 11 with every day needs to ensure their protection and wellbeing. Additional responsibility included fostering a supportive and safe environment for children.

NORWALK HOUSING AUTHORITY

MAINTENANCE

December 2021 - June 2023

Cleaned various housing complexes owned by the Housing Authority. Offered a well-maintained living area for residents in their buildings by sweeping and mopping. Picked up and threw away trash throughout the day outside various housing complexes.

STUDENT OFFICE INTERN

June 2023 – December 2024

Assisted coworkers with errands in the office which included the following: Organizing files, copying and printing documents, as well as occasional IT/Procurement work.

LEARNING CENTER STUDENT INTERN

December 2024 – present

Assist teachers with a wide range of tasks in and around the building. Work includes overall management of students' behavior and homework assignments as well as providing a safe and welcoming environment for students.

CONTACT

Gregorygeorge767@gmail.com
(475) 279-5055

ABOUT ME

I am passionate about the education of youth in America, in particular the ability for young children to be able to think and interact with various elements of the world with intelligent, open minds.

EDUCATION

Norwalk High School, Norwalk, CT - High School Diploma

August 2016 – June 2021

GPA: 3.34 / 4.00

Western Connecticut State University – BA in English

August 2021 – present

GPA: 2.71 / 4.00

SKILLS

Interpersonal Skills (*communication, collaboration, problem-solving awarene*
Time Management
Organizational Skills

James Dignoti

James.dignoti@gmail.com | 860-982-7312 | www.linkedin.com/in/jamesdignoti1108

Profile

Experienced public procurement professional: adept with sourcing, contracting, supply chain management and purchase card administration. Proficient in Smart Data and electronic records processing, including SAP and Oracle. Strong communicator, negotiator and team player. Avid runner and outdoors person.

Education

University of New Haven—West Haven, CT

- Master of Public Administration with a Concentration in Municipal Management.
- 3.8/4.0 GPA.
- Coursework in Strategic Planning, Budgeting, Public Policy and Personnel Management.
- Member Pi Alpha Alpha—The National Public Administration Honor Society.

Eastern Connecticut State University—Willimantic, CT

- Bachelor of Arts in Political Science.
- 3.5/4.0 GPA—Graduated cum laude.

Experience

City of Stamford—Stamford, CT *2024–Present*

- **Buyer**
  - Support numerous purchasing functions for the City.
    - Responsibilities include issuing bids/ RFPs, drafting agreements, issuing awards, communicating with internal and external customers and managing Oracle Supplier portal.
    - Work with internal departments to Procure School Construction projects including working with State and Federal Grant requirements.

The Metropolitan District—Hartford, CT *2019–2024*

- **Procurement Specialist II**
  - Supported numerous procurement functions for large regional water utility.
    - Responsibilities included processing purchase orders to meet requirements of internal customers, negotiating fair and reasonable pricing with sole source vendors, working with internal customers on sourcing requirements, vendor management and contracting.
  - Purchase Card Administrator
    - Oversaw program of approximately 130 card holders and conduct monthly reconciliation and spot audits to ensure compliance with program policy.
    - Analyzed Smart Data and SAP reporting functions to ensure proper budget allocation and timely payment of monthly statements.
    - Trained new cardholders, custodians and approvers and assist with issues and questions.
    - Prepared regular reports to share with management on cardholder usage.
- **Professional Associate/Professional Level Trainee**
  - Served in the Chief Administrative Office; supported various projects and a myriad of business functions.
    - Responsibilities included: collecting information for and drafting monthly CAO Report, using SAP to pull reporting data, and other administrative tasks as assigned by the CAO.

Town of North Branford—North Branford, CT *2018–2019*

- **Town Manager's Office Intern**
  - Assisted Town Manager and Department Heads with research and special projects, including grant writing and economic development.

Service

UNICO Stamford—Stamford, CT *2025-Present*

- Member of Italian American service organization serving Lower Fairfield County that provides generous scholarships to students in the community.

JANE S. MCWILLIAMS

Norwalk, CT 06854 | 973-650-2445 | jane.mcwilliams19@gmail.com

OBJECTIVE

Accomplished business leader and former elected official seeking appointment to the **Oak Hills Park Authority**. Bringing 50+ years of golf experience, a background in municipal governance, and deep expertise in real estate operations to support the stewardship and strategic growth of Norwalk's premier public park assets.

MUNICIPAL & BOARD GOVERNANCE

Elected Council Member | Borough of Essex Fells, NJ | *2010 – 2015*

- Served the community in a legislative and oversight capacity, managing municipal priorities and balancing stakeholder interests.
- Collaborated on budgetary decisions and policy implementation similar to the requirements of the Norwalk City Ordinance governing the OHPA.

Board Member | Tri-State Relocation Services (TRS) | *Past*

- Provided strategic direction and oversight for a professional industry organization.

PARK-RELATED AFFILIATIONS & ATHLETIC ACHIEVEMENTS

- **Golf Expertise:** Avid golfer for over 50 years; former **Golf Club Champion** at Essex Fells Country Club.
- **Tennis & Athletics: Club Champion** in Tennis Doubles (Essex Fells CC); Inducted into the **Hall of Honor for Tennis & Field Hockey** at Hobart & William Smith College.
- **Environmental Interest:** Dedicated nature enthusiast with a lifelong commitment to the preservation and enjoyment of outdoor recreational spaces.

PROFESSIONAL EXPERIENCE

WILLIAM PITT SOTHEBY'S INTERNATIONAL REALTY | *2014 – Present*

Vice President, Business Development and Corporate Relocation

- **Relationship Management:** Expert in building trust and confidence among diverse stakeholders, including corporations and organizations.
- **Strategic Operations:** Proven track record in business development and delivering complex service suites with high adoption rates.
- **Contractual Proficiency:** Highly skilled in completing RFPs and managing detailed projects under tight deadlines; experienced in reviewing and executing complex agreements.

CORE COMPETENCIES

- **Problem Solving & Clarity:** Skilled at drawing out clarity in communication to facilitate informed decision-making and agreed-upon solutions.

- **Financial & Operational Oversight:** Deep background in real estate business development, relocation management, and corporate operations.
- **Public Presentation:** Influential oral and written communication skills, seasoned in presenting to panels and professional councils.

EDUCATION & CERTIFICATIONS

- **Bachelor of Arts** | Hobart & William Smith College, Geneva, NY
- **Professional Designations:** Certified Relocation Professional (CRP) and Global Mobility Specialist (GMS).
- **Technical Skills:** Proficient in MS Office (Word, Excel, PowerPoint) — essential for the OHPA's digital and strategic planning needs.

Matthew Crorey

14 Argento Lane, Norwalk, CT
(248) 225-1031 | matt.crorey@gmail.com

Employment

Proskauer Rose LLP, New York, NY — January 2023 – Present
Senior Finance Counsel

- Represent private credit, BDC, and bank lenders in upper-market and middle-market financings and restructurings (including DIPs, exit facilities and out-of-court restructurings) across all industries (including data centers, SaaS, MSO/DSO and HVAC) and utilizing various financing structures (including senior secured, senior-mezz, 1L/2L, and unitranche facilities).
- Negotiate commitment papers and definitive loan documentation (including credit agreements, AALs, intercreditor agreements, security agreements, subordination agreements, etc.) and prepare credit agreement summaries (including LME analysis).
- Lead role in AI rollout for practice group, including credit agreement summaries.
- Lead role in KM committee for practice group, including data sheet form development and data collection.
- Plan, develop, coordinate and present pitches to potential clients.

Community Leadership

Preserve at West Rocks, Norwalk, CT — June 2022 – May 2025
Secretary, Board of Directors

- Draft agendas and record and summarize board meetings
- Draft and summarize amendments to bylaws
- Solicit votes from Unitholders on Board proposals

Oak Hills Park Men's Golf League, Norwalk, CT — April 2022 – Present
Member

- Served as Board member for 2024 season—planned events, opined on rule interpretation, and advised on governance practices
- Active member, volunteering to assist with major events (e.g., charity events)
- Advised development committee on potential course improvements and partnerships

Education

University of Michigan Law School, Ann Arbor, Michigan
Juris Doctor, *cum laude* (Top 10-37.5%), May 2016
Journal: Executive Editor, Michigan Journal of Law Reform, Vol. 49
Honors: Certificate of Merit – Introduction to Income Tax for Business (A+ grade)

University of Michigan, Ann Arbor, Michigan
Bachelor of Arts, *with High Distinction* (Top 3-10%), Political Science, May 2013
Minor: Moral and Political Philosophy
Honors: Angell Scholar (consecutive semesters with all "A" grades), Fall 2011–Winter 2013

Admissions

New York

CHARLES A. BRENNAN
71B Riverside Ave
Norwalk,CT.06850
Residence:(203) 846-0199
Cell:(203) 549-5528

PROFESSIONAL EXPERIENCE

June 2001-Present **ASML -Wilton Ct**

Jan. 2013 – Present **Senior Competence Engineer**
Lead engineer on new product introduction

Jan.2005- Dec.2012 **Senior Production Engineer**
Responsible for Daily activity on Production floor

May 2001- Dec. 2005 **Product Engineer 3**
Transfer of Technology from Netherlands to US.

May 1990-May 2001 **SVG LITHOGRAPHY SYSTEMS INC. -Wilton Ct**

Mar. 1997- May 2001 **Staff Engineer**

Oct. 1994-Feb. 1997 **Manufacturing Engineer**

May 1990-Oct.1994 **Senior Support Engineer**

Feb.1978 - April 1990 **PERKIN - ELMER CORPORATION -Norwalk Ct**

EDUCATION

A.S. Norwalk State Technical College Industrial Management
Fairfield University-Certificate Business Management
Fairfield University- Certificate Operations Management
Assorted Optics classes Norwalk State Technical College
University of New Haven - The Supervisor's Role in Management
- Supervision II Case Study Approach
ASML – Project Management
Managing for Non-Managers
Negotiation Skills
SVG Seminars- Customer Service Workshop
Total Quality

Volunteer Activities -Golf Related

Oak Hills New pro search committee 2026
Oak Hills Bunker Committee Renovation 2024
Oak Hills Men's Association - 20 years total , 6 as President
ASML/SVG/Perkin-Elmer Golf League 42 years total, 15 years as President
US Opens 2006 Winged Foot- Admissions
2007 Oakmont- Hospitality
2009 Bethpage- Hole Marshall
2011 Congressional- Hospitality
2013 Merion- Hole Marshall
2018 Shinnecock- Practice Range
Women's PGA -2015 Westchester Walking Scorer
Northern Trust -2017 Glen Oaks- Hole Marshall
Northern Trust -2018 Liberty National -Hole Marshall
Women's Senior Open Brooklawn 2021 -Walking Scorer

Volunteer at Unitarian Church Westport as an Usher

Born in Norwalk Hospital 1958
Norwalk Resident for 50 plus years
Card holder of Membership of Oak Hills since it opened 1969
Registered Democrat in Norwalk

Marc Alan

Audio Engineer | Production Manager | Arts Marketing | Community Arts Advocate

📍 Norwalk, CT, USA
📞 917-275-6757
📧 MrSoundGuy@gmail.com
🌐 MarcAlanFOH.com
🌐 LinkedIn Profile

PROFESSIONAL PROFILE

Highly experienced live production professional, audio engineer, marketing director, and arts advocate with more than 25 years of experience in touring, venue production, artist development, community leadership, and cultural development.

Extensive international experience mixing Front of House audio for major touring artists, orchestras, festivals, and live events throughout North America, Europe, Asia, Puerto Rico, and South America. Experienced across a broad range of musical genres including orchestral, jazz, rock, country, heavy metal, and acoustic performances in venues ranging from intimate clubs to theaters, festivals, and arenas.

Recognized for combining technical expertise, creative problem-solving, leadership, marketing strategy, and community engagement with a strong work ethic and collaborative approach.

CURRENT EMPLOYMENT

Factory Underground Studio — Director of Marketing

2011 – Present

- Lead marketing strategy, branding, public relations, and audience engagement initiatives for multidisciplinary recording studio and creative arts organization.
- Develop promotional campaigns across social media, digital media, live events, educational programming, and community partnerships.
- Produce and direct video, multimedia, and social content supporting artists, educational initiatives, and public-facing programs.

- Expanded organizational visibility through strategic partnerships with nonprofits, arts organizations, educators, and municipal initiatives.
- Collaborated on development and launch of accredited Live Event Technology curriculum and workforce development programming beginning in 2022.
- Supported integration of professional music production, live event technology, and media education into community arts programming.

Pilot Light Records — Co-Founder / Artist Development & Marketing Consultant

2020 – Present

- Co-founded independent record label and artist development company with Ethan Isaac.
- Provide career guidance, branding strategy, and marketing support for emerging independent artists.
- Collaborate with musicians and creative professionals on long-term career sustainability and independent music industry development.

Wilson Showtime Services (NY) — Sound Engineer

January 2024 – Present

Selected engagements include:

- Naumburg Orchestral Series — Naumburg Bandshell, Central Park, NYC
- Queens Symphony Orchestra
- London Film Music Orchestra — 2024 U.S. Tour
- NYPD Detectives Endowment Association Charity Events
- Resorts International — Monticello, NY

ARC SSL (Sound Stage Lighting) — Sound Engineer

2018 – Present | Norwalk, CT

- Front of House engineering for concerts and private events.
- System tuning and live audio support.

District Music Hall — A1 FOH / A2 Monitor Engineer

2024 – Present | Norwalk, CT

PAST EMPLOYMENT

Jose Feliciano — Sound Engineer & Technical Director

November 2018 – 2025

Technical Director and Touring Front of House Engineer for Grammy Award-winning musician and songwriter Jose Feliciano, internationally recognized for “Feliz Navidad.”

- Mixed performances throughout the United States, Puerto Rico, South America, and Israel.
- Oversaw touring audio production and technical coordination.

Wall Street Theater — FOH Engineer / Production Manager

2016 – 2023

Front of House engineer for a wide range of national touring artists including:

- Goose
- Quiet Riot
- Buddy Guy
- Taj Mahal
- Roger McGuinn
- A Flock of Seagulls
- Gordon Lightfoot
- Kamasi Washington
- Tiffany
- Almost Queen

…and more than 100 additional touring acts.

Touring Front of House Engineer

2001 – 2012

Extensive international touring experience throughout the United States, Puerto Rico, South America, Iceland, Scandinavia, Europe, the Baltic States, Greece, Singapore, and Japan.

Selected touring credits include:

- Type O Negative — FOH Engineer
- Carnivore — FOH Engineer
- Hatebreed — FOH Engineer
- Kingdom of Sorrow — FOH Engineer
- A Pale Horse Named Death — FOH Engineer
- Lordi — FOH Engineer
- New York Dolls — FOH Engineer / Tour Manager
- Michael Monroe — FOH Engineer
- Christina Aguilera — FOH Engineer
- Armed Forces Entertainment — FOH Engineer / Tour Manager

…and many others.

SIR Studios / Studio Instrument Rentals (New York City) — Studio Sound Engineer

1993 – 2003

Worked with hundreds of major recording artists and touring musicians over a ten-year period in one of New York City's premier rehearsal and production environments.

Selected artists include:

- Ozzy Osbourne
- Aerosmith
- Jeff Beck
- Sting
- Madonna
- Ringo Starr
- Sonny Rollins
- Paul Simon & Art Garfunkel
- Boyz II Men
- Missy Elliott

COMMUNITY LEADERSHIP, ARTS ADVOCACY & CULTURAL DEVELOPMENT

Norwalk Arts Commission — Commissioner / Chairman

2019 – 2024

- Appointed member under the leadership of Susan Wallerstein.
- Negotiated with municipal zoning officials to help ease restrictions related to public murals and street art.
- Served as Chairman beginning in 2020.
- Advocated for expanded public art initiatives, artist inclusion, and long-term cultural planning throughout the city.

Norwalk Arts & Cultural Commission — Voting Commissioner

2024 – Present

- Continued public service following transition from the Arts Commission to the Arts & Cultural Commission.
- Collaborated with Fairfield County Cultural Alliance leadership and city officials to help draft and adopt the commission's Equity Statement in 2024.
- Advocated for equitable community access to arts and cultural resources throughout Norwalk.

Norwalk Arts & Cultural District — Arts District Advocate / Planning Committee

2012 – Present

- Advocated for the establishment of an official Arts District in Norwalk beginning in 2012.
- Contributed to successful creation of the district, formally approved by the City of Norwalk in 2024.
- Served on planning committee helping draft the city's Arts & Cultural Plan, adopted in 2025.
- Promoted expanded community participation, public art initiatives, mural programming, and creative placemaking strategies.
- Participated in cultural district networking and research initiatives throughout Connecticut.

Public Art, Murals & Cultural Research — Independent Researcher

- Conducted extensive independent study of public murals and arts districts throughout the United States and internationally.
- Researched urban placemaking, public art integration, and mural programs applicable to Norwalk and similar municipalities.
- Advocated for incorporation of public art into community development and cultural planning initiatives.

Wall Street Neighborhood Association — Co-Founder / President

2024 – 2026

- Co-founded neighborhood organization focused on downtown revitalization, arts advocacy, public engagement, and community development.
- Oversaw leadership, communications, advocacy, and community initiatives.
- Advocated for increased public participation in development of Norwalk's Arts & Cultural District.

Carver Foundation of Norwalk — Marketing Board Member / Event Production Manager / Video Director

2012 – Present

- Served on the organization's marketing board under the leadership of Susan Weinberger.
- Assisted in planning and promotion of the organization's 80th Anniversary celebration.
- Directed promotional and storytelling videos highlighting community programs and initiatives.
- Production-managed annual gala events for six consecutive years.
- Supported fundraising, branding, and public engagement initiatives.

Norwalk Film Festival — Co-Founder

2020 – Present

- Helped establish the festival as an annual cultural event entering its sixth year in 2026.

Make Music Day Norwalk — Founder/Organizer

2019

- Served as the inaugural organizer for Norwalk's participation in the international Make Music Day celebration.

ADDITIONAL COMMUNITY INVOLVEMENT

- **First Friday Event Organizer** | Monthly Event 2018-2019
- **SoNo Market** - Live Music Booking | 2024-2026
- **Norwalk Art Space** - Advisory Board Member
- **Norwalk Preservation Trust** - Volunteer
- **Fairfield County Cultural Alliance** - Member
- **Norwalk Chamber of Commerce Leadership Institute** - Panel Speaker (2023–2026)
- **Horace Silver Jazz Festival** - Coming Soon!

Saj

DJ • Graphic Designer • Creative Strategist • Warehouse Specialist

Based in CT/NYC
Willing to travel.
(203) 856-1082
SajOliver203@gmail.com

Professional Summary

Graphic designer and creative strategist with a knack for turning stories into visuals and experiences. From brand identities and marketing campaigns to live events and DJ sets, I merge design, music, and storytelling into work that connects. I build things with intention whether it's launching a start-up brand, designing merch, or shaping a vibe from the first look to the last detail. Based in CT/NYC and ready to work wherever the project takes me. Alongside my creative work, I bring 10+ years of warehouse and operations experience, including inventory management, materials handling, logistics support across retail, healthcare and manufacturing settings. Known for adaptability, efficiency and creating consistency in both creative projects and warehouse operations.

Creative Experience

Creative Consultant — *Freelance*

2012 - Present

As a freelance creative consultant, I have partnered with artists, entrepreneurs, and small businesses to craft branding, merchandise, and marketing campaigns that resonate with their audiences. My work spans music releases, live events, and product launches—blending graphic design, social media strategy, and merchandising into cohesive, culturally relevant experiences. I lead projects from concept to rollout, developing brand identities and style guides, coordinating with vendors, and managing budgets to ensure consistency across print, digital, and in-person activations. Over the years, I have supported fashion and lifestyle brands with product design, lookbooks, e-commerce visuals, and pop-up event concepts that bring their vision to life.

Sharpened Amidst Judas — *Founder & Creative Director*

2024 - Present

Founded and developed a lifestyle brand blending fashion, music, and cultural storytelling. Overseeing all creative direction including apparel collection design, brand identity, production sourcing, and marketing campaigns. The brand reflects a fusion of streetwear, fine

SKILLS

Creative & Design

Creative Strategy

Adobe Photoshop & Illustrator (10+ years)

Graphic Design/Visual Storytelling

Merchandising & Apparel Design

Music & Production

Live DJ Performance & MC

Event Production

Business

E-commerce

Consulting

Start-up Operations

Warehouse & Operations

Forklift/Equipment Handling

Inventory Management

Shipping & Order Fulfillment

Materials Handling

Logistics Support

REFERENCES

Available upon request.

art, and film influences, designed to resonate with a culturally attuned audience.

4. the TASTEMAKERS — *Co-Founder & Creative Director*

2025 - Present

Co-founded and curate a recurring event series that blends DJ performances, cultural activations, and immersive themes. Lead the branding, visual design, and event marketing strategies while managing partnerships and collaborations with local businesses and sponsors to create unique, community-focused experiences.

Additional Experience

Uber — Driver | *2018–Present*

Ranger Ready Repellents — Warehouse Coordinator | *2018–2023*

Stamford Hospital — Materials Management Inventory | *2016–2018*

Matt Bernson — Store Manager | *2015–2016*

Old Navy — Visual Merchandiser / Lead Stock Associate | *2013–2016*

Zara — Sales/Stock Associate | *2013–2015*

CoCo & Breezy Eyewear — Marketing Intern | *2014*

Sneaker Rehab — Store Manager | *2013–2016*

Urban Outfitters — Sales/Visual Merchandising | *2012–2015*

Education

Trinity Catholic High School — Diploma

Norwalk Community College — Coursework in Graphic Design, Marketing, Business Management, Entrepreneurship

BECCA STOLL
theatrical audio engineer, IATSE 74

www.beccastollsound.com
becca@beccastollsound.com
646.770.1499

Selected Mixing and A2 Experience

Wicked	A2 Sub	Head: Josh Maszle	Gershwin Theatre	Current
Harry Potter & the Cursed Child	A2 Sub	Head: Lucas Indelicato	Lyric Theatre	Current
Manhattan Theatre Club Gala	A1/Mixer	Des: Leon Rothenberg	Cipriani's 42nd St	2022-
Sweet Smell of Success	Co-A2	Des: Scott Lehrer	Master Voices/JALC	2025
crazysexycool: The TLC Musical (lab)	A1/Mixer	Des: Josh Liebert	New York Live Arts	2025
Westport Country Playhouse Gala	A1/Mixer	Des: Josh Liebert	Westport Playhouse	2025
Hole In The Wall Gang Camp Gala	A1/Mixer	Des: Marisa Barnes	Sound Associates	2025
HMH Gala starring Hugh Jackman	A1/Mixer	Head: Luis Lojo	David Geffen Hall	2024
Anne of Green Gables (lab)	A1/Mixer	Des: Ken Travis	Theatre 555	2024
The Outsiders	A1/Mixer	Des: Justin Ellington	La Jolla Playhouse	2023
Muriel's Wedding (lab)	A1/Mixer	Des: Cody Spencer	Playwrights Horizons	2022
Between the Lines	A1/Mixer	Des: Ken Travis	Tony Kiser Theater	2022
A Walk on the Moon	A1/Mixer	Des: Leon Rothenberg	George Street Playhouse	2022

Selected Additional Experience

Jazz at Lincoln Center	Audio Extra	Jim VanBergen Juan Carlos Andrews	The Appel Room Fredrick P. Rose Hall	Current
Audio System Renovation and Dante Implementation		Rabbi Cantor Shirah Sklar	Temple Shalom Norwalk	Current
Bigfoot: The Musical!	Production Audio	Des: Sun Hee Kil	NY City Center Stage I	2026
Queens	Production Audio	Des: Mikaal Sulaiman	Manhattan Theatre Club	2025
Dakar 2000	Production Audio	Des: Bray Poor	Manhattan Theatre Club	2025
Vladimir	Production Audio	Des: Dan Moses Schreier	Manhattan Theatre Club	2024

Other Projects

Contributing writer for *Live Sound International* – https://www.prosoundweb.com/author/becca_stoll/

Volunteer blogger for SoundGirls – https://soundgirls.org/category/blog/becca-stoll/

Executive Board Member, Theatrical Sound Designers and Composers Association – https://www.tsdca.org

Sound Thinking NYC Mentorship Program – https://creativeartsteam.org/programs/sound-thinking-nyc

Education

Carnegie Mellon University School of Drama	BFA Sound Design	Pittsburgh, PA	2014

Skills

Mixing Consoles – DiGiCo SD (Standard and Theatre), Avid Venue S6L, Studer Vista, Yamaha (Rivage, DM3/7, CL/QL, legacy desks). **Playback Software –** QLab, SFX 5 & 6 (advanced MIDI and scripting in both). **Digital Audio Workstations –** Logic, Reaper, Ableton. **Paperwork Preparation and Drafting –** MS Office, Google Drive, PDF Expert, Scriptation, AutoCAD (2D), VectorWorks (2D and 3D). **Other Audio Skills –** Dante Level 3 Certified, Monitor Mixing, Wireless Microphone Rigging for theatre and broadcast, Experience Mic-ing VIP Talent. **Music Skills –** Music Theory, Sight Reading (intermediate), Basic Notation (hand and computer), Vocal Arrangement, Transcription, A-cappella Group, Basic Piano, B♭ Trumpet (5 yrs.), Voice (soprano belter, scatting), Perfect Pitch. **Other Credentials –** CT Driver's License, US Passport, Certified Mental Health First Aider, OSHA 10 General Industry, OSHA 30 Construction Safety, Adult/Child CPR/AED and First Aid. **Miscellaneous –** Fluent in Spanish and French, Stage and Production Management, Broadway Show League Softball (catcher for Team HP).

References Available Upon Request

LUNISE CONSTANT

Norwalk, CT Constantlune@gmail.com 203.803.9652

EDUCATION

Eastern Connecticut State University **Willimantic, CT**

BS in Labor Relations & Human Resource Management, Minors in Political Science & Pre-Law

PROFESSIONAL

Fairfield Shell **Fairfield, CT**

Assistant Manager of Operations October 2024 – Present

- Oversee daily operations of a high-volume retail and fuel business, ensuring compliance with company policies and regulatory standards
- Develop and optimize labor schedules aligned with peak demand to improve cost efficiency and staffing coverage
- Supervise, train, and coach staff on operational procedures, safety standards, and compliance requirements
- Manage inventory control and auditing processes to minimize shrinkage and ensure consistent product availability
- Conduct daily cash reconciliations, prepare bank deposits, and maintain accurate financial records
- Troubleshoot POS systems and fuel dispensing equipment, coordinating escalations to minimize operational disruptions
- Support hiring, onboarding documentation, payroll coordination, and employee communications

Bloomingdale's **Norwalk, CT**

Human Resources / Administrative Support Colleague October 2021 – January 2024

- Served as primary HR point of contact for 100+ employees, advising on policies, employee relations, and workplace concerns
- Supported the General Manager with day-to-day administrative operations and HR functions
- Led full-cycle recruitment including prescreening, interview scheduling and coordination, onboarding, and orientation while ensuring a seamless candidate experience
- Partnered with leadership to resolve employee relations issues, interpret policies, and support workplace investigations; resolving concerns and escalating issues as needed
- Ensured compliance with company policies, labor laws, and internal audit standards
- Maintained confidential employee records and supported payroll coordination with accuracy and discretion
- Managed financial responsibilities including vault balancing and cash office procedures
- Co-led Diversity, Equity & Inclusion (DEI) initiatives, planning and executing programs aligned with cultural events to enhance employee engagement and workplace inclusivity

Litigation Management, Inc. **Remote**

Record Acquisition Intern – Case Coordinator June 2021 – August 2021

- Acted as liaison between record providers and internal teams to obtain complete and accurate client records
- Ensured record collection processes complied with legal and quality standards
- Maintained detailed documentation and case notes to track progress and communications

Eastern Connecticut State University **Willimantic, CT**

Employer Relations Intern March 2019 – January 2021

- Recruited employers to attend career fairs through outreach, including cold and warm calls and email campaigns
- Researched and posted internships and entry-level roles to career management platforms
- Built and maintained employer relationships to support student placement and hiring pipelines

Resident Assistant August 2020 – May 2021

- Supported approximately 90 residents, enforcing university policies and promoting a safe and respectful living environment
- Planned and facilitated educational and social programming to foster community engagement and inclusivity
- Maintained records, communications, and administrative documentation for residential operations

Americares **Remote**

Human Resource Intern May 2020 – August 2020

- Provided HR support to a cohort of interns in a remote work environment
- Conducted research and delivered presentations as part of a professional development series
- Collaborated on and presented a project to senior leadership

Keystone House **Norwalk, CT**

Office Assistant / Intern July 2017 – December 2021

- Performed administrative support tasks and maintained organized filing systems
- Updated and managed financial and client-related records with accuracy
- Tracked and maintained inventory across multiple residential properties using Excel

LEADERSHIP & COMMUNITY INVOLVEMENT

Vice Chair, City of Norwalk Fair Rent Commission
Interviewer, Mayor's Summer Youth Employment Program
President, Youth Association – French Speaking Baptist Church
Finance Team Member, French Speaking Baptist Church
Member, The Black Men's Empowerment Project
Mentor, Big Brothers Big Sisters Program
Social Media Team Member, Zamar Performing Arts

SKILLS & INTERESTS & CERTIFICATES

Pursuing Notary Public
Languages: English, Haitian Creole (fluent)
Interests: Salsa Dancing, Baking, Church Service, Event Coordinating & Decoration, Choir, Crocheting

J. HANSON GUEST, ESQ

205 Liberty Sq, Ste. 3, Norwalk, CT 06855

860-202-5757

j.hanson.guest@gmail.com

OBJECTIVE

* Skilled business attorney with substantial experience representing Fortune 100 corporations, privately-held businesses, state and municipal entities and community institutions in connection with (i) corporate, commercial and public finance transactions and (ii) banking and securities law matters.
* Broad professional perspective gained from work with a major federal regulatory agency, two national law firms, one of the world's largest corporate banking institutions, a boutique finance practice and teaching law at a law school.

* Seeking board appointments utilizing my skills and experience in finance, real estate, law and/or business to contribute to the betterment of my community.

EXPERIENCE

Law Offices of J. Hanson Guest | Principal

New York, NY 2013-Present

Guest & Associates | Managing Partner

Hartford, CT 2005-2013

Western New England College School of Law | Assistant Professor

Springfield, MA 2003-2005

Brown Rudnick Berlack Israels | Partner

Hartford, CT 2000-2003

Guest & Savage | Managing Partner

Hartford**, CT** **1995-2000**

Law Offices of J. Hanson Guest | Principal

Hartford, CT 1991-1995

Updike Kelly & Spellacy | Senior Associate

Hartford, CT 1989-1991

Citicorp North America, Inc. | VP & Senior Counsel

Harrison, NY 1985-1989

Seward & Kissel | Associate

New York, NY 1983-1985

Securities & Exchange Commission | Attorney-Adviser

Washington, DC 1981-1983

BAR ADMISSIONS

Admitted, New York Bar

Admitted, United States Court of International Trade

Admitted, United States Court of Appeals for the Federal Circuit

EDUCATION

JD, Yale Law School | New Haven, CT **1980**

MBA, Yale School of Organization & Management | New Haven, CT **1980**

BA, University of Chicago | Chicago, IL **1976**

Major: Economics | With Honors

APPOINTMENTS

Former Gubernatorial Appointee, Connecticut International Trade Council

Former Co-Chair, Project Finance Subcommittee, ABA Business Section

Former Vice Chair, Energy Business Committee, ABA Business Section

TRAINING & SPEAKING ENGAGEMENTS

Chaired ABA Panel on Recent Developments in Project Finance

National Business Lecturer: "Commercial Lending in Connecticut"

Citicorp N.A. Annual Conferences: Trainer with respect to diverse commercial finance topics

United Technologies Corporation: Conducted comprehensive training seminar on letters of credit

COMMUNITY INVOLVEMENT

Ordained Elder, First Church of the Living God, Hartford, CT

Former Board Secretary, Urban League of Greater Hartford

Former Board Member, The Community's Bank

Past President, Urban Banker's Association of Connecticut

Past Board Member, Yale School of Management Alumni Association

Past Board Member, The Greater Hartford Legal Aid Society

PETER HALLADAY – 52 GLENROCK, NORWALK, CT 06850 – 203-849-9835

- EDUCATION – EMERSON COLLEGE
- MILITARY – U.S. ARMY –ARMED FORCES RADIO/TV, KOREA
- EMPLOYMENT – 30 YEARS EXPERIENCE IN BROADCASTING AS NEWSCASTER/SPORTSCASTER
- RETAIL EXPERIENCE INCLUDING CORPORATE STORE MANAGER
- NINE YEARS EXPERIENCE IN SECURITY FIELD
- VOLUNTEER NORWALK PUBLIC SCHOOLS, MEALS ON WHEELS
- TWO YEARS BOARD OF DIRECTORS GLENROCK CONDOMINIUM
- MEMBER REPUBLICAN NATIONAL COMMITTEE , NORWALK REPUBLICAN TOWN COMMITTEE

Sonia E. Oliver
(203) 838-9504 (H)
(203) 856-5705 (C)

Summary

Over thirty years of customer advocacy experience, this includes project management, team player and management. Excellent problem solver with the ability to multitask requires no supervision, can work independently or as a member of a team. Interpersonal skills to achieve objectives and maintain sound relationships with internal and external customers. Resourceful trouble shooter and problem solver with the ability to proactively manage projects and activities. Excellent verbal and written communication skills.

Experience

AlticeUSA/Lightpath **September 2008 – Present**

Elmsford, NY 10523

Sr. Project Manager

- **Manage the installation of voice and DATA circuits for a diverse group of customers**
- **Provide status reports to customers upon request providing order milestones**
- **Act as Liaison with internal teams to bring orders to completion**
- **Provide monthly forecast of expected revenue to complete.**
- **Schedule technicians to complete installation.**
- **Work with sales team to resolve any issues with order details**

Account Service Manager

- **Manage a customer base of approximately one hundred mid-size and strategic customers, with the goal of increasing revenue and decreasing disconnects through engaging customers.**
- **Provide service analysis reports as needed, keep sales representatives aware of any issues regarding accounts, including contract status.**
- **Assist customers with escalations when needed for service and installation related issues.**
- **Act as customers advocate within Lightpath, with the goal of building long term relationships.**
- **Aide in the processing of orders.**

Retention Representative

- **Assist Sales Representative with maintaining customer base by contacting customers who come up for contract renewal.**
- **Up sell any customer calling in to make changes to their existing services. Process any moves, adds and changes for existing customer base.**
- **Assist sellers with order entry.**
- **Processed renewal contracts.**
- **Provide service reports as requested**

H. Muehlstein **May 2003 – August 2008**
Norwalk, CT 06854

Customer Service Supervisor

- **Over saw group of thirteen Sales Coordinators, who provided support to Sales Representatives throughout the U.S.**
- **Act as liaison between sellers and all internal and external parties. Train new employees and conduct ongoing training for existing employees.**
- **Responsible for customer registration on company web portal, interview candidates for the position of Sales Coordinator and perform employee appraisals.**

Sales Coordinator

- **Act as liaison between Sales Representatives and all internal and external parties.**
- **Process orders as received from customers and sales representatives.**
- **Track orders to ensure timely and accurate delivery to customers.**
- **Track inventory to ensure product availability.**
- **Bill orders timely in order to ensure timely payment and contact customers regarding any short pays. Process credits to customers when needed.**

Cablevision Lightpath **November 2000 – September 2002**
Stamford, CT 06905

Provisioning Manager

- **Reviewed orders submitted to ensure that services/circuits could be installed as ordered.**
- **Coordinated with internal departments to ensure orders were completed, by the customer's desired due date.**
- **Coordinated the porting of services from other LEC/CLECS.**
- **Act as liaison between sales representative, customer, vendor and all internal departments.**

Staples Communications **September 1988 to October 2000**

Shelton, CT

Installation Supervisor

- **Supervised 4 company employees and 2 sub-contractor teams to ensure installation of customer equipment was completed based on customer schedule and company forecast.**
- **Updated work in progress report daily in Oracle.**
- **Updated installation tracking report daily utilizing excel spreadsheet.**
- **Reviewed all sales packages to assure accuracy in operations ability to complete the job as sold.**
- **Worked very closely with sales team to resolve any issues or concerns with package.**
- **Acted as customer liaison during all stages of the installation process.**
- **Handled any customer problems or concerns, which required supervisor involvement.**
- **Provided back up to Service Supervisor in dispatching technicians.**
- **Attended weekly installation meetings to discuss job activities.**
- **Preformed employee appraisals and handled any disciplinary action including termination.**
- **Interviewed and hired personnel for the position of Installation Coordinator.**

Other positions held with Staples Communications in addition to the above position.

Regional Sales Order Control Supervisor
Mac/Service/Installation Supervisor
Operations Coordinator
Installation Coordinator
Supervisor- National Service Center
System Analyst – National Service Center
Customer Service Representative – National Service Center

Computer Skills include MS Word, Excel, Power Point, Metasolve-TBS, Infoflo, Citrix and NetCracker. Other program knowledge includes Business Objects and SalesForce.com.

Education
2011 University of Phoenix
Bachelor of Science in Human Services with a concentration on management

References available upon request

Boards and Commissions

Fair Rent Commission

Tree Advisory Committee

Democratic Town Committee

Democratic District Chair

Justice of the Peace

Second Taxing District Vice Chair

President of Condominium Board

TAX COLLECTOR'S REPORT
MAY 2026

FISCAL YEAR 2025-2026 (2024 GRAND LIST)	ORIGINAL LEVY	ADJ. TAX COLLECTIONS JUN 25 - MAY 26	COLLECTION %	CORRECTED LEVY*	CHANGE IN LEVY	COLLECTION %
AUTOMOBILE-REGULAR	$19,621,713.02	$18,059,521.71	92.04%	$19,458,100.72	($163,612.30)	92.81%
AUTOMOBILE-SUPPLEMENTAL	$3,115,978.84	$2,604,388.29	83.58%	$3,095,653.21	($20,325.63)	84.13%
PERSONAL PROPERTY	$28,666,103.44	$27,151,901.04	94.72%	$28,529,870.33	($136,233.11)	95.17%
REAL ESTATE	$340,880,548.34	$338,223,567.29	99.22%	$340,754,060.01	($126,488.33)	99.26%
TOTAL TAX	**$392,284,343.64**	**$386,039,378.33**	**98.41%**	**$391,837,684.27**	**($446,659.37)**	**98.52%**
SEWER USE	$19,835,102.00	$19,818,435.90	99.92%	$20,003,042.00	$167,940.00	99.08%
IPP FEE	$181,250.00	$152,727.92	84.26%	$181,249.66	($0.34)	84.26%

FISCAL YEAR 2024-2025 (2023 GRAND LIST)	ORIGINAL LEVY	JUN 24 - MAY 25				
AUTOMOBILE-REGULAR	$30,485,520.62	$27,666,654.80	90.75%	$29,994,250.20	($491,270.42)	92.24%
AUTOMOBILE-SUPPLEMENTAL	$4,617,948.35	$3,907,661.26	84.62%	$4,580,244.04	($37,704.31)	85.32%
PERSONAL PROPERTY	$24,660,647.62	$23,878,610.33	96.83%	$24,563,776.03	($96,871.59)	97.21%
REAL ESTATE	$314,512,159.95	$310,057,250.35	98.58%	$312,396,081.56	($2,116,078.39)	99.25%
TOTAL TAX	**$374,276,276.54**	**$365,510,176.74**	**97.66%**	**$371,534,351.83**	**($2,741,924.71)**	**98.38%**
SEWER USE	$19,044,215.00	$18,755,297.82	98.48%	$18,987,820.50	($56,394.50)	98.78%
IPP FEE	$167,750.00	$173,242.02	103.27%	$197,499.52	$29,749.52	87.72%

TAX DIFFERENCE 2024 G.L. vs. 2023 G.L. INCREASE/(DECREASE)	$18,008,067.10	$20,529,201.59	0.75%	$20,303,332.44	$2,295,265.34	0.14%
SEWER DIFFERENCE 2024 G.L. vs. 2023 G.L. INCREASE/(DECREASE)	$790,887.00	$1,063,138.08	1.43%	$1,015,221.50	$224,334.50	0.30%
IPP DIFFERENCE 2024 G.L. vs. 2023 G.L. INCREASE/(DECREASE)	$13,500.00	($20,514.10)	-19.01%	($16,249.86)	($29,749.86)	-3.45%

BACK TAXES COLLECTED	FISCAL YR 2025-2026 (JUL 25 - MAY 26)	FISCAL YR 2024-2025 (JUL 24 - MAY 25)	CUR YR vs.PRIOR YR INC/(DEC)
PRIOR TAXES	$3,790,062.87	$4,560,940.22	($770,877.35)
PRIOR SEWER USE FEE	$144,622.31	$166,109.28	($21,486.97)
PRIOR IPP FEE	$9,330.50	$13,811.57	($4,481.07)
TOTAL PRIOR TAX, SEWER & IPP	**$3,944,015.68**	**$4,740,861.07**	**($796,845.39)**
CURRENT INTEREST	$925,033.85	$1,059,906.10	($134,872.25)
PRIOR INTEREST	$1,171,369.67	$1,367,484.35	($196,114.68)
SEWER USE FEE INTEREST	$80,689.06	$92,886.07	($12,197.01)
IPP FEE INTEREST	$5,719.29	$8,640.65	($2,921.36)
TOTAL INTEREST COLLECTED	**$2,182,811.87**	**$2,528,917.17**	**($346,105.30)**
PRIOR LIEN FEE	$11,528.35	$14,841.43	($3,313.08)
CURRENT LIEN FEE	$6,225.34	$4,919.17	$1,306.17
TOTAL LIEN FEE COLLECTED	**$17,753.69**	**$19,760.60**	**($2,006.91)**
MISC FEES COLLECTED**	**$333,403.93**	**$542,575.20**	**($209,171.27)**
TOTAL PRIOR TAX, ALL INTEREST & ALL FEES	**$6,477,985.17**	**$7,832,114.04**	**($1,354,128.87)**

TOTAL TAX BILLED/PAID ON GROSS RECEIPTS FROM CANNABIS SINCE 05/24 **$ 670,880.86**

AGENDA

CLAIMS COMMITTEE MEETING **JULY 16TH**

REFUNDS PROCESSED CLAIMS COMMITTEE **APPROVED BY TAX COLLECTOR**

PAY TO:	**BILL No & AMOUNT REFUNDED**	**REASON**

MOTOR VEHICLE

JONES-SMITH ESSENCE	22-MV-406662 $17.49	OVERPAYMENT
LABRIOLA THOMAS & DANIELA	24-MV-337959 $13.16 + $2.17 INT	PRORATION
MEDINA GALLEGO DIANA M	22-MV-344986 $405.21	MTS ABATEMENT
	23-MV-345474 $350.57 + $31.55 INT $5.00	MTS ABATEMENT
NISSAN INFINITI LT LLC	23-MV-350413 $264.81	PRORATION
OMEARA JUDITH	24-MV-377284 $50.00	MTS FEE REMOVED
PILDER BAILEY E	21-24-MV-SEE ATTACHED $1,451.07	ABATEMENT
QADIR ISHFAQ	24-MV-355620 $41.83	OVERPAYMENT
RHODE JOHN	23-MV-204297 $40.72	PRORATION
	24-MV-202958 $119.72	PRORATION
TOYOTA LEASE TRUST	24-MV-368247 $238.48	PRORATION
TOYOTA LEASE TRUST	24-MV-368101 $364.32	ABATEMENT
	24-MV-368701 $284.46	ABATEMENT

REAL ESTATE

CAVANAGH CARROLL		
SHELLFISH LAND		
5-100-22-0	23-RE-104838 $40.91	DUPLICATE BILL ISSUED

MTS SAYS VEHICLE SHOULD BE TAXED BY STAMFORD, DMV SAYS VEHICLE IS REGISTERED IN NORWALK

Norwalk Public Schools
Technology Department
P: 203-854-4039 / F: 203-806-4289
125 East Avenue, PO BOX 6001
Norwalk, CT 06852-6001

TO: Chitsamay Lam
CC: Finance & Claims Committee
FROM: Ralph Valenzisi, Assistant Superintendent of Digital Learning and Innovation
RE: Software Platforms
DATE: 7/6/2026

Dear Members of the Finance Claims Board and Common Council,

This funding request is for six software platforms foundational to our district's educational mission: Brisk, Exemplars, Google AI, Explore Learning (Lazel Inc.), Magic School, and Inner Orbit (Rocketlit Inc.).

Brisk Curriculum Intelligence is an AI-powered instructional software package configured for high school levels (Grades 9–12) and supported by a Professional Learning Package. Integrated directly into teachers' daily digital workflows, Brisk allows educators to analyze student writing, provide targeted feedback, generate instructional materials, and adapt existing curricula. It plays a crucial role in differentiation by allowing teachers to instantly adjust the complexity of science or math texts to match a student's individual level.

Exemplars provides standards-based digital performance subscriptions for "Problem Solving for the 21st Century," tailored for grades K–5 and 6–8, and includes Spanish translations. Instructionally, it provides authentic, rich performance tasks that engage students in deep reasoning and communication within Math, Science, and Writing. Teachers utilize Exemplars' rubrics and anchor papers to support self- and peer assessments, guiding students to think critically and solve complex, real-world problems.

Google AI Pro for Education unlocks advanced corporate-grade artificial intelligence capabilities directly within the district's secured norwalkps.org domain. Instructionally, this allows educators to leverage Google's cutting-edge Gemini AI workspace features to analyze student performance trends, draft highly interactive curriculum units, automate administrative formatting tasks, and design multimedia-rich math and science resources that maximize classroom engagement.

Explore Learning provides a suite of deeply immersive math and science platforms, including Science4Us, Elementary and Secondary Gizmos, Reflex, and Frax. Instructionally, Gizmos

provides interactive, inquiry-based math and science simulations that let students manipulate variables and conduct virtual lab experiments. Science4Us establishes foundational science concepts for early learners, while Reflex and Frax use game-based adaptive missions to help students achieve math fact fluency and master higher-grade fraction concepts.

Magic School Enterprise is an educational AI platform deployed at district elementary and middle schools, including Fox Run, Marvin, Tracey, and Ponus. This tool includes a dedicated Learning Outcomes Module and specialized teacher training. For instructional purposes, Magic School acts as a co-pilot for educators, empowering them to rapidly generate differentiated lesson plans, translate materials, rewrite texts to accommodate different Lexile reading levels, and build customized student accommodations to fit individual IEP needs.
Together, these integrated platforms are critical for curriculum delivery, data-driven instruction, student support, and the effective management of our educational resources.

Inner Orbit is a dedicated Next Generation Science Standards (NGSS) assessment platform utilized across Grades 6–11. Instructionally, it provides teachers with a rigorous database of phenomena-based clusters and formative assessments that are directly aligned with NGSS standards. This allows science educators to pinpoint student performance on specific dimensions (Disciplinary Core Ideas, Science and Engineering Practices, and Crosscutting Concepts) to target interventions and adapt classroom instruction dynamically.

Ralph Valenzisi
Assistant Superintendent of Digital Learning and Innovation
Norwalk Public Schools
125 East Ave.
Norwalk, CT 06852
203-854-4149

ACTION REQUESTED:
Authorize the Purchasing Agent to issue a purchase order to Brisk Teaching, for software, for an amount not to exceed $34,500, account 09275010-5777-C0112, and forward to the Common Council for further action.

ACTION REQUESTED:
Authorize the Purchasing Agent to issue a purchase order to Exemplars Inc., for software, for an amount not to exceed $29,575, account 09275010-5777-C0112, and forward to the Common Council for further action.

ACTION REQUESTED:
Authorize the Purchasing Agent to issue a purchase order to CDW Education, for software, for an amount not to exceed $211,200, account 09275010-5777-C0112, and forward to the Common Council for further action.

ACTION REQUESTED:
Authorize the Purchasing Agent to issue a purchase order to Lazel Inc., for software, for an amount not to exceed $100,133.04, account 09275010-5777-C0112, and forward to the Common Council for further action.

ACTION REQUESTED:
Authorize the Purchasing Agent to issue a purchase order to Magic School Inc., for software, for an amount not to exceed $20,542, account 09275010-5777-C0112, and forward to the Common Council for further action.

ACTION REQUESTED:
Authorize the Purchasing Agent to issue a purchase order to Rocketlit Inc., for software, for an amount not to exceed $31,729.50, account 09275010-5777-C0112, and forward to the Common Council for further action.

DEPT OF FINANCE - Purchasing Department

NONCOMPETITIVE PROCUREMENT JUSTIFICATION FORM

DATE: 6/28/2026 **DEPARTMENT:** BOE Technology

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

Check One:

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

TOTAL COST: $34,500 **MUNIS Account:** 09275010-5777-C0122

VENDOR: Brisk Teaching

Purchasing Agent Signature	**The Purchasing Agent**		**Department Head Signature**
Sharon Conners Digitally signed by Sharon Conners Date: 2026.07.06 09:30:03 -04'00'	X ☐	**Supports**	David B. Hopp
Purchasing Agent Name	☐	**Does Not Support**	**Department Head Name**
			David B. Hopp
Date	X ☐	**Single Source Requires Common Council Authorization (in excess of $20,000.00)?**	**Date** 6/28/2026

JUSTIFICATION:

Brisk Curriculum Intelligence is an AI-powered instructional software package configured for high school levels (Grades 9–12) and supported by a Professional Learning Package. Integrated directly into teachers' daily digital workflows, Brisk allows educators to analyze student writing, provide targeted feedback, generate instructional materials, and adapt existing curricula. It serves a crucial role in differentiation by allowing teachers to instantly modify the reading complexity of science or math texts to match a student's individual level.

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

Vendor 1: _____

Vendor 2: _____

EMERGENCY: Explain in detail the nature of the emergency

BRISK TEACHING

2261 Market Street
Suite 22980
San Francisco, California 94114

Official Quote and Order Form

Prepared for

Client Name: Norwalk Public Schools

Primary Contact: Ralph Valenzisi

Primary Contact Email: valenzisir@norwalkps.org

Accounts Payable Contact:

Accounts Payable Email:

Service Start Date: 07-01-2026

Service End Date: 06-30-2027

Quote No.:

BRISK Q 4284

Prepared Date:

06-22-2026

Exp. Date:

09-20-2026

Product	Quantity	Price	Total
Brisk Curriculum Intelligence (Grades 9-12)	4000	$8.00	$32,000.00
Brisk Professional Learning Package	1	$2,500.00	$2,500.00
		Total	**$34,500.00**

This Quote and Order Form ("Quote") is subject to the following terms & conditions:

1. **WHAT BRISK LABS CORP. (“BRISK TEACHING,” “WE,” “US,” OR “OUR”) PROVIDES:** Your educators will have access to the Brisk for Schools & Districts solution, at the plan level noted on this Quote, subject to and as further described in this Quote, any statement(s) of work that expressly reference(s) this Quote (“SOW(s)”), and the Master Services Agreement available at https://www.briskteaching.com/privacy/master-services-agreement or any successor website (as it may be updated from time to time, “MSA”). The terms of the MSA govern this Quote, and, in the event of a conflict between this Quote and any SOW and/or between this Quote and the MSA, the order of precedence shall be as follows: the MSA, then the applicable SOW (if any), and then this Quote; provided, however, that, to the extent this Quote specifically states that the conflicting provision included in this Quote controls, such conflicting provision of this Quote will control, but only with respect to this Quote. We reserve the right to disclose our relationship with you to others, including potential customers (for example, on our marketing page).

2. **PRIVACY:** By accessing the Brisk for Schools & Districts solution, you acknowledge that we will collect, use, and disclose personally identifiable information provided, directly or indirectly, by you as set forth in our Privacy Notice. Brisk Teaching signs student data privacy agreements when requested. For any privacy-related questions, email privacy@briskteaching.com.

3. This Quote may be accepted to form a binding contract upon completion of the following prior to the expiration date listed herein (unless Brisk Teaching waives the deadline in writing, in which case the terms of such waiver will apply):
    a. mutual execution of this Quote; and
    b. payment to BRISK TEACHING for the items listed herein.

Agreed and Accepted:

SIGNATURE	NAME	DATE
TITLE	SCHOOL / DISTRICT	
BRISK TEACHING	NAME / TITLE	DATE

Contact: heather@briskteaching.com

DEPT OF FINANCE - Purchasing Department

NONCOMPETITIVE PROCUREMENT JUSTIFICATION FORM

DATE: 6/28/2026 **DEPARTMENT:** BOE Technology

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:

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☐	5	The public exigency or emergency for the requirement will not permit a delay resulting from competitive solicitation (documented emergency contingency is attached). **Please forward this form and supporting documentation within 48 hours of the Emergency**
☐	6	Other, please explain:

TOTAL COST: $29,575 **MUNIS Account:** 09275010-5777-C0122

VENDOR: Exemplars Inc.

Purchasing Agent Signature	**The Purchasing Agent**		**Department Head Signature**
Sharon Conners Digitally signed by Sharon Conners Date: 2026.07.06 09:34:42 -04'00'	X ☐	**Supports**	David B. Hopp
Purchasing Agent Name	☐	**Does Not Support**	**Department Head Name**
			David B. Hopp
Date	X ☐	**Single Source Requires Common Council Authorization (in excess of $20,000.00)?**	**Date** 6/28/2026

JUSTIFICATION:

Exemplars provides standards-based digital performance subscriptions for "Problem Solving for the 21st Century," tailored for grades K–5 and 6–8, and includes Spanish translations. Instructionally, it provides authentic, rich performance tasks that engage students in deep reasoning and communication within Math, Science, and Writing. Teachers utilize Exemplars' rubrics and anchor papers to support self and peer assessments, guiding students to think critically and solve complex, real-world problems.

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

Vendor 1: _____

Vendor 2: _____

_____

EMERGENCY: Explain in detail the nature of the emergency

Quote

ADDRESS
Norwalk Public Schools
Attn: Finance Department
125 East Avenue
PO Box 6001
Norwalk, CT 06852-6001

SHIP TO
Norwalk Public Schools
Attn: Misty Hofer
125 East Avenue
PO Box 6001
Norwalk, CT 06852-6001

QUOTE # 9858
DATE 06/02/2026
EXPIRATION DATE 08/03/2026

SKU	ITEM	QTY	PRICE EACH	AMOUNT
PSCCK5Y10	**PSCC (K-5) Y10** Problem Solving for the 21st Century: Built for the Common Core, Digital Subscription, Grades K-5 Online Subscription Details: The subscription is for one year/12 months and will begin the date of online account activation. The subscribing school/district will submit a user list (template provided) for each educator planning on utilizing the online system. An account will be set-up by Exemplars for each user (educator).	4,850	5.50	26,675.00
DISC-RNK5	**Discount_K-5_Digital_Sub_Renewal** Discount for Digital Subscription Renewal	26,675	-0.30	-8,002.50
PSCC68Y4	**PSCC (6-8) Y4** Problem Solving for the 21st Century: Built for the Common Core, 1 Year/12 Month Digital Subscription, Grades 6-8 Online Subscription Details: The subscription is for one year/12 months and will begin the date of online account activation. The subscribing school/district will submit a user list (template provided) for each educator planning on utilizing the online system. An account will be set-up by Exemplars for each user (educator).	1,650	5.50	9,075.00
DISC-RN68	**Discount_6-8_Digital_Sub_Renewal** Discount for 6-8 Digital Subscription Renewal	9,075	-0.30	-2,722.50
SPAN, CC	**SPAN, CC** Spanish Translations for Problem Solving for the 21st Century: Built for the Common Core - Add on to existing subscription	13	350.00	4,550.00

Thank you for your interest in Exemplars to support improved

TOTAL **$29,575.00**

Please remit to:
Exemplars, Inc.
P.O. Box 112
Underhill, VT 05489
PH: 1-800-450-4050
TAX ID: 03-0338811

teaching and learning in your classrooms with standards-based performance tasks for assessment and instruction.

Our authentic tasks engage students and develop their abilities to reason and communicate in Math, Science, and Writing. Self & peer assessment practices are supported by our rubrics and anchor/benchmark papers.

If you have any questions, please contact us at 1-800-450-4050 or via email at info@exemplars.com.

NOTE: THIS QUOTE IS PROVIDED WITHOUT VERIFICATION OF NON-PROFIT STATUS.

Accepted By

Accepted Date

Please remit to:
Exemplars, Inc.
P.O. Box 112
Underhill, VT 05489
PH: 1-800-450-4050
TAX ID: 03-0338811

DEPT OF FINANCE - Purchasing Department

NONCOMPETITIVE PROCUREMENT JUSTIFICATION FORM

DATE: 6/28/2026 **DEPARTMENT:** BOE Technology

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☐	5	The public exigency or emergency for the requirement will not permit a delay resulting from competitive solicitation (documented emergency contingency is attached). **Please forward this form and supporting documentation within 48 hours of the Emergency**
☐	6	Other, please explain:

TOTAL COST: $211,200 **MUNIS Account:** 09275010-5777-C0122

VENDOR: CDW Education

Purchasing Agent Signature	**The Purchasing Agent**		**Department Head Signature**
Sharon Conners Digitally signed by Sharon Conners Date: 2026.07.06 09:44:05 -04'00'	X ☐	**Supports**	David B. Hopp
Purchasing Agent Name	☐	**Does Not Support**	**Department Head Name**
		Single Source Requires Common Council Authorization (in excess of $20,000.00)?	David B. Hopp
Date	X ☐		**Date** 6/28/2026

JUSTIFICATION:

Google AI Pro for Education unlocks advanced corporate-grade artificial intelligence capabilities directly within the district's secured norwalkps.org domain. Instructionally, this allows educators to leverage Google's cutting-edge Gemini AI workspace features to analyze student performance trends, draft highly interactive curriculum units, automate administrative formatting tasks, and design multimedia-rich math and science resources that maximize classroom engagement.

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

Vendor 1: _____

Vendor 2: _____

EMERGENCY: Explain in detail the nature of the emergency

CDW Education
75 Remittance Drive, Suite 1515
Chicago, IL 60675

Prepared For	Estimate Date	Estimate Number
Norwalk Public Schools 125 East Avenue Norwalk, CT 06851	06/23/2026	0139407

Description	Rate	Qty	Line Total
GOO-AIP-1005 Google AI Pro for Education - Google AI Pro for Education 1000-4999 With Plus : Unlock advanced AI capabilities for educational institutions with Google AI Pro for Education. Licensed Domains: norwalkps.org License Term: 2026-07-20 - 2027-07-19	$132.00	1600	$211,200.00

Subtotal	211,200.00
Tax	0.00
Estimate Total (USD)	$211,200.00

Terms
About Us https://www.cdwg.com/content/cdwg/en/about/overview.html
Privacy Policy https://www.cdwg.com/content/cdwg/en/terms-conditions/privacy-notice.html
Terms and Conditions https://www.cdwg.com/content/cdwg/en/terms-conditions.html

Please send purchase orders to cdwg@amplifiedit.com or fax to 757-585-3550. If possible, please also include a copy of your organization's tax-exempt certificate with your purchase order. An exemption certificate is required to process Google Voice orders.

This email was sent by CDW Government LLC. All information and offers are subject to the CDW•G Terms and Conditions, and CDW•G policies.

CDW®, CDW•G® and PEOPLE WHO GET IT® are registered trademarks of CDW LLC. All other trademarks and registered trademarks are the sole property of their respective owners.

DEPT OF FINANCE - Purchasing Department

NONCOMPETITIVE PROCUREMENT JUSTIFICATION FORM

DATE: 6/29/2026 **DEPARTMENT:** BOE Technology

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☐	5	The public exigency or emergency for the requirement will not permit a delay resulting from competitive solicitation (documented emergency contingency is attached). **Please forward this form and supporting documentation within 48 hours of the Emergency**
☐	6	Other, please explain:

TOTAL COST: $100,133.04 **MUNIS Account:** 09275010-5777-C0122

VENDOR: Lazel Inc.

Purchasing Agent Signature		**The Purchasing Agent**		**Department Head Signature**
Sharon Connors Digitally signed by Sharon Connors Date: 2026.07.06 09:50:24 -04'00'		☒	**Supports**	David B. Hopp
Purchasing Agent Name		☐	**Does Not Support**	**Department Head Name**
Date		☒	**Single Source Requires Common Council Authorization (in excess of $20,000.00)?**	David B. Hopp **Date** 6/29/2026

JUSTIFICATION:

Exemplars provides standards-based digital performance subscriptions for "Problem Solving for the 21st Century," tailored for grades K–5 and 6–8, and includes Spanish translations. Instructionally, it provides authentic, rich performance tasks that engage students in deep reasoning and communication within Math, Science, and Writing. Teachers utilize Exemplars' rubrics and anchor papers to support self and peer assessments, guiding students to think critically and solve complex, real-world problems.

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

Vendor 1: _____

Vendor 2: _____

_____

EMERGENCY: Explain in detail the nature of the emergency

Explorelearning®

LAZEL, Inc.
17855 Dallas Parkway, Ste 400
Dallas, TX 75287

Renewal Notice

For your ExploreLearning® subscription
#:Q-349172

Your subscription to the items below will expire on: **06/30/2026**

Ship To:
Misty Hofer
Norwalk Public Schools
125 East Ave
Norwalk, CT 06851-5702
USA

Choose your renewal term below - multi-year discounts are available!

Item # / Description	Quantity	Renewal Price
DISSCI-BUN1SUB / Bundle: Science4Us + Elem + Secondary Gizmos 1-subject, district-wide license	20	$38,308.16
Estimated Tax		$0.00
TOTAL		**$38,308.16**

Multi-Year Discounts		Savings of
3 YEARS	$103,432.03	$11,492.45
2 YEARS	$72,785.50	$3,830.82

Total Renewal Price: _____
Renewal # of Years: (1,2 or 3 YEAR) _____

Tax Exempt (Y/N):_____

This proposal presented on 06/02/26 is made on behalf of LAZEL, Inc. (FEIN 27-1609020). As provided in the ExploreLearning, LLC customer notice, attached and incorporated herein, as of October 15, 2025, ExploreLearning® products and services are offered and available from its parent company, LAZEL, Inc., and provisioned and supported under the Company's integrated operational model.

All ExploreLearning® subscriptions and/or services are offered subject to the Company's standard license and terms of use and privacy policy (the "License Terms"), available at https://apps.explorelearning.com/account/el/terms, as supplemented by the terms of this proposal. By placing an order, customer confirms its acceptance of the License Terms, as well as the fees in this proposal, which together with the awarded proposal and/or any other associated agreement entered into by Company and customer regarding the subscriptions, products and services under this proposal, constitute the entire agreement between customer and Company regarding such subscriptions, products, and services (the "Agreement"). Customer and Company agree that the terms and conditions of the Agreement supersede any additional or inconsistent terms or provisions in any customer drafted purchase order, which shall be of no effect, or any communications, whether written or oral, between customer and Company relating to the subject matter hereof. In the event of any conflict, the terms of the Agreement shall govern.

PLEASE NOTE (Q-349172) MUST APPEAR ON PURCHASE ORDER(S) TO PROCESS.

*If the above price reflects sales tax and your organization should be tax-exempt, please send a current sales tax exemption certificate (including signature and date) via e-mail: sales@explorelearning.com and cc: jason.barnattan@explorelearning.com or fax: 877-829-3039. Otherwise, **please remit total including applicable sales tax**.*

Choose Method of Payment:
_____ P.O. – Signed P.O. must be included/attached.
_____ Check – Payable to ExploreLearning
_____ Visa, MasterCard, Discover or American Express
Card Number: _____
Expiration Date: _____
CVV: _____
Name on Card: _____
Phone: (_____) _____

Please send Purchase Orders via email: sales@explorelearning.com and cc: jason.barnattan@explorelearning.com or fax: 877-829-3039

PLEASE NOTE: Our remittance address for checks HAS CHANGED:

ExploreLearning
PO Box 844615
Boston, MA 02284-4615

Please confirm your Primary Account Contact Name and Email: _____
Please confirm your PD Contact Name and Email: _____

Questions – call us: 866.882.4141 ext 433 (jason.barnattan@explorelearning.com)
Printed June 2026

Dear Valued Customer,

We are excited to share an important update regarding the operational integration of two of our businesses, ExploreLearning, LLC ("ExploreLearning") and Learning A-Z, LLC ("Learning A-Z"), which are affiliated companies under the common control of our parent company, LAZEL, Inc.

ExploreLearning and Learning A-Z are trusted leaders in K-12 educational technology. As of October 15, 2025, we will integrate the business operations of ExploreLearning and Learning A-Z under their existing parent company, LAZEL, Inc. By uniting these two businesses, we can deliver a broader, more impactful suite of solutions focused on making teaching easier, learning more fun, and outcomes stronger in the subjects that matter most.

For more detail and to access the press release, please click here.

What This Integration Means for You

As a prospective customer, you now have access to the combined expertise and resources of both ExploreLearning and Learning A-Z. Our authorized team members from both companies work together to support the full range of products and services we offer. This integration allows us to provide you with comprehensive educational technology solutions backed by the knowledge and experience of both organizations.

Your data will be managed by authorized and trained personnel from both companies, as well as by trusted third-party service providers who support our operations. All data handling follows applicable data privacy laws and our internal policies to ensure your information remains protected.

Agreement to Terms
By choosing to move forward with a relationship with ExploreLearning, Learning A-Z, or both, you acknowledge and agree to the integrated operational model under LAZEL, Inc. described above. This includes the shared support infrastructure, data management practices, and future purchasing processes.

Looking Ahead
Beginning in January 2026, you will be able to access the product and service offerings of both ExploreLearning and Learning A-Z through a dedicated account representative who can help you explore our comprehensive suite of educational solutions.
We are committed to making your experience with our integrated platform as seamless as possible and will continue to prioritize your educational needs throughout your journey with us.

Thank you for considering ExploreLearning and Learning A-Z as part of your educational journey.

ExploreLearning®
110 Avon Street
Charlottesville, VA 22902
866.882.4141
sales@explorelearning.com

Explorelearning

LAZEL, Inc.
17855 Dallas Parkway, Ste 400
Dallas, TX 75287

Renewal Notice

For your ExploreLearning® subscription
#:Q-385401

Your subscription to the items below will expire on: **06/30/2026**

Ship To:
Misty Hofer
Norwalk Public Schools
125 East Ave
Norwalk, CT 06851-5702
USA

Frax Sector 3 is here – lock in 2025 pricing thru year-end!
NEW final sector helps students master higher-grade level fraction skills with more missions and games.
Contact us to renew and get release access at no extra cost until 2026!

Description	Quantity	Renewal Price
Bundle: Reflex + Frax; Site License	13	$61,824.88
TOTAL WITH ESTIMATED TAX		**$61,824.88**

OR renew your current subscription.

Description	Quantity	Renewal Price
Reflex Site License	1	$2,800.75
Bundle: Reflex + Frax 1 & 2; Site License	12	$48,909.00
TOTAL WITH ESTIMATED TAX		**$51,709.75**

If you would like multi-year pricing, please reach out to your Account Executive.

Total Renewal Price: _____ **Tax Exempt (Y/N):_____**

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PLEASE NOTE (Q-385401) MUST APPEAR ON PURCHASE ORDER(S) TO PROCESS.

If the above price reflects sales tax and your organization should be tax-exempt, please send a current sales tax exemption certificate (including signature and date) via e-mail: sales@explorelearning.com and cc: jason.barnattan@explorelearning.com or fax: 877-829-3039. Otherwise, ***please remit total including applicable sales tax****.*

Choose Method of Payment:
_____ P.O. – Signed P.O. must be included/attached.
_____ Check – Payable to ExploreLearning
_____ Visa, MasterCard, Discover or American Express

Card Number: _____
Expiration Date: _____
CVV: _____
Name on Card: _____
Phone: (_____) _____

Please send Purchase Orders via email: sales@explorelearning.com and cc: jason.barnattan@explorelearning.com or fax: 877-829-3039

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Please confirm your Primary Account Contact Name and Email: _____
Please confirm your PD Contact Name and Email: _____

Questions – call or email us: 866.882.4141 ext 433 (jason.barnattan@explorelearning.com)

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Thank you for considering ExploreLearning and Learning A-Z as part of your educational journey.

ExploreLearning®
110 Avon Street
Charlottesville, VA 22902
866.882.4141
sales@explorelearning.com

DEPT OF FINANCE - Purchasing Department

NONCOMPETITIVE PROCUREMENT JUSTIFICATION FORM

DATE: 6/28/2026 **DEPARTMENT:** BOE Technology

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

Check One:

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

TOTAL COST: $20,542 **MUNIS Account:** 09275010-5777-C0122

VENDOR: Magic School Inc

Purchasing Agent Signature	**The Purchasing Agent**		**Department Head Signature**
Sharon Conners Digitally signed by Sharon Conners Date: 2026.07.06 09:52:23 -04'00'	X ☐	**Supports**	
Purchasing Agent Name	☐	**Does Not Support**	**Department Head Name**
	X ☐	**Single Source Requires Common Council Authorization (in excess of $20,000.00)?**	David B. Hopp
Date			**Date** 6/28/2026

JUSTIFICATION:

MagicSchool Enterprise is an educational AI platform deployed at district elementary and middle schools, including Fox Run, Marvin, Tracey, and Ponus. This tool includes a dedicated Learning Outcomes Module and specialized teacher training. For instructional purposes, MagicSchool acts as a co-pilot for educators, empowering them to rapidly generate differentiated lesson plans, translate materials, rewrite texts to accommodate different Lexile reading levels, and build customized student accommodations to fit individual IEP needs.

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

Vendor 1: _____

Vendor 2: _____

_____

EMERGENCY: Explain in detail the nature of the emergency

Quote Name Norwalk Public Schools - Renewal - 26/27

Quote To Name Norwalk Public Schools

Created Date 6/23/2026
Expiration Date 7/31/2026
Quote Number 00007843

Product	Line Item Description	Sales Price	Quantity	Subtotal	Total Price
MagicSchool Enterprise	Fox Run, Marvin, Tracey, Ponus	$6.00	1,756.00	$10,536.00	$10,536.00
MagicSchool Learning Outcomes Module	Fox Run, Marvin, Tracey, Ponus	$1.00	1,756.00	$1,756.00	$1,756.00
MagicSchool Enterprise License (Per Teacher)	50 Additional Teacher Licenses	$125.00	50.00	$6,250.00	$6,250.00
Virtual PD (60 Min Session)		$500.00	4.00	$2,000.00	$2,000.00

Subtotal $20,542.00
Total Price $20,542.00

Questions? Contact Me

Becky Luetjen

becky@magicschool.ai

Magic School, Inc.
4845 Pearl East Cir
Ste 118 PMB 83961
Boulder, CO 80301-6112
United States

DEPT OF FINANCE - Purchasing Department

NONCOMPETITIVE PROCUREMENT JUSTIFICATION FORM

DATE: 6/28/2026 **DEPARTMENT:** BOE Technology

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

Check One:

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

TOTAL COST: $31,729.50 **MUNIS Account:** 09275010-5777-C0122

VENDOR: Rocketlit Inc.

Purchasing Agent Signature	The Purchasing Agent		Department Head Signature
Sharon Conners Digitally signed by Sharon Conners Date: 2026.07.06 09:58:14 -04'00'	X ☐	**Supports**	David B. Hopp
Purchasing Agent Name	☐	**Does Not Support**	**Department Head Name**
Date	X ☐	**Single Source Requires Common Council Authorization (in excess of $20,000.00)?**	David B. Hopp **Date** 6/28/2026

JUSTIFICATION:

InnerOrbit is a dedicated Next Generation Science Standards (NGSS) assessment platform utilized across Grades 6–11. Instructionally, it provides teachers with a rigorous database of phenomena-based clusters and formative assessments aligned directly to NGSS standards. This allows science educators to pinpoint student performance on specific dimensions (Disciplinary Core Ideas, Science and Engineering Practices, and Crosscutting Concepts) to target interventions and adapt classroom instruction dynamically.

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

Vendor 1: _____

Vendor 2: _____

_____

EMERGENCY: Explain in detail the nature of the emergency

Quote

2604825

RocketLit Inc.
2378 Watertown Ct.
Thousand Oaks, CA 91360
(323) 456-3137
fax (323) 400-4578
rocketlit.com

DATE **03/25/2026**
VALID THROUGH **06/30/2026 (97 Days)**

CUSTOMER

Norwalk Public Schools

CONTACT

Misty Hofer
hoferm@norwalkps.org

ITEM	DESCRIPTION	QUANTITY	UNIT PRICE	AMOUNT
	IO-SCL: InnerOrbit NGSS assessment platform	5769	5.50	31,729.50
NOTES	'26'27 InnerOrbit Quote (Grades 6-11)		**Subtotal**	31,729.50

TOTAL $31,729.50

All licenses subject to RocketLit Inc.,
Terms of Use, and Privacy Policy.

MAKE CHECKS PAYABLE TO
Rocketlit Inc.

PLEASE SEND PURCHASE ORDERS TO
sales@rocketlit.com

CITY OF NORWALK
Joyce Liu
Director/Information Technology
125 East Avenue Room 203
Norwalk, CT 06851
Office: (203) 854-7714
www.norwalkct.gov
jliu@norwalkct.gov

TO: Finance & Claim Committee

FROM: Joyce Liu, Director of Information Technology

RE: State and Local Cybersecurity Grant Program (SLCGP) Award Acceptance

DATE: June 22nd, 2026

****

Dear Members of the Finance & Claims Committee,

The Information Technology Department respectfully requests authorization to accept funding awarded through the State and Local Cybersecurity Grant Program (SLCGP) and to authorize the Mayor to execute all necessary grant documents.

The State and Local Cybersecurity Grant Program is a federally funded initiative designed to help state and local governments strengthen cybersecurity protections and reduce the risk of cyber incidents. The program provides funding for cybersecurity tools, services, and assessments that help protect critical government systems and public services.

The City of Norwalk has been awarded $24,000 in federal grant funding through the SLCGP program. Acceptance of the grant requires a local match of $6,000, resulting in a total project value of $30,000. This funding will allow the City to implement important cybersecurity improvements while leveraging federal funding to offset the majority of project costs.

The grant funds will be used to enhance the City's cybersecurity capabilities through the acquisition of cybersecurity tools and services, including vulnerability management, security assessments, and related technologies that help identify, monitor, and reduce cybersecurity risks.

Cybersecurity threats targeting local governments continue to increase in frequency and sophistication. The City experiences phishing attempts, malicious emails, and other cyber threats on a daily basis. A successful cyberattack could disrupt City operations, expose sensitive information, interrupt public services, and result in significant recovery and remediation costs.

Acceptance of this grant will allow the City to take advantage of available federal funding while minimizing the financial impact on local taxpayers. These cybersecurity improvements support the City's ongoing commitment to protecting public resources, safeguarding sensitive information, and ensuring the reliable delivery of services to residents, businesses, and visitors.

CITY OF NORWALK
Joyce Liu
Director/Information Technology
125 East Avenue Room 203
Norwalk, CT 06851
Office: (203) 854-7714
www.norwalkct.gov
jliu@norwalkct.gov

The Information Technology Department respectfully requests that the Finance & Claims Committee authorize acceptance of the State and Local Cybersecurity Grant Program award, approve the required local match of $6,000, and authorize the Mayor to execute all necessary agreements and related documents associated with the grant.

Sincerely,

Joyce Liu

IT Director

ACTION REQUESTED:

Authorize the Mayor to accept a State and Local Cybersecurity Grant Program (SLCGP) award in the amount of $24,000 and to execute all required grant documents. The grant requires a City match of $6,000, for a total project value of $30,000.

City match account: 011370-574C.

CITY OF NORWALK
Joyce Liu
Director/Information Technology
125 East Avenue Room 203
Norwalk, CT 06851
Office: (203) 854-7714
www.norwalkct.gov
jliu@norwalkct.gov

TO: Finance & Claim Committee

FROM: Joyce Liu, Director of Information Technology

RE: PURE – Centralized Data Storage System

DATE: July 9th, 2026

****

Dear Members of the Finance & Claims Committee,

The Information Technology Department respectfully requests approval to renew support and maintenance services for the City's Pure Storage system, which provides centralized data storage for critical City applications and services.

The proposed three-year renewal covers the period from August 2, 2026, through August 1, 2029, and is being purchased through the Pure Storage NASPO Contract (Connecticut Contract #23PSX0163AE-8). The renewal provides continued manufacturer support, software updates, hardware replacement, and technical assistance for the City's storage infrastructure.

As part of Pure Storage's Evergreen Gold/Forever Support Program, the City is eligible for a technology refresh at no additional hardware cost during the renewal term. Pure Storage will replace the current storage controllers with the latest generation controllers and perform a non-disruptive upgrade, meaning the work can be completed with little to no interruption to City operations. The upgrade will be coordinated by Pure Storage, Total Communications, and the City's IT Department.

The City's Pure Storage system houses data for many essential municipal systems and services. Maintaining manufacturer support helps ensure the reliability, security, and performance of this infrastructure while providing access to software enhancements, technical support, and replacement hardware when needed.

The included controller upgrade will extend the useful life of the system, improve performance, and allow the City to take advantage of newer technology without purchasing an entirely new storage platform.

This renewal helps protect the City's existing technology investment and ensures that critical systems remain available to support City departments and the services they provide to residents.

Sincerely,

Joyce Liu

CITY OF NORWALK
Joyce Liu
Director/Information Technology
125 East Avenue Room 203
Norwalk, CT 06851
Office: (203) 854-7714
www.norwalkct.gov
jliu@norwalkct.gov

IT Director

ACTION REQUESTED:

Authorize the Purchasing Agent to issue a purchase order to Total Communications, Inc. for a three-year Pure Storage support and maintenance renewal, including a controller upgrade under the Evergreen Gold/Forever Support Program, for the period of August 2, 2026, through August 1, 2029, utilizing Connecticut NASPO Contract #23PSX0163AE-8. Total cost not to exceed $87,630.39.

Account Allocation: 011370-574C

Permit

I ♥ NORWALK
DEPARTMENT OF RECREATION & PARKS

City of Norwalk Online
125 East Ave.
Room 225
Norwalk, CT 06851

PHONE:(203) 854-7806
EMAIL:recreation@norwalkct.gov

Permit # R3923
Status Tentative
Date of Issue Jul 6, 2026 12:10 PM
Expiration Date Jul 7, 2026

Customer Name	Terrence Fuller - 8418	**Home Phone Number**	(203) 515-7775
Customer Type	General Public	**Cell Phone Number**	(203) 515-7775
Mailing Address	P.O. Box 134 Norwalk, CT 06852	**Email Address**	project9foundation@yahoo.com
System User	Internet User		

Rental Fee	$400.00
Discounts	$0.00
Subtotal	$400.00
Deposits	$1,000.00
Deposit Discounts	$0.00
Total Permit Fee	$1,400.00
Total Payment	$0.00
Refunds	$0.00
Balance	$1,400.00

Community Fun Day

1 resource(s) **1** booking(s) **Subtotal: $1,400.00**

Booking Summary

Nathaniel Ely School Field (Field Rental) — **Center: Nathaniel Ely**

START DATE/TIME	END DATE/TIME	ATTENDEE	AMT W/O TAX
Sat, Aug 15, 2026 12:00 PM	Sat, Aug 15, 2026 6:00 PM	75	$0.00
Resource level fees			$1,400.00

Custom Questions

QUESTION	ANSWER
*Will you require lights? (Fields only)	No
Are you a Non-Profit or 501C3?	Yes
Field Requested- Type in your selected facility/field.	Nathaniel Ely Park
Is there a 2nd date in mind or a rain date or location?	Yes
What is the setup time?	11am
What will you be bringing onto the site? (No helium balloons, confetti or drones allowed on City property)	Grill, Food, porta potties, field games

Deposit

EVENT	RESOURCE	DEPOSIT FEE	CHARGE	TAX	AMOUNT PAID	REFUNDS	BALANCE
Community Fun Day	Nathaniel Ely School Field	Security Deposit	$1,000.00	$0.00	$0.00	$0.00	$1,000.00

Payment Schedules

Original Balance: $1,400.00 Current Balance: $1,400.00

DUE DATE	AMOUNT DUE	AMOUNT PAID	WITHDRAWAL ADJUSTMENT	BALANCE
Aug 15, 2026	$1,400.00	$0.00	$0.00	$1,400.00

X:

Date:

X:

Date:

City of Norwalk Online
Mailing Address: 125 East Ave., Room 225, Norwalk, CT 06851
Phone Number: (203) 854-7806
Email Address: recreation@norwalkct.gov

Terrence Fuller
Customer ID: 8418
Home Phone Number: (203) 515-7775
Cell Phone Number: (203) 515-7775
Email Address: project9foundation@yahoo.com

Permit

I ♥ NORWALK
DEPARTMENT OF RECREATION & PARKS

City of Norwalk Online
125 East Ave.
Room 225
Norwalk, CT 06851

PHONE:(203) 854-7806
EMAIL:recreation@norwalkct.gov

Permit # R3547
Status Tentative
Date of Issue Jul 2, 2026 1:50 PM
Expiration Date Jul 24, 2026

Customer Name	Marvedia Tyson - 10591	**Work Phone Number**	(203) 952-5473
Customer Type	General Public	**Home Phone Number**	(203) 952-5473
Mailing Address	55 Porter Avenue #3G Naugatuck, CT 06770	**Cell Phone Number**	(203) 952-5473
		Email Address	tysontoursent@gmail.com
System User	Internet User		

Rental Fee	$790.00
Discounts	$0.00
Subtotal	$790.00
Deposits	$1,000.00
Deposit Discounts	$0.00
Total Permit Fee	$1,790.00
Total Payment	$0.00
Refunds	$0.00
Balance	$1,790.00

4th Annual Back Together Again with Family & Friends

1 resource(s) **1** booking(s) **Subtotal: $1,790.00**

Event Notes:
-$1000 site deposit added
-Permit pending 7/8 RPCA approval and 7/14 City Council approvals. Please do not advertise until these approvals are completed.

Booking Summary

Mathews Park (Event)		Center: Mathews Park	
START DATE/TIME	END DATE/TIME	ATTENDEE	AMT W/O TAX
Sun, Aug 9, 2026 12:00 PM	Sun, Aug 9, 2026 8:00 PM	300	$0.00
Resource level fees			$1,790.00

Custom Questions

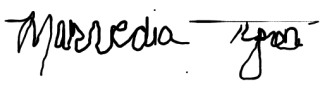
QUESTION	ANSWER
*Will you require lights? (Fields only)	No
Are you a Non-Profit or 501C3?	No
Are you requesting a tent? Any tent 10x10 or larger needs approval and permit from Code Enforcement Dept.	No
Are you using a food truck?	Yes
Are you using the pavilion? (Cranbury, Calf Pasture & Fodor Farm sites only)	No
Do you plan on serving alcohol at your event? (No glass or glass bottles allowed at City parks)	Yes

If so, how many (Up to 2 allowed. Food Trucks not allowed at beach)	2
Is there a 2nd date in mind or a rain date or location?	Yes. Rain date 8/23/26
Number of people attending? (For the groups at the Cranbury Pavilion I, groups of over 70 are required to rent a portajohn)	200
What is the setup time?	12:00 PM
What type of event?	Family & Friends gathering
What will you be bringing onto the site? (No helium balloons, confetti or drones allowed on City property)	Stage, generators, 10x10 tents
Will the group be going into the water? (Beach permits only)	No
Will the public be invited to the event?	Yes
Will there be music? No amplified music at the beach.	Yes
Will you be bringing a grill? (Not allowed on grass, propane only)	Yes
Will you be having portable restrooms?	Yes
Will you be selling food, beverages, goods or wares?	Yes
Will you be using any inflatables? (Bounce houses, climb on and slides strictly prohibited)	No
Will you be using display advertising?	Yes
Will you be using temporary electrical resources?	Yes
Will you have a catering tent? (Gallaher Mansion site only)	No
Will you have over 200 guests- if so police officer will be required.	Yes
Will you need the Showmobile? (Calf Pasture only)	No
Will you solicit contributions at your event?	No

Waivers and Information

WAIVER NAME	DUE DATE	FOR	SIGNING STATUS
Facility- Facility Rental Event Application Form	Aug 22, 2026	Marvedia Tyson	Waiver Signed by: Marvedia Tyson on Mar 22, 2026

City of Norwalk Recreation & Parks Department Facility Rental Event Application Form
This Contract is further subject to the following covenants and agreements:
1.Renter is responsible to ensure that no accumulation of debris or waste or unsafe or hazardous condition is allowed on the premises; that the premises are at all times kept in a safe and clean condition; and that no damage to or destruction of property or the premises itself and its surrounding grounds, roadways and driveways occurs.
2.Dogs are strictly prohibited at all beaches, school grounds and parks except Taylor Farm and parts of Cranbury Park. This rule applies to all beaches at all times. Violation of this rule will result in issuance of a $100 fine.
3.The City of Norwalk is not responsible for damage to or loss of Renter's property or that of Renter's licensees, invitees, agents and guests. Renter assumes all risks of damage and loss of its personal property. 4.The Renter may bring the following in or onto the Premises: *Any tent (structure) 10 X 10 Feet or larger, including but not limited to; additional electrical lighting equipment, which requires a separate permit from the Code Enforcement Department. It is the Renter's responsibility to obtain this permit from Code Enforcement, Room 121 at Norwalk City Hall *Dunking tanks and other forms of entertainment rentals must be preapproved prior to presenting to the Recreation & Parks subcommittee meeting. At no time will bounce houses be allowed on any city owned properties. Use of such rentals without approval may jeopardize future rental for the person/persons. Any and all rentals, machines, novelties will require a separate Insurance Certificate, which must be obtained prior to the event *No other furniture, structures; machinery or other equipment shall be brought in or onto the premises without the prior written approval of the City of Norwalk, by the Director of Recreation and Parks *Open fires are strictly prohibited from all our indoor facilities, tented areas, under pavilions, or on the Great Lawn in Cranbury Park. Items include candles, sparklers, tiki torches, fire pits, etc. Open wood burning grills are prohibited from being used at any City owned property, unless a separate permit is obtained from the Fire Marshall. Propane grills are allowed however they may not exceed 60” in length*Recreation & Parks strictly prohibits the use of personal or commercial drones at any of the City of Norwalk's properties where private events are taking place. If such usage is reported, appropriate action will be taken immediately and violators will risk disqualification from all future rentals 5.HOLD HARMLESS: Additionally, Renter agrees to indemnify, defend and save harmless the City of Norwalk, it's employees, agents and officials, from and against any and all claims, demands, suits proceedings, liabilities, judgments, financial losses, costs or damages, including attorneys' fees and court costs, on account of bodily injury or death, damage or destruction to property or other financial losses, costs and expenses, of any nature and to any extent which may arise out of or be related in any way to the actions or omissions of the Renter, his or her employees, agents, servants, guests, invitees, or licensees, in connection with Renter's use of the Premises hereunder whether arising directly or indirectly there from. The provisions of this section shall survive the expiration or early termination of this Agreement and shall not be limited in any way by reason of any insurance coverage.
6.Renter hereby releases the City of Norwalk, its agents, officers and employees from and against any and all claims it may have at any time arising out of the condition of the Premises or any fixtures or installations thereon7.ALL POLICIES OF INSURANCE REQUIRED HEREUNDER IN CONNECTION WITH THE ACTIVITIES CONTEMPLATED HEREIN SHOULD INCLUDE A WAIVER OF SUBROGATION 8.The renter is entitled to use only the Premises described herein, including parking areas, and designated means of ingress to and egress from the Premises on such date and during such hours as stated on application. If additional time is used beyond the contracted hours, the renter will be responsible for any and all costs incurred and will be subtracted from the security deposit 9.The City of Norwalk reserves the right to cancel the Event for public health or safety reasons as determined by the City of Norwalk in its sole discretion. The City of Norwalk shall not be liable for damages arising from the cancellation of the Event.10.CANCELLATION POLICY: If an event is cancelled by the Renter less than ninety (90) days prior to the confirmed date, there will be no refund of monies paid. If an event is cancelled more than ninety (90) days prior to the confirmed date, then any money paid to date will be refunded, less the non-refundable deposit- which will be retained by the City. However, if the scheduled date is thereafter booked by another event, then the deposit may, at the discretion of the City, be refunded The total fee for your use of the Premises are based upon rates pre-determined by the Recreation and Parks Committee. Facility application must be presented with a $100 non-refundable deposit to confirm the date. Fees are payable by checks made out to Norwalk Recreation and Parks Department (please include phone number and driver's license number on check for processing purposes) or credit/debit card (NO American Express) Deposit is required at time of reservation to hold the date; the insurance, security deposit and balance of facility rental are due 45 days prior to the event date
MAIL TO: NORWALK RECREATION AND PARKS DEPARTMENT NORWALK CITY HALL ATTN: REBECCA KOVACS125 EAST AVENUE NORWALK, CT 06851 PHONE: 203-854-7806 FAX: 203-854-7869



Facility - Rental Agreement | Aug 22, 2026 | Marvedia Tyson | Waiver Signed by: Marvedia Tyson on Mar 22, 2026

A REFUNDABLE SECURITY DEPOSIT IS REQUIRED TO COVER DAMAGE CREATED BY THE RENTER, THEIR GUESTS OR THEIR CONTRACTORS. THE SECURITY DEPOSIT IS DUE (30) DAYS IN ADVANCE OF THE EVENT DATE. IF THE FACILITY IS NOT LEFT IN PROPER ORDER, NORWALK RESERVES THE RIGHT TO HOLD THE ENTIRE DEPOSIT UNTIL ADJUSTMENTS ARE MADE TO CORRECT ANY DAMAGE. THE SECURITY DEPOSIT LESS ANY DEDUCTIONS FOR DAMAGES IS REFUNABLE AFTER THE EVENT.

Separate arrangements for a police / security officer MUST be made with the Norwalk Police Department if attendance is expected to be 200 people or more for all events including weddings.

RENTAL AGREEMENT
TERMS AND REQUIREMENTS
1.In consideration of RENTER agreeing to pay the user fee of, and having agreed to the terms and conditions set forth herein, the CITY hereby grants permission to the RENTER to utilize, (hereinafter the SITE) for the purpose of holding the EVENT described on the attached application, (hereinafter the EVENT) in compliance with all requirements, rules and regulations of the CITY.

2.The RENTER is permitted to use the SITE solely for purposes of the EVENT on the date(s) and time(s) set out on the application page. Such use must conform to all requirements of this agreement.
3.The RENTER agrees to pay in full all charges due under this Agreement 45 days prior to the date of the EVENT, in accordance with the payment schedule set forth herein.
4. This shall include on-site parking on the day of the EVENT for guests of the RENTER. The RENTER shall furnish sufficient personnel to manage the parking areas throughout the EVENT; shall adhere to and enforce all traffic and parking requirements of the CITY; and shall be fully responsible for the safety of all vehicles, their operators and passengers traveling along or parking on the Norwalk City Property in connection with the EVENT
5. The RENTER will provide, at its own expense, all equipment, staff and services necessary for its EVENT. The CITY has no responsibility for providing any equipment, personnel or services for the EVENT
6. The RENTER shall not assign this Agreement, nor permit any use of the SITE other than as is herein specified
7. The RENTER shall not:
•Commit any nuisance on the SITE or do or permit to be done anything which may result in the creation or commission of a nuisance on the SITE
•Allow or participate in any of the following: (1) activities related to the exposure or display for sale of any food, beverage, goods or wares on the SITE unless with the express, written permission of the Norwalk City Clerk; (2) the solicitation at the SITE of any contribution (except entry fees)
•The display of any advertising for commercial purposes on the SITE at any time-except for banners advertising the EVENT sponsors, which banners must be approved in writing by the Director of Recreation and Parks prior to installation at the SITE

8. The RENTER shall provide, at its expense, all reasonably necessary security, cleanup, garbage collection and removal services and shall be responsible for ensuring that the SITE is at all times maintained in a clean, orderly and safe condition. The RENTER is responsible for restoring the SITE and all surrounding areas at the conclusion of the EVENT. Representatives of the CITY shall inspect the SITE prior to the initial setup in order to establish the condition thereof and again, after the EVENT, in order to assess any resulting damage to the City's property. Following the EVENT, the RENTER shall restore (or cause to be restored) the SITE to the condition established at the initial inspection, ordinary wear and tear accepted. If the SITE, any portion thereof, or any surrounding area, is in any way damaged by the actions, omissions, default or negligence of the RENTER, its agents, employees patrons, volunteers, guests, or any person admitted to the SITE by or with the knowledge of the RENTER, the RENTER shall be responsible to pay to the CITY, upon demand, such sums as may be necessary to restore the SITE to its condition immediately prior to RENTER's use. The RENTER agrees to provide a certified bank check made payable to the City of Norwalk in the amount of Fifteen Hundred Dollars ($1,500.00), to insure the satisfactory clean up, restoration, and/or repair of the SITE and surrounding areas following the completion of the EVENT. A check will be promptly returned by the CITY following inspection of the SITE and approval of its condition. [6]

9. The RENTER hereby assumes full responsibility for the character, acts and conduct of any and all persons admitted to the SITE by or with the consent of the RENTER or its employees, volunteers, agents, or any person acting for and on behalf of the RENTER. The RENTER agrees to have on SITE at all time, sufficient security to maintain order and protect all persons and property. If the expected attendance is to be 200 or more at any event, including weddings (200 is the maximum permitted at the Mansion) separate arrangements for security must be made with the Norwalk Police Department. All expenses related to such officer has to be paid directly to Norwalk Police Department – 203-854- 3023. The RENTER is responsible for taking any and all reasonable precautions necessary to ensure the safety of all persons coming into the SITE during its period of contracted use. The RENTER shall promptly notify the on-site staff member or the Director of the Recreation and Parks Department Office in writing (an email) of any physical defects impacting the safety of the SITE of which it is aware or should become aware of prior to or during its use. The RENTER is responsible for any damage to City property as a direct or indirect result of or in connection with the EVENT; and shall be responsible for making restitution to the City for any and all such damages based on the reasonable cost of restoration as determined by the City. Such restitution shall be due within thirty days following demand and may be deducted from the Security Deposit without the prior consent or permission of the RENTER.
10. The RENTER shall indemnify, defend, and save harmless the CITY OF NORWALK, and all of its officers, agents, and employees, from any and all
suits, actions, claims, demands, financial losses and liabilities (including reasonable attorney's fees), of any character, name or description arising out
of the RENTER's use of the SITE; or on account of any act or omission, neglect, default or misconduct of the RENTER, its agents, officers, employees,
volunteers, guests, invitees or any other person on the SITE with RENTER's permission or authorization. The provisions of this paragraph shall not be limited by the insurance coverage provided hereunder, shall be separate and independent of any other condition or requirement stated herein,
and shall survive the termination or expiration of this Agreement.
11. The RENTER shall release and hold harmless the CITY from any and all liability, damages of any nature and claims that may arise directly or indirectly in connection with or as a result of the EVENT, regardless of whether caused by vendors or any individuals and/or entities participating in the EVENT or anyone directly or indirectly employed by or acting as an agent, volunteer or employee, on behalf of any of them or by anyone for whose actions or omission any of such actors, including RENTER, are or may be liable. RENTER is solely responsible for the conduct of the EVENT and for all actions undertaken by participants of the EVENT, and agrees not to look to the CITY in terms of any claim or liability arising out of the conduct of the EVENT except to the extent of any negligence or willful misconduct of any CITY employee. The City is not responsible for damage to or loss of RENTER's property or that of RENTER's licensees, invitees, agents and guests.
12. The RENTER may bring only the following in or onto the SITE:
_____
_____
_____

Unless listed above, no furniture, machinery or equipment may be brought onto the SITE without the prior written approval of the City of Norwalk, acting by its Director of Recreation and Parks Department.
13. Insurance Coverage: The RENTER shall maintain, at its own cost, insurance coverage applicable to its use of the SITE as stated herein. Such coverage shall be maintained in effect throughout the term of RENTER's use of the SITE until such time as the CITY indicates IN WRITING that RENTER has fulfilled its responsibilities hereunder. A Certificate of Insurance must be presented by the RENTER evidencing the coverage set out in the attached Insurance Rider. Insurance may be purchased through Recreation and Parks for the event.
14. If Alcoholic Beverages are being Served or Sold:
If alcoholic beverages will be SOLD at the EVENT, then the RENTER must:
•Contact the State Department of Consumer Protection Liquor Control Division and apply for a temporary permit. A copy of such permit must be provided to the City no later than two weeks prior to the date of the EVENT
•RENTER must provide Liquor Liability Insurance with minimum coverage of One Million Dollars and such Policy should name the City of Norwalk as an additional insured

If alcoholic beverages will be SERVED at the EVENT, then the RENTER must:
•Provide evidence of applicable Host Liquor Liability Insurance coverage in accordance with the requirements set out in the

Insurance Rider attached
•The Certificate of Insurance must indicate and the coverage must provide that the applicable insurance policies are written on a per occurrence basis and have been endorsed to name the City of Norwalk as an additional insured party. Such certificates must be presented with this Application and shall indicate that all coverage remain valid until the expiration of the RENTER's responsibilities hereunder

The City of Norwalk hereby issues the permit referenced above with the understanding that the RENTER has agreed to abide by and fulfill the conditions set forth herein and in the documents attached, which documents are incorporated into this Permit by reference.
15. The City may revoke this permit and any or all privileges hereby granted at any time if the RENTER fails to abide by the terms and requirements of this permit or breaches any obligation or responsibility hereunder or if the CITY makes a determination that revoking this permit would be in its best interests. Effective upon revocation. [7]

16. Miscellaneous: No amendment of the Agreement shall be effective unless agreed to in writing by both parties. In the event that any provision of this Agreement shall be held invalid or unenforceable, such provision shall be severed and the remainder of the Agreement shall continue in full force and effect, The Agreement, constitutes the entire Agreement between the parties and supersedes all prior written or oral understandings, bids, offers, negotiations, or communications of every kind.
The undersigned hereby represents the following:
I hereby represent for myself and/ or the entity on behalf of which I am acting in connection with this permit that I have read, understood and agree to abide by the terms and conditions set forth above as a condition of being issued this permit.
If, as the undersigned, I am not acting as an individual but am acting on behalf of a corporation, LLC, partnership or other legal entity, I represent that I have been granted all necessary authority to execute this permit; to act on behalf of and bind the entity listed as the RENTER; and that I have complied with all applicable requirements necessary to bind such entity under the terms of this permit.
I hereby affirm my authority to act on behalf of and bind the RENTER to the terms set forth herein
SCHEDULE "B"
INSURANCE RIDER
The RENTER shall provide and maintain insurance coverage 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 RENTER's policies.
ALL POLICIES SHALL INCLUDE A WAIVER OF SUBROGATION
Minimum Scope and Limits of Insurance:
Commercial General Liability: Commercial General Liability insurance providing for a total limit of One Million Dollars ($1,000,000.00) 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 ($2,000,000.00).
Liquor Liability: Whenever liquor will be served at an EVENT or on the SITE, RENTER shall carry a policy providing a minimum of one million dollars coverage for damages arising out of bodily injury and property damage imposed on the Renter as a result or by reason of the selling, serving or furnishing of any alcoholic beverage. Host Liquor Liability should be purchased with a minimum of one million dollars coverage for organizations not in the business of manufacturing, distributing, selling or furnishing alcoholic beverages.
Acceptability of Insurers: The RENTER'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 otherwise acceptable to the City. Additionally, all carriers are subject to approval by the City of Norwalk and/or the Norwalk Board of Education, as appropriate.
Aggregate Limits: Any aggregate limits must be declared to and be approved by the City. It is agreed that the RENTER 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 RENTER agrees to reinstate or purchase additional limits to meet the minimum limit requirements stated herein. Any premium for such shall be paid by the RENTER.

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 RENTER 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 or cancelled 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 RENTER 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 RENTER 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 RENTER's services.

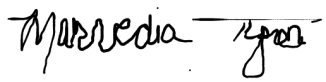
Waiver of Governmental Immunity: Unless requested otherwise by the City, the RENTER and its insurer shall waive governmental immunity as defense and shall not use the defense of governmental immunity in the adjustment of claims or in the defense of any suit brought against the City.

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

Certificate of Insurance: As evidence of the insurance coverage required by this Agreement, the RENTER shall furnish Certificate(s) of Insurance to the City Clerk's Office prior to the RENTER's EVENT. The Certificate(s) will specify all parties who are endorsed on the policy as Additional Insured (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 of Norwalk Corporation Counsel, 125 East Avenue, Room 237, and 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.

Signature 

Deposit

EVENT	RESOURCE	DEPOSIT FEE	CHARGE	TAX	AMOUNT PAID	REFUNDS	BALANCE
4th Annual Back Together Again with Family & Friends	Mathews Park	Security Deposit	$1,000.00	$0.00	$0.00	$0.00	$1,000.00

Payment Schedules

Original Balance: $1,790.00 Current Balance: $1,790.00

DUE DATE	AMOUNT DUE	AMOUNT PAID	WITHDRAWAL ADJUSTMENT	BALANCE
Jul 6, 2026	$1,390.00	$0.00	$0.00	$1,390.00
Aug 22, 2026	$400.00	$0.00	$0.00	$400.00

X:

Date:

City of Norwalk Online
Mailing Address: 125 East Ave., Room 225, Norwalk, CT 06851
Phone Number: (203) 854-7806
Email Address: recreation@norwalkct.gov

X:

Date:

Marvedia Tyson
Customer ID: 10591
Work Phone Number: (203) 952-5473
Home Phone Number: (203) 952-5473
Cell Phone Number: (203) 952-5473
Email Address: tysontoursent@gmail.com

Permit

I ♥ NORWALK
DEPARTMENT OF RECREATION & PARKS

City of Norwalk Online
125 East Ave.
Room 225
Norwalk, CT 06851

PHONE:(203) 854-7806
EMAIL:recreation@norwalkct.gov

Permit # R3449
Status Tentative
Date of Issue Apr 9, 2026 4:01 PM
Expiration Date Oct 2, 2026

Customer Name	Ryan Downey - 16137	**Home Phone Number**	(203) 646-7590
Customer Type	General Public	**Email Address**	ryan@projectpurple.org
Mailing Address	115 Main St Suite 1 Seymour, CT 06483		
System User	Internet User		

Rental Fee	$790.00
Discounts	$0.00
Subtotal	$790.00
Deposits	$1,000.00
Deposit Discounts	$0.00
Total Permit Fee	$1,790.00
Total Payment	$0.00
Refunds	$0.00
Balance	$1,790.00

Steps for a Cure: Connecticut

1 resource(s) **1** booking(s) **Subtotal: $1,790.00**

Event Notes:
-$1000 site deposit added
-Permit pending 7/8 RPCA approval and 7/14 City Council approvals. Please do not advertise until these approvals are completed.

Booking Summary

Calf Pasture Beach (Event)		Center: Calf Pasture Beach	
START DATE/TIME	END DATE/TIME	ATTENDEE	AMT W/O TAX
Sun, Oct 25, 2026 9:00 AM	Sun, Oct 25, 2026 11:30 AM	350	$0.00
Resource level fees			$1,790.00

Custom Questions

QUESTION	ANSWER
*Will you require lights? (Fields only)	No
Are you a Non-Profit or 501C3?	Yes
Are you requesting a tent? Any tent 10x10 or larger needs approval and permit from Code Enforcement Dept.	Yes
Are you using a food truck?	No
Are you using the pavilion? (Cranbury, Calf Pasture & Fodor Farm sites only)	No
Do you plan on serving alcohol at your event? (No glass or glass bottles allowed at City parks)	No

If so, how many (Up to 2 allowed. Food Trucks not allowed at beach)	no
Is there a 2nd date in mind or a rain date or location?	10/3
Number of people attending? (For the groups at the Cranbury Pavilion I, groups of over 70 are required to rent a portajohn)	Anticipated 350
What is the setup time?	7:00 am
What type of event?	1 Mile Pancreatic Cancer Walk
What will you be bringing onto the site? (No helium balloons, confetti or drones allowed on City property)	10x10 tent, truss and corral, lawn signs, water station, registration table, music, etc.
Will the group be going into the water? (Beach permits only)	No
Will the public be invited to the event?	Yes
Will there be music? No amplified music at the beach.	Yes
Will you be bringing a grill? (Not allowed on grass, propane only)	No
Will you be having portable restrooms?	No
Will you be selling food, beverages, goods or wares?	No
Will you be using any inflatables? (Bounce houses, climb on and slides strictly prohibited)	No
Will you be using display advertising?	Yes
Will you be using temporary electrical resources?	Yes
Will you have a catering tent? (Gallaher Mansion site only)	No
Will you have over 200 guests- if so police officer will be required.	Yes
Will you need the Showmobile? (Calf Pasture only)	No
Will you solicit contributions at your event?	Yes

Waivers and Information

WAIVER NAME	DUE DATE	FOR	SIGNING STATUS
Facility- Facility Rental Event Application Form	Oct 17, 2026	Ryan Downey	Waiver Signed by: Ryan Downey on Feb 27, 2026

City of Norwalk Recreation & Parks Department Facility Rental Event Application Form
This Contract is further subject to the following covenants and agreements:
1.Renter is responsible to ensure that no accumulation of debris or waste or unsafe or hazardous condition is allowed on the premises; that the premises are at all times kept in a safe and clean condition; and that no damage to or destruction of property or the premises itself and its surrounding grounds, roadways and driveways occurs.
2.Dogs are strictly prohibited at all beaches, school grounds and parks except Taylor Farm and parts of Cranbury Park. This rule applies to all beaches at all times. Violation of this rule will result in issuance of a $100 fine.
3.The City of Norwalk is not responsible for damage to or loss of Renter's property or that of Renter's licensees, invitees, agents and guests. Renter assumes all risks of damage and loss of its personal property. 4.The Renter may bring the following in or onto the Premises: *Any tent (structure) 10 X 10 Feet or larger, including but not limited to; additional electrical lighting equipment, which requires a separate permit from the Code Enforcement Department. It is the Renter's responsibility to obtain this permit from Code Enforcement, Room 121 at Norwalk City Hall *Dunking tanks and other forms of entertainment rentals must be preapproved prior to presenting to the Recreation & Parks subcommittee meeting. At no time will bounce houses be allowed on any city owned properties. Use of such rentals without approval may jeopardize future rental for the person/persons. Any and all rentals, machines, novelties will require a separate Insurance Certificate, which must be obtained prior to the event *No other furniture, structures; machinery or other equipment shall be brought in or onto the premises without the prior written approval of the City of Norwalk, by the Director of Recreation and Parks *Open fires are strictly prohibited from all our indoor facilities, tented areas, under pavilions, or on the Great Lawn in Cranbury Park. Items include candles, sparklers, tiki torches, fire pits, etc. Open wood burning grills are prohibited from being used at any City owned property, unless a separate permit is obtained from the Fire Marshall. Propane grills are allowed however they may not exceed 60” in length*Recreation & Parks strictly prohibits the use of personal or commercial drones at any of the City of Norwalk's properties where private events are taking place. If such usage is reported, appropriate action will be taken immediately and violators will risk disqualification from all future rentals 5.HOLD HARMLESS: Additionally, Renter agrees to indemnify, defend and save harmless the City of Norwalk, it's employees, agents and officials, from and against any and all claims, demands, suits proceedings, liabilities, judgments, financial losses, costs or damages, including attorneys' fees and court costs, on account of bodily injury or death, damage or destruction to property or other financial losses, costs and expenses, of any nature and to any extent which may arise out of or be related in any way to the actions or omissions of the Renter, his or her employees, agents, servants, guests, invitees, or licensees, in connection with Renter's use of the Premises hereunder whether arising directly or indirectly there from. The provisions of this section shall survive the expiration or early termination of this Agreement and shall not be limited in any way by reason of any insurance coverage.
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MAIL TO: NORWALK RECREATION AND PARKS DEPARTMENT NORWALK CITY HALL ATTN: REBECCA KOVACS125 EAST AVENUE NORWALK, CT 06851 PHONE: 203-854-7806 FAX: 203-854-7869

Facility - Rental Agreement | Oct 17, 2026 | Ryan Downey | Waiver Signed by: Ryan Downey on Feb 27, 2026

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3.The RENTER agrees to pay in full all charges due under this Agreement 45 days prior to the date of the EVENT, in accordance with the payment schedule set forth herein.
4. This shall include on-site parking on the day of the EVENT for guests of the RENTER. The RENTER shall furnish sufficient personnel to manage the parking areas throughout the EVENT; shall adhere to and enforce all traffic and parking requirements of the CITY; and shall be fully responsible for the safety of all vehicles, their operators and passengers traveling along or parking on the Norwalk City Property in connection with the EVENT
5. The RENTER will provide, at its own expense, all equipment, staff and services necessary for its EVENT. The CITY has no responsibility for providing any equipment, personnel or services for the EVENT
6. The RENTER shall not assign this Agreement, nor permit any use of the SITE other than as is herein specified
7. The RENTER shall not:
•Commit any nuisance on the SITE or do or permit to be done anything which may result in the creation or commission of a nuisance on the SITE
•Allow or participate in any of the following: (1) activities related to the exposure or display for sale of any food, beverage, goods or wares on the SITE unless with the express, written permission of the Norwalk City Clerk; (2) the solicitation at the SITE of any contribution (except entry fees)
•The display of any advertising for commercial purposes on the SITE at any time-except for banners advertising the EVENT sponsors, which banners must be approved in writing by the Director of Recreation and Parks prior to installation at the SITE

8. The RENTER shall provide, at its expense, all reasonably necessary security, cleanup, garbage collection and removal services and shall be responsible for ensuring that the SITE is at all times maintained in a clean, orderly and safe condition. The RENTER is responsible for restoring the SITE and all surrounding areas at the conclusion of the EVENT. Representatives of the CITY shall inspect the SITE prior to the initial setup in order to establish the condition thereof and again, after the EVENT, in order to assess any resulting damage to the City's property. Following the EVENT, the RENTER shall restore (or cause to be restored) the SITE to the condition established at the initial inspection, ordinary wear and tear accepted. If the SITE, any portion thereof, or any surrounding area, is in any way damaged by the actions, omissions, default or negligence of the RENTER, its agents, employees patrons, volunteers, guests, or any person admitted to the SITE by or with the knowledge of the RENTER, the RENTER shall be responsible to pay to the CITY, upon demand, such sums as may be necessary to restore the SITE to its condition immediately prior to RENTER's use. The RENTER agrees to provide a certified bank check made payable to the City of Norwalk in the amount of Fifteen Hundred Dollars ($1,500.00), to insure the satisfactory clean up, restoration, and/or repair of the SITE and surrounding areas following the completion of the EVENT. A check will be promptly returned by the CITY following inspection of the SITE and approval of its condition. [6]

9. The RENTER hereby assumes full responsibility for the character, acts and conduct of any and all persons admitted to the SITE by or with the consent of the RENTER or its employees, volunteers, agents, or any person acting for and on behalf of the RENTER. The RENTER agrees to have on SITE at all time, sufficient security to maintain order and protect all persons and property. If the expected attendance is to be 200 or more at any event, including weddings (200 is the maximum permitted at the Mansion) separate arrangements for security must be made with the Norwalk Police Department. All expenses related to such officer has to be paid directly to Norwalk Police Department – 203-854- 3023. The RENTER is responsible for taking any and all reasonable precautions necessary to ensure the safety of all persons coming into the SITE during its period of contracted use. The RENTER shall promptly notify the on-site staff member or the Director of the Recreation and Parks Department Office in writing (an email) of any physical defects impacting the safety of the SITE of which it is aware or should become aware of prior to or during its use. The RENTER is responsible for any damage to City property as a direct or indirect result of or in connection with the EVENT; and shall be responsible for making restitution to the City for any and all such damages based on the reasonable cost of restoration as determined by the City. Such restitution shall be due within thirty days following demand and may be deducted from the Security Deposit without the prior consent or permission of the RENTER.
10. The RENTER shall indemnify, defend, and save harmless the CITY OF NORWALK, and all of its officers, agents, and employees, from any and all
suits, actions, claims, demands, financial losses and liabilities (including reasonable attorney's fees), of any character, name or description arising out
of the RENTER's use of the SITE; or on account of any act or omission, neglect, default or misconduct of the RENTER, its agents, officers, employees,
volunteers, guests, invitees or any other person on the SITE with RENTER's permission or authorization. The provisions of this paragraph shall not be limited by the insurance coverage provided hereunder, shall be separate and independent of any other condition or requirement stated herein,
and shall survive the termination or expiration of this Agreement.
11. The RENTER shall release and hold harmless the CITY from any and all liability, damages of any nature and claims that may arise directly or indirectly in connection with or as a result of the EVENT, regardless of whether caused by vendors or any individuals and/or entities participating in the EVENT or anyone directly or indirectly employed by or acting as an agent, volunteer or employee, on behalf of any of them or by anyone for whose actions or omission any of such actors, including RENTER, are or may be liable. RENTER is solely responsible for the conduct of the EVENT and for all actions undertaken by participants of the EVENT, and agrees not to look to the CITY in terms of any claim or liability arising out of the conduct of the EVENT except to the extent of any negligence or willful misconduct of any CITY employee. The City is not responsible for damage to or loss of RENTER's property or that of RENTER's licensees, invitees, agents and guests.
12. The RENTER may bring only the following in or onto the SITE:
_____
_____
_____

Unless listed above, no furniture, machinery or equipment may be brought onto the SITE without the prior written approval of the City of Norwalk, acting by its Director of Recreation and Parks Department.
13. Insurance Coverage: The RENTER shall maintain, at its own cost, insurance coverage applicable to its use of the SITE as stated herein. Such coverage shall be maintained in effect throughout the term of RENTER's use of the SITE until such time as the CITY indicates IN WRITING that RENTER has fulfilled its responsibilities hereunder. A Certificate of Insurance must be presented by the RENTER evidencing the coverage set out in the attached Insurance Rider. Insurance may be purchased through Recreation and Parks for the event.
14. If Alcoholic Beverages are being Served or Sold:
If alcoholic beverages will be SOLD at the EVENT, then the RENTER must:
•Contact the State Department of Consumer Protection Liquor Control Division and apply for a temporary permit. A copy of such permit must be provided to the City no later than two weeks prior to the date of the EVENT
•RENTER must provide Liquor Liability Insurance with minimum coverage of One Million Dollars and such Policy should name the City of Norwalk as an additional insured

If alcoholic beverages will be SERVED at the EVENT, then the RENTER must:
•Provide evidence of applicable Host Liquor Liability Insurance coverage in accordance with the requirements set out in the

Insurance Rider attached
•The Certificate of Insurance must indicate and the coverage must provide that the applicable insurance policies are written on a per occurrence basis and have been endorsed to name the City of Norwalk as an additional insured party. Such certificates must be presented with this Application and shall indicate that all coverage remain valid until the expiration of the RENTER's responsibilities hereunder

The City of Norwalk hereby issues the permit referenced above with the understanding that the RENTER has agreed to abide by and fulfill the conditions set forth herein and in the documents attached, which documents are incorporated into this Permit by reference.
15. The City may revoke this permit and any or all privileges hereby granted at any time if the RENTER fails to abide by the terms and requirements of
this permit or breaches any obligation or responsibility hereunder or if the CITY makes a determination that revoking this permit would be in its best interests. Effective upon revocation. [7]

16. Miscellaneous: No amendment of the Agreement shall be effective unless agreed to in writing by both parties. In the event that any provision of
this Agreement shall be held invalid or unenforceable, such provision shall be severed and the remainder of the Agreement shall continue in full force and effect, The Agreement, constitutes the entire Agreement between the parties and supersedes all prior written or oral understandings, bids,
offers, negotiations, or communications of every kind.
The undersigned hereby represents the following:
I hereby represent for myself and/ or the entity on behalf of which I am acting in connection with this permit that I have read, understood and agree to abide by the terms and conditions set forth above as a condition of being issued this permit.
If, as the undersigned, I am not acting as an individual but am acting on behalf of a corporation, LLC, partnership or other legal entity, I represent that I have been granted all necessary authority to execute this permit; to act on behalf of and bind the entity listed as the RENTER; and that I have complied with all applicable requirements necessary to bind such entity under the terms of this permit.
I hereby affirm my authority to act on behalf of and bind the RENTER to the terms set forth herein
SCHEDULE "B"
INSURANCE RIDER
The RENTER shall provide and maintain insurance coverage 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 RENTER's policies.
ALL POLICIES SHALL INCLUDE A WAIVER OF SUBROGATION
Minimum Scope and Limits of Insurance:
Commercial General Liability: Commercial General Liability insurance providing for a total limit of One Million Dollars ($1,000,000.00) 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 ($2,000,000.00).
Liquor Liability: Whenever liquor will be served at an EVENT or on the SITE, RENTER shall carry a policy providing a minimum of one million dollars coverage for damages arising out of bodily injury and property damage imposed on the Renter as a result or by reason of the selling, serving or furnishing of any alcoholic beverage. Host Liquor Liability should be purchased with a minimum of one million dollars coverage for organizations not in
the business of manufacturing, distributing, selling or furnishing alcoholic beverages.
Acceptability of Insurers: The RENTER'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 otherwise acceptable to the City. Additionally, all carriers are subject to approval by the City of Norwalk and/or the Norwalk Board of Education, as appropriate.
Aggregate Limits: Any aggregate limits must be declared to and be approved by the City. It is agreed that the RENTER 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 RENTER agrees to reinstate or purchase additional limits to meet the minimum limit requirements stated herein. Any premium for such shall be paid by the RENTER.

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 RENTER 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 or cancelled 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 RENTER 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 RENTER 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 RENTER's services.

Waiver of Governmental Immunity: Unless requested otherwise by the City, the RENTER 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 Project shall include the City as an Additional Insured with respect to the RENTER's activities to be performed under this Agreement. Coverage shall be primary and noncontributory with any other insurance and self-insurance.

Certificate of Insurance: As evidence of the insurance coverage required by this Agreement, the RENTER shall furnish Certificate(s) of Insurance to the City Clerk's Office prior to the RENTER's EVENT. The Certificate(s) will specify all parties who are endorsed on the policy as Additional Insured (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 of Norwalk Corporation Counsel, 125 East Avenue, Room 237, and 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.

Signature

Deposit

EVENT	RESOURCE	DEPOSIT FEE	CHARGE	TAX	AMOUNT PAID	REFUNDS	BALANCE
Steps for a Cure: Connecticut	Calf Pasture Beach	Security Deposit	$1,000.00	$0.00	$0.00	$0.00	$1,000.00

Payment Schedules

Original Balance: $1,790.00 Current Balance: $1,790.00

DUE DATE	AMOUNT DUE	AMOUNT PAID	WITHDRAWAL ADJUSTMENT	BALANCE
Jul 6, 2026	$1,000.00	$0.00	$0.00	$1,000.00
Oct 17, 2026	$790.00	$0.00	$0.00	$790.00

X:

Date:

X:

Date:

City of Norwalk Online
Mailing Address: 125 East Ave., Room 225, Norwalk, CT 06851
Phone Number: (203) 854-7806
Email Address: recreation@norwalkct.gov

Ryan Downey
Customer ID: 16137
Home Phone Number: (203) 646-7590
Email Address: ryan@projectpurple.org

Permit

I ♥ NORWALK
DEPARTMENT OF RECREATION & PARKS

City of Norwalk Online
125 East Ave.
Room 225
Norwalk, CT 06851

PHONE:(203) 854-7806
EMAIL:recreation@norwalkct.gov

Permit # R3958

Status Tentative
Date of Issue Jun 4, 2026 2:57 PM
Expiration Date Jul 4, 2026

Customer Name	Amy Hodgins - 13842	**Home Phone Number**	(203) 247-0037
Customer Type	General Public	**Cell Phone Number**	(203) 247-0037
Mailing Address	300 Highland Avenue Norwalk, CT 06855	**Email Address**	bmhsbandnorwalk@gmail.com
System User	Internet User		

Rental Fee	$0.00
Discounts	$0.00
Subtotal	$0.00
Deposits	$0.00
Deposit Discounts	$0.00
Total Permit Fee	$0.00
Total Payment	$0.00
Refunds	$0.00
Balance	$0.00

Celebration of Sound

1 resource(s) **1** booking(s) **Subtotal: $0.00**

Booking Summary

McMahon High School - Casagrande Field (Field Rental) — **Center: Brien McMahon High School**

START DATE/TIME	END DATE/TIME	ATTENDEE	AMT W/O TAX
Sat, Sep 19, 2026 9:00 AM	Sat, Sep 19, 2026 11:00 PM	2000	$0.00

Custom Questions

QUESTION	ANSWER
*Will you require lights? (Fields only)	Yes
Are you a Non-Profit or 501C3?	Yes
Field Requested- Type in your selected facility/field.	Casagrande Field/BMHS Athletic Complex
Is there a 2nd date in mind or a rain date or location?	No
What is the setup time?	9am
What will you be bringing onto the site? (No helium balloons, confetti or drones allowed on City property)	Food, drinks, and spirit wear to be sold during event.

X:

Date:

City of Norwalk Online
Mailing Address: 125 East Ave., Room 225, Norwalk, CT 06851
Phone Number: (203) 854-7806
Email Address: recreation@norwalkct.gov

X:

Date:

Amy Hodgins
Customer ID: 13842
Home Phone Number: (203) 247-0037
Cell Phone Number: (203) 247-0037
Email Address: bmhsbandnorwalk@gmail.com

Permit

I ♥ NORWALK
DEPARTMENT OF RECREATION & PARKS

City of Norwalk Online
125 East Ave.
Room 225
Norwalk, CT 06851

PHONE:(203) 854-7806
EMAIL:recreation@norwalkct.gov

Permit # R4069
Status Tentative
Date of Issue Jul 2, 2026 2:38 PM
Expiration Date Aug 1, 2026

Customer Name	Mellodye Green-Ragin - 7887	**Work Phone Number**	(203) 956-6007
Customer Type	General Public	**Home Phone Number**	(203) 667-4218
Mailing Address	14 Platt St. Unit 4 Norwalk, CT 06855	**Cell Phone Number**	(203) 667-4218
		Email Address	info@sonotainment.com
System User	Internet User		

Rental Fee	$570.00
Discounts	$0.00
Subtotal	$570.00
Deposits	$1,000.00
Deposit Discounts	$0.00
Total Permit Fee	$1,570.00
Total Payment	$0.00
Refunds	$0.00
Balance	$1,570.00

Black Heritage Parade Celebration

1 resource(s) **1** booking(s) **Subtotal: $1,570.00**

Event Notes:
-$1000 site deposit added
-Per Special Event permit, 200 attendees expected. Park usage fee of $570.00 applied for groups of 100-249
-Permit pending 7/8 RPCA approval and 7/14 City Council approvals. Please do not advertise until these approvals are completed.

Booking Summary

Washington St. Plaza (Event)			Center: Washington St. Plaza
START DATE/TIME	END DATE/TIME	ATTENDEE	AMT W/O TAX
Sat, Sep 26, 2026 9:00 AM	Sat, Sep 26, 2026 6:00 PM	200	$0.00
Resource level fees			$1,570.00

Custom Questions

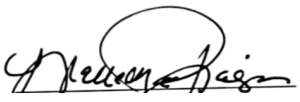
QUESTION	ANSWER
*Will you require lights? (Fields only)	No
Are you a Non-Profit or 501C3?	Yes
Are you requesting a tent? Any tent 10x10 or larger needs approval and permit from Code Enforcement Dept.	No
Are you using a food truck?	Yes
Are you using the pavilion? (Cranbury, Calf Pasture & Fodor Farm sites only)	No

Do you plan on serving alcohol at your event? (No glass or glass bottles allowed at City parks)	Yes
If so, how many (Up to 2 allowed. Food Trucks not allowed at beach)	2
Is there a 2nd date in mind or a rain date or location?	N/A
Number of people attending? (For the groups at the Cranbury Pavilion I, groups of over 70 are required to rent a portajohn)	100
What is the setup time?	9am Setup/11-12pm Parade/Post-parade celebration 12-6pr /Teardown 6-9pm.
What type of event?	Post Parade Celebration
What will you be bringing onto the site? (No helium balloons, confetti or drones allowed on City property)	Vendor Market and Performance float
Will the group be going into the water? (Beach permits only)	No
Will the public be invited to the event?	Yes
Will there be music? No amplified music at the beach.	Yes
Will you be bringing a grill? (Not allowed on grass, propane only)	No
Will you be having portable restrooms?	Yes
Will you be selling food, beverages, goods or wares?	Yes
Will you be using any inflatables? (Bounce houses, climb on and slides strictly prohibited)	No
Will you be using display advertising?	Yes
Will you be using temporary electrical resources?	Yes
Will you have a catering tent? (Gallaher Mansion site only)	No
Will you have over 200 guests- if so police officer will be required.	Yes
Will you need the Showmobile? (Calf Pasture only)	No
Will you solicit contributions at your event?	Yes

Waivers and Information

WAIVER NAME	DUE DATE	FOR	SIGNING STATUS
Facility- Facility Rental Event Application Form	Sep 26, 2026	Mellodye Green-Ragin	Waiver Signed by: Mellodye Green-Ragin on Jul 2, 2026

City of Norwalk Recreation & Parks Department Facility Rental Event Application Form
This Contract is further subject to the following covenants and agreements:
1.Renter is responsible to ensure that no accumulation of debris or waste or unsafe or hazardous condition is allowed on the premises; that the premises are at all times kept in a safe and clean condition; and that no damage to or destruction of property or the premises itself and its surrounding grounds, roadways and driveways occurs.
2.Dogs are strictly prohibited at all beaches, school grounds and parks except Taylor Farm and parts of Cranbury Park. This rule applies to all beaches at all times. Violation of this rule will result in issuance of a $100 fine.
3.The City of Norwalk is not responsible for damage to or loss of Renter's property or that of Renter's licensees, invitees, agents and guests. Renter assumes all risks of damage and loss of its personal property. 4.The Renter may bring the following in or onto the Premises: *Any tent (structure) 10 X 10 Feet or larger, including but not limited to; additional electrical lighting equipment, which requires a separate permit from the Code Enforcement Department. It is the Renter's responsibility to obtain this permit from Code Enforcement, Room 121 at Norwalk City Hall *Dunking tanks and other forms of entertainment rentals must be preapproved prior to presenting to the Recreation & Parks subcommittee meeting. At no time will bounce houses be allowed on any city owned properties. Use of such rentals without approval may jeopardize future rental for the person/persons. Any and all rentals, machines, novelties will require a separate Insurance Certificate, which must be obtained prior to the event *No other furniture, structures; machinery or other equipment shall be brought in or onto the premises without the prior written approval of the City of Norwalk, by the Director of Recreation and Parks *Open fires are strictly prohibited from all our indoor facilities, tented areas, under pavilions, or on the Great Lawn in Cranbury Park. Items include candles, sparklers, tiki torches, fire pits, etc. Open wood burning grills are prohibited from being used at any City owned property, unless a separate permit is obtained from the Fire Marshall. Propane grills are allowed however they may not exceed 60” in length*Recreation & Parks strictly prohibits the use of personal or commercial drones at any of the City of Norwalk's properties where private events are taking place. If such usage is reported, appropriate action will be taken immediately and violators will risk disqualification from all future rentals 5.HOLD HARMLESS: Additionally, Renter agrees to indemnify, defend and save harmless the City of Norwalk, it's employees, agents and officials, from and against any and all claims, demands, suits proceedings, liabilities, judgments, financial losses, costs or damages, including attorneys' fees and court costs, on account of bodily injury or death, damage or destruction to property or other financial losses, costs and expenses, of any nature and to any extent which may arise out of or be related in any way to the actions or omissions of the Renter, his or her employees, agents, servants, guests, invitees, or licensees, in connection with Renter's use of the Premises hereunder whether arising directly or indirectly there from. The provisions of this section shall survive the expiration or early termination of this Agreement and shall not be limited in any way by reason of any insurance coverage.
6.Renter hereby releases the City of Norwalk, its agents, officers and employees from and against any and all claims it may have at any time arising out of the condition of the Premises or any fixtures or installations thereon7.ALL POLICIES OF INSURANCE REQUIRED HEREUNDER IN CONNECTION WITH THE ACTIVITIES CONTEMPLATED HEREIN SHOULD INCLUDE A WAIVER OF SUBROGATION 8.The renter is entitled to use only the Premises described herein, including parking areas, and designated means of ingress to and egress from the Premises on such date and during such hours as stated on application. If additional time is used beyond the contracted hours, the renter will be responsible for any and all costs incurred and will be subtracted from the security deposit 9.The City of Norwalk reserves the right to cancel the Event for public health or safety reasons as determined by the City of Norwalk in its sole discretion. The City of Norwalk shall not be liable for damages arising from the cancellation of the Event.10.CANCELLATION POLICY: If an event is cancelled by the Renter less than ninety (90) days prior to the confirmed date, there will be no refund of monies paid. If an event is cancelled more than ninety (90) days prior to the confirmed date, then any money paid to date will be refunded, less the non-refundable deposit- which will be retained by the City. However, if the scheduled date is thereafter booked by another event, then the deposit may, at the discretion of the City, be refunded The total fee for your use of the Premises are based upon rates pre-determined by the Recreation and Parks Committee. Facility application must be presented with a $100 non-refundable deposit to confirm the date. Fees are payable by checks made out to Norwalk Recreation and Parks Department (please include phone number and driver's license number on check for processing purposes) or credit/debit card (NO American Express) Deposit is required at time of reservation to hold the date; the insurance, security deposit and balance of facility rental are due 45 days prior to the event date
MAIL TO: NORWALK RECREATION AND PARKS DEPARTMENT NORWALK CITY HALL ATTN: REBECCA KOVACS125 EAST AVENUE NORWALK, CT 06851 PHONE: 203-854-7806 FAX: 203-854-7869



Facility - Rental Agreement | Sep 26, 2026 | Mellodye Green-Ragin | Waiver Signed by: Mellodye Green-Ragin on Jul 2, 2026

A REFUNDABLE SECURITY DEPOSIT IS REQUIRED TO COVER DAMAGE CREATED BY THE RENTER, THEIR GUESTS OR THEIR CONTRACTORS. THE SECURITY DEPOSIT IS DUE (30) DAYS IN ADVANCE OF THE EVENT DATE. IF THE FACILITY IS NOT LEFT IN PROPER ORDER, NORWALK RESERVES THE RIGHT TO HOLD THE ENTIRE DEPOSIT UNTIL ADJUSTMENTS ARE MADE TO CORRECT ANY DAMAGE. THE SECURITY DEPOSIT LESS ANY DEDUCTIONS FOR DAMAGES IS REFUNABLE AFTER THE EVENT.

Separate arrangements for a police / security officer MUST be made with the Norwalk Police Department if attendance is expected to be 200 people or more for all events including weddings.

RENTAL AGREEMENT
TERMS AND REQUIREMENTS
1.In consideration of RENTER agreeing to pay the user fee of, and having agreed to the terms and conditions set forth herein, the CITY hereby grants permission to the RENTER to utilize, (hereinafter the SITE) for the purpose of holding the EVENT described on the attached application, (hereinafter the EVENT) in compliance with all requirements, rules and regulations of the CITY.

2.The RENTER is permitted to use the SITE solely for purposes of the EVENT on the date(s) and time(s) set out on the application page. Such use must conform to all requirements of this agreement.
3.The RENTER agrees to pay in full all charges due under this Agreement 45 days prior to the date of the EVENT, in accordance with the payment schedule set forth herein.
4. This shall include on-site parking on the day of the EVENT for guests of the RENTER. The RENTER shall furnish sufficient personnel to manage the parking areas throughout the EVENT; shall adhere to and enforce all traffic and parking requirements of the CITY; and shall be fully responsible for the safety of all vehicles, their operators and passengers traveling along or parking on the Norwalk City Property in connection with the EVENT
5. The RENTER will provide, at its own expense, all equipment, staff and services necessary for its EVENT. The CITY has no responsibility for providing any equipment, personnel or services for the EVENT
6. The RENTER shall not assign this Agreement, nor permit any use of the SITE other than as is herein specified
7. The RENTER shall not:
•Commit any nuisance on the SITE or do or permit to be done anything which may result in the creation or commission of a nuisance on the SITE
•Allow or participate in any of the following: (1) activities related to the exposure or display for sale of any food, beverage, goods or wares on the SITE unless with the express, written permission of the Norwalk City Clerk; (2) the solicitation at the SITE of any contribution (except entry fees)
•The display of any advertising for commercial purposes on the SITE at any time-except for banners advertising the EVENT sponsors, which banners must be approved in writing by the Director of Recreation and Parks prior to installation at the SITE

8. The RENTER shall provide, at its expense, all reasonably necessary security, cleanup, garbage collection and removal services and shall be responsible for ensuring that the SITE is at all times maintained in a clean, orderly and safe condition. The RENTER is responsible for restoring the SITE and all surrounding areas at the conclusion of the EVENT. Representatives of the CITY shall inspect the SITE prior to the initial setup in order to establish the condition thereof and again, after the EVENT, in order to assess any resulting damage to the City's property. Following the EVENT, the RENTER shall restore (or cause to be restored) the SITE to the condition established at the initial inspection, ordinary wear and tear accepted. If the SITE, any portion thereof, or any surrounding area, is in any way damaged by the actions, omissions, default or negligence of the RENTER, its agents, employees patrons, volunteers, guests, or any person admitted to the SITE by or with the knowledge of the RENTER, the RENTER shall be responsible to pay to the CITY, upon demand, such sums as may be necessary to restore the SITE to its condition immediately prior to RENTER's use. The RENTER agrees to provide a certified bank check made payable to the City of Norwalk in the amount of Fifteen Hundred Dollars ($1,500.00), to insure the satisfactory clean up, restoration, and/or repair of the SITE and surrounding areas following the completion of the EVENT. A check will be promptly returned by the CITY following inspection of the SITE and approval of its condition. [6]

9. The RENTER hereby assumes full responsibility for the character, acts and conduct of any and all persons admitted to the SITE by or with the consent of the RENTER or its employees, volunteers, agents, or any person acting for and on behalf of the RENTER. The RENTER agrees to have on SITE at all time, sufficient security to maintain order and protect all persons and property. If the expected attendance is to be 200 or more at any event, including weddings (200 is the maximum permitted at the Mansion) separate arrangements for security must be made with the Norwalk Police Department. All expenses related to such officer has to be paid directly to Norwalk Police Department – 203-854- 3023. The RENTER is responsible for taking any and all reasonable precautions necessary to ensure the safety of all persons coming into the SITE during its period of contracted use. The RENTER shall promptly notify the on-site staff member or the Director of the Recreation and Parks Department Office in writing (an email) of any physical defects impacting the safety of the SITE of which it is aware or should become aware of prior to or during its use. The RENTER is responsible for any damage to City property as a direct or indirect result of or in connection with the EVENT; and shall be responsible for making restitution to the City for any and all such damages based on the reasonable cost of restoration as determined by the City. Such restitution shall be due within thirty days following demand and may be deducted from the Security Deposit without the prior consent or permission of the RENTER.
10. The RENTER shall indemnify, defend, and save harmless the CITY OF NORWALK, and all of its officers, agents, and employees, from any and all
suits, actions, claims, demands, financial losses and liabilities (including reasonable attorney's fees), of any character, name or description arising out
of the RENTER's use of the SITE; or on account of any act or omission, neglect, default or misconduct of the RENTER, its agents, officers, employees,
volunteers, guests, invitees or any other person on the SITE with RENTER's permission or authorization. The provisions of this paragraph shall not be limited by the insurance coverage provided hereunder, shall be separate and independent of any other condition or requirement stated herein,
and shall survive the termination or expiration of this Agreement.
11. The RENTER shall release and hold harmless the CITY from any and all liability, damages of any nature and claims that may arise directly or indirectly in connection with or as a result of the EVENT, regardless of whether caused by vendors or any individuals and/or entities participating in the EVENT or anyone directly or indirectly employed by or acting as an agent, volunteer or employee, on behalf of any of them or by anyone for whose actions or omission any of such actors, including RENTER, are or may be liable. RENTER is solely responsible for the conduct of the EVENT and for all actions undertaken by participants of the EVENT, and agrees not to look to the CITY in terms of any claim or liability arising out of the conduct of the EVENT except to the extent of any negligence or willful misconduct of any CITY employee. The City is not responsible for damage to or loss of RENTER's property or that of RENTER's licensees, invitees, agents and guests.
12. The RENTER may bring only the following in or onto the SITE:
_____
_____
_____

Unless listed above, no furniture, machinery or equipment may be brought onto the SITE without the prior written approval of the City of Norwalk, acting by its Director of Recreation and Parks Department.
13. Insurance Coverage: The RENTER shall maintain, at its own cost, insurance coverage applicable to its use of the SITE as stated herein. Such coverage shall be maintained in effect throughout the term of RENTER's use of the SITE until such time as the CITY indicates IN WRITING that RENTER has fulfilled its responsibilities hereunder. A Certificate of Insurance must be presented by the RENTER evidencing the coverage set out in the attached Insurance Rider. Insurance may be purchased through Recreation and Parks for the event.
14. If Alcoholic Beverages are being Served or Sold:
If alcoholic beverages will be SOLD at the EVENT, then the RENTER must:
•Contact the State Department of Consumer Protection Liquor Control Division and apply for a temporary permit. A copy of such permit must be provided to the City no later than two weeks prior to the date of the EVENT
•RENTER must provide Liquor Liability Insurance with minimum coverage of One Million Dollars and such Policy should name the City of Norwalk as an additional insured

If alcoholic beverages will be SERVED at the EVENT, then the RENTER must:
•Provide evidence of applicable Host Liquor Liability Insurance coverage in accordance with the requirements set out in the

Insurance Rider attached
•The Certificate of Insurance must indicate and the coverage must provide that the applicable insurance policies are written on a per occurrence basis and have been endorsed to name the City of Norwalk as an additional insured party. Such certificates must be presented with this Application and shall indicate that all coverage remain valid until the expiration of the RENTER's responsibilities hereunder

The City of Norwalk hereby issues the permit referenced above with the understanding that the RENTER has agreed to abide by and fulfill the conditions set forth herein and in the documents attached, which documents are incorporated into this Permit by reference.
15. The City may revoke this permit and any or all privileges hereby granted at any time if the RENTER fails to abide by the terms and requirements of this permit or breaches any obligation or responsibility hereunder or if the CITY makes a determination that revoking this permit would be in its best interests. Effective upon revocation. [7]

16. Miscellaneous: No amendment of the Agreement shall be effective unless agreed to in writing by both parties. In the event that any provision of this Agreement shall be held invalid or unenforceable, such provision shall be severed and the remainder of the Agreement shall continue in full force and effect, The Agreement, constitutes the entire Agreement between the parties and supersedes all prior written or oral understandings, bids, offers, negotiations, or communications of every kind.
The undersigned hereby represents the following:
I hereby represent for myself and/ or the entity on behalf of which I am acting in connection with this permit that I have read, understood and agree to abide by the terms and conditions set forth above as a condition of being issued this permit.
If, as the undersigned, I am not acting as an individual but am acting on behalf of a corporation, LLC, partnership or other legal entity, I represent that I have been granted all necessary authority to execute this permit; to act on behalf of and bind the entity listed as the RENTER; and that I have complied with all applicable requirements necessary to bind such entity under the terms of this permit.
I hereby affirm my authority to act on behalf of and bind the RENTER to the terms set forth herein
SCHEDULE "B"
INSURANCE RIDER
The RENTER shall provide and maintain insurance coverage 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 RENTER's policies.
ALL POLICIES SHALL INCLUDE A WAIVER OF SUBROGATION
Minimum Scope and Limits of Insurance:
Commercial General Liability: Commercial General Liability insurance providing for a total limit of One Million Dollars ($1,000,000.00) 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 ($2,000,000.00).
Liquor Liability: Whenever liquor will be served at an EVENT or on the SITE, RENTER shall carry a policy providing a minimum of one million dollars coverage for damages arising out of bodily injury and property damage imposed on the Renter as a result or by reason of the selling, serving or furnishing of any alcoholic beverage. Host Liquor Liability should be purchased with a minimum of one million dollars coverage for organizations not in the business of manufacturing, distributing, selling or furnishing alcoholic beverages.
Acceptability of Insurers: The RENTER'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 otherwise acceptable to the City. Additionally, all carriers are subject to approval by the City of Norwalk and/or the Norwalk Board of Education, as appropriate.
Aggregate Limits: Any aggregate limits must be declared to and be approved by the City. It is agreed that the RENTER 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 RENTER agrees to reinstate or purchase additional limits to meet the minimum limit requirements stated herein. Any premium for such shall be paid by the RENTER.

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 RENTER 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 or cancelled 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 RENTER 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 RENTER 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 RENTER's services.

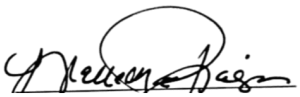
Waiver of Governmental Immunity: Unless requested otherwise by the City, the RENTER and its insurer shall waive governmental immunity as defense and shall not use the defense of governmental immunity in the adjustment of claims or in the defense of any suit brought against the City.

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

Certificate of Insurance: As evidence of the insurance coverage required by this Agreement, the RENTER shall furnish Certificate(s) of Insurance to the City Clerk's Office prior to the RENTER's EVENT. The Certificate(s) will specify all parties who are endorsed on the policy as Additional Insured (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 of Norwalk Corporation Counsel, 125 East Avenue, Room 237, and 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.

Signature 

Deposit

EVENT	RESOURCE	DEPOSIT FEE	CHARGE	TAX	AMOUNT PAID	REFUNDS	BALANCE
Black Heritage Parade Celebration	Washington St. Plaza	Security Deposit	$1,000.00	$0.00	$0.00	$0.00	$1,000.00

Payment Schedules

Original Balance: $1,570.00 Current Balance: $1,570.00

DUE DATE	AMOUNT DUE	AMOUNT PAID	WITHDRAWAL ADJUSTMENT	BALANCE
Sep 26, 2026	$1,570.00	$0.00	$0.00	$1,570.00

X: _____

Date: _____

X: _____

Date: _____

City of Norwalk Online
Mailing Address: 125 East Ave., Room 225, Norwalk, CT 06851
Phone Number: (203) 854-7806
Email Address: recreation@norwalkct.gov

Mellodye Green-Ragin
Customer ID: 7887
Work Phone Number: (203) 956-6007
Home Phone Number: (203) 667-4218
Cell Phone Number: (203) 667-4218
Email Address: info@sonotainment.com

Permit

I ♥ NORWALK
DEPARTMENT OF RECREATION & PARKS

City of Norwalk Online
125 East Ave.
Room 225
Norwalk, CT 06851

PHONE:(203) 854-7806
EMAIL:recreation@norwalkct.gov

Permit # R3996
Status Tentative
Date of Issue Jun 12, 2026 7:42 PM
Expiration Date Jul 12, 2026

Customer Name	Katherine Snedaker - 1103	**Home Phone Number**	(203) 984-0860
Customer Type	General Public	**Cell Phone Number**	(203) 984-0860
Mailing Address	14 Haviland St Unit B1 Norwalk, CT 06854	**Email Address**	pricesned@gmail.com
System User	Internet User		

Rental Fee	$0.00
Discounts	$0.00
Subtotal	$0.00
Deposits	$0.00
Deposit Discounts	$0.00
Total Permit Fee	$0.00
Total Payment	$0.00
Refunds	$0.00
Balance	$0.00

Norwalk Dogs 4th Birthday Party

1 resource(s) **1** booking(s) **Subtotal: $0.00**

Booking Summary

Taylor Farm (Event) — **Center: Taylor Farm**

START DATE/TIME	END DATE/TIME	ATTENDEE	AMT W/O TAX
Sat, Aug 22, 2026 11:00 AM	Sat, Aug 22, 2026 3:00 PM	50	$0.00

Custom Questions

QUESTION	ANSWER
*Will you require lights? (Fields only)	No
Are you a Non-Profit or 501C3?	Yes
Are you requesting a tent? Any tent 10x10 or larger needs approval and permit from Code Enforcement Dept.	No
Are you using a food truck? Food trucks not allowed at Calf Pasture or Shady Beach	Yes
Are you using the pavilion? (Cranbury, Calf Pasture & Fodor Farm sites only)	No
Do you plan on serving alcohol at your event? (No glass or glass bottles allowed at City parks)	No
If so, how many (Up to 2 allowed. Food trucks not allowed at Calf Pasture or Shady Beach)	less than 2
Is there a 2nd date in mind or a rain date or location?	Rain date Sunday 8/23, 11-2

Number of people attending? (For the groups at the Cranbury Pavilion I, groups of over 70 are required to rent a portajohn)	50
What is the setup time?	10:30
What type of event?	Holiday Social
What will you be bringing onto the site? (No helium balloons, confetti or drones allowed on City property)	A few tables
Will the group be going into the water? (Beach permits only)	No
Will the public be invited to the event?	Yes
Will there be music? No amplified music at the beach.	No
Will you be bringing a grill? (Not allowed on grass, propane only)	No
Will you be having portable restrooms?	No
Will you be selling food, beverages, goods or wares?	No
Will you be using any inflatables? (Bounce houses, climb on and slides strictly prohibited)	No
Will you be using display advertising?	Yes
Will you be using temporary electrical resources?	No
Will you have a catering tent? (Gallaher Mansion site only)	No
Will you have over 200 guests- if so police officer will be required.	No
Will you need the Showmobile? (Calf Pasture only)	No
Will you solicit contributions at your event?	Yes

Waivers and Information

WAIVER NAME	DUE DATE	FOR	SIGNING STATUS
Facility- Facility Rental Event Application Form	Sep 12, 2026	Katherine Snedaker	Waiver Signed by: Katherine Snedaker on Jun 12, 2026

City of Norwalk Recreation & Parks Department Facility Rental Event Application Form
This Contract is further subject to the following covenants and agreements:
1.Renter is responsible to ensure that no accumulation of debris or waste or unsafe or hazardous condition is allowed on the premises; that the premises are at all times kept in a safe and clean condition; and that no damage to or destruction of property or the premises itself and its surrounding grounds, roadways and driveways occurs.
2.Dogs are strictly prohibited at all beaches, school grounds and parks except Taylor Farm and parts of Cranbury Park. This rule applies to all beaches at all times. Violation of this rule will result in issuance of a $100 fine.
3.The City of Norwalk is not responsible for damage to or loss of Renter's property or that of Renter's licensees, invitees, agents and guests. Renter assumes all risks of damage and loss of its personal property. 4.The Renter may bring the following in or onto the Premises: *Any tent (structure) 10 X 10 Feet or larger, including but not limited to; additional electrical lighting equipment, which requires a separate permit from the Code Enforcement Department. It is the Renter's responsibility to obtain this permit from Code Enforcement, Room 121 at Norwalk City Hall *Dunking tanks and other forms of entertainment rentals must be preapproved prior to presenting to the Recreation & Parks subcommittee meeting. At no time will bounce houses be allowed on any city owned properties. Use of such rentals without approval may jeopardize future rental for the person/persons. Any and all rentals, machines, novelties will require a separate Insurance Certificate, which must be obtained prior to the event *No other furniture, structures; machinery or other equipment shall be brought in or onto the premises without the prior written approval of the City of Norwalk, by the Director of Recreation and Parks *Open fires are strictly prohibited from all our indoor facilities, tented areas, under pavilions, or on the Great Lawn in Cranbury Park. Items include candles, sparklers, tiki torches, fire pits, etc. Open wood burning grills are prohibited from being used at any City owned property, unless a separate permit is obtained from the Fire Marshall. Propane grills are allowed however they may not exceed 60” in length*Recreation & Parks strictly prohibits the use of personal or commercial drones at any of the City of Norwalk's properties where private events are taking place. If such usage is reported, appropriate action will be taken immediately and violators will risk disqualification from all future rentals 5.HOLD HARMLESS: Additionally, Renter agrees to indemnify, defend and save harmless the City of Norwalk, it's employees, agents and officials, from and against any and all claims, demands, suits proceedings, liabilities, judgments, financial losses, costs or damages, including attorneys' fees and court costs, on account of bodily injury or death, damage or destruction to property or other financial losses, costs and expenses, of any nature and to any extent which may arise out of or be related in any way to the actions or omissions of the Renter, his or her employees, agents, servants, guests, invitees, or licensees, in connection with Renter's use of the Premises hereunder whether arising directly or indirectly there from. The provisions of this section shall survive the expiration or early termination of this Agreement and shall not be limited in any way by reason of any insurance coverage.
6.Renter hereby releases the City of Norwalk, its agents, officers and employees from and against any and all claims it may have at any time arising out of the condition of the Premises or any fixtures or installations thereon7.ALL POLICIES OF INSURANCE REQUIRED HEREUNDER IN CONNECTION WITH THE ACTIVITIES CONTEMPLATED HEREIN SHOULD INCLUDE A WAIVER OF SUBROGATION 8.The renter is entitled to use only the Premises described herein, including parking areas, and designated means of ingress to and egress from the Premises on such date and during such hours as stated on application. If additional time is used beyond the contracted hours, the renter will be responsible for any and all costs incurred and will be subtracted from the security deposit 9.The City of Norwalk reserves the right to cancel the Event for public health or safety reasons as determined by the City of Norwalk in its sole discretion. The City of Norwalk shall not be liable for damages arising from the cancellation of the Event.10.CANCELLATION POLICY: If an event is cancelled by the Renter less than ninety (90) days prior to the confirmed date, there will be no refund of monies paid. If an event is cancelled more than ninety (90) days prior to the confirmed date, then any money paid to date will be refunded, less the non-refundable deposit- which will be retained by the City. However, if the scheduled date is thereafter booked by another event, then the deposit may, at the discretion of the City, be refunded The total fee for your use of the Premises are based upon rates pre-determined by the Recreation and Parks Committee. Facility application must be presented with a $100 non-refundable deposit to confirm the date. Fees are payable by checks made out to Norwalk Recreation and Parks Department (please include phone number and driver's license number on check for processing purposes) or credit/debit card (NO American Express) Deposit is required at time of reservation to hold the date; the insurance, security deposit and balance of facility rental are due 45 days prior to the event date
MAIL TO: NORWALK RECREATION AND PARKS DEPARTMENT NORWALK CITY HALL ATTN: REBECCA KOVACS125 EAST AVENUE NORWALK, CT 06851 PHONE: 203-854-7806 FAX: 203-854-7869

Facility - Rental Agreement	Sep 12, 2026	Katherine Snedaker	Waiver Signed by: Katherine Snedaker on Jun 12, 2026

A REFUNDABLE SECURITY DEPOSIT IS REQUIRED TO COVER DAMAGE CREATED BY THE RENTER, THEIR GUESTS OR THEIR CONTRACTORS. THE SECURITY DEPOSIT IS DUE (30) DAYS IN ADVANCE OF THE EVENT DATE. IF THE FACILITY IS NOT LEFT IN PROPER ORDER, NORWALK RESERVES THE RIGHT TO HOLD THE ENTIRE DEPOSIT UNTIL ADJUSTMENTS ARE MADE TO CORRECT ANY DAMAGE. THE SECURITY DEPOSIT LESS ANY DEDUCTIONS FOR DAMAGES IS REFUNABLE AFTER THE EVENT.

Separate arrangements for a police / security officer MUST be made with the Norwalk Police Department if attendance is expected to be 200 people or more for all events including weddings.

RENTAL AGREEMENT
TERMS AND REQUIREMENTS
1.In consideration of RENTER agreeing to pay the user fee of, and having agreed to the terms and conditions set forth herein, the CITY hereby grants permission to the RENTER to utilize, (hereinafter the SITE) for the purpose of holding the EVENT described on the attached application, (hereinafter the EVENT) in compliance with all requirements, rules and regulations of the CITY.

2.The RENTER is permitted to use the SITE solely for purposes of the EVENT on the date(s) and time(s) set out on the application page. Such use must conform to all requirements of this agreement.
3.The RENTER agrees to pay in full all charges due under this Agreement 45 days prior to the date of the EVENT, in accordance with the payment schedule set forth herein.
4. This shall include on-site parking on the day of the EVENT for guests of the RENTER. The RENTER shall furnish sufficient personnel to manage the parking areas throughout the EVENT; shall adhere to and enforce all traffic and parking requirements of the CITY; and shall be fully responsible for the safety of all vehicles, their operators and passengers traveling along or parking on the Norwalk City Property in connection with the EVENT
5. The RENTER will provide, at its own expense, all equipment, staff and services necessary for its EVENT. The CITY has no responsibility for providing any equipment, personnel or services for the EVENT
6. The RENTER shall not assign this Agreement, nor permit any use of the SITE other than as is herein specified
7. The RENTER shall not:
•Commit any nuisance on the SITE or do or permit to be done anything which may result in the creation or commission of a nuisance on the SITE
•Allow or participate in any of the following: (1) activities related to the exposure or display for sale of any food, beverage, goods or wares on the SITE unless with the express, written permission of the Norwalk City Clerk; (2) the solicitation at the SITE of any contribution (except entry fees)
•The display of any advertising for commercial purposes on the SITE at any time-except for banners advertising the EVENT sponsors, which banners must be approved in writing by the Director of Recreation and Parks prior to installation at the SITE

8. The RENTER shall provide, at its expense, all reasonably necessary security, cleanup, garbage collection and removal services and shall be responsible for ensuring that the SITE is at all times maintained in a clean, orderly and safe condition. The RENTER is responsible for restoring the SITE and all surrounding areas at the conclusion of the EVENT. Representatives of the CITY shall inspect the SITE prior to the initial setup in order to establish the condition thereof and again, after the EVENT, in order to assess any resulting damage to the City's property. Following the EVENT, the RENTER shall restore (or cause to be restored) the SITE to the condition established at the initial inspection, ordinary wear and tear accepted. If the SITE, any portion thereof, or any surrounding area, is in any way damaged by the actions, omissions, default or negligence of the RENTER, its agents, employees patrons, volunteers, guests, or any person admitted to the SITE by or with the knowledge of the RENTER, the RENTER shall be responsible to pay to the CITY, upon demand, such sums as may be necessary to restore the SITE to its condition immediately prior to RENTER's use. The RENTER agrees to provide a certified bank check made payable to the City of Norwalk in the amount of Fifteen Hundred Dollars ($1,500.00), to insure the satisfactory clean up, restoration, and/or repair of the SITE and surrounding areas following the completion of the EVENT. A check will be promptly returned by the CITY following inspection of the SITE and approval of its condition. [6]

9. The RENTER hereby assumes full responsibility for the character, acts and conduct of any and all persons admitted to the SITE by or with the consent of the RENTER or its employees, volunteers, agents, or any person acting for and on behalf of the RENTER. The RENTER agrees to have on SITE at all time, sufficient security to maintain order and protect all persons and property. If the expected attendance is to be 200 or more at any event, including weddings (200 is the maximum permitted at the Mansion) separate arrangements for security must be made with the Norwalk Police Department. All expenses related to such officer has to be paid directly to Norwalk Police Department – 203-854- 3023. The RENTER is responsible for taking any and all reasonable precautions necessary to ensure the safety of all persons coming into the SITE during its period of contracted use. The RENTER shall promptly notify the on-site staff member or the Director of the Recreation and Parks Department Office in writing (an email) of any physical defects impacting the safety of the SITE of which it is aware or should become aware of prior to or during its use. The RENTER is responsible for any damage to City property as a direct or indirect result of or in connection with the EVENT; and shall be responsible for making restitution to the City for any and all such damages based on the reasonable cost of restoration as determined by the City. Such restitution shall be due within thirty days following demand and may be deducted from the Security Deposit without the prior consent or permission of the RENTER.
10. The RENTER shall indemnify, defend, and save harmless the CITY OF NORWALK, and all of its officers, agents, and employees, from any and all
suits, actions, claims, demands, financial losses and liabilities (including reasonable attorney's fees), of any character, name or description arising out
of the RENTER's use of the SITE; or on account of any act or omission, neglect, default or misconduct of the RENTER, its agents, officers, employees,
volunteers, guests, invitees or any other person on the SITE with RENTER's permission or authorization. The provisions of this paragraph shall not be limited by the insurance coverage provided hereunder, shall be separate and independent of any other condition or requirement stated herein,
and shall survive the termination or expiration of this Agreement.
11. The RENTER shall release and hold harmless the CITY from any and all liability, damages of any nature and claims that may arise directly or indirectly in connection with or as a result of the EVENT, regardless of whether caused by vendors or any individuals and/or entities participating in the EVENT or anyone directly or indirectly employed by or acting as an agent, volunteer or employee, on behalf of any of them or by anyone for whose actions or omission any of such actors, including RENTER, are or may be liable. RENTER is solely responsible for the conduct of the EVENT and for all actions undertaken by participants of the EVENT, and agrees not to look to the CITY in terms of any claim or liability arising out of the conduct of the EVENT except to the extent of any negligence or willful misconduct of any CITY employee. The City is not responsible for damage to or loss of RENTER's property or that of RENTER's licensees, invitees, agents and guests.
12. The RENTER may bring only the following in or onto the SITE:
_____
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Unless listed above, no furniture, machinery or equipment may be brought onto the SITE without the prior written approval of the City of Norwalk, acting by its Director of Recreation and Parks Department.
13. Insurance Coverage: The RENTER shall maintain, at its own cost, insurance coverage applicable to its use of the SITE as stated herein. Such coverage shall be maintained in effect throughout the term of RENTER's use of the SITE until such time as the CITY indicates IN WRITING that RENTER has fulfilled its responsibilities hereunder. A Certificate of Insurance must be presented by the RENTER evidencing the coverage set out in the attached Insurance Rider. Insurance may be purchased through Recreation and Parks for the event.
14. If Alcoholic Beverages are being Served or Sold:
If alcoholic beverages will be SOLD at the EVENT, then the RENTER must:
•Contact the State Department of Consumer Protection Liquor Control Division and apply for a temporary permit. A copy of such permit must be provided to the City no later than two weeks prior to the date of the EVENT
•RENTER must provide Liquor Liability Insurance with minimum coverage of One Million Dollars and such Policy should name the City of Norwalk as an additional insured

If alcoholic beverages will be SERVED at the EVENT, then the RENTER must:
•Provide evidence of applicable Host Liquor Liability Insurance coverage in accordance with the requirements set out in the

Insurance Rider attached
•The Certificate of Insurance must indicate and the coverage must provide that the applicable insurance policies are written on a per occurrence basis and have been endorsed to name the City of Norwalk as an additional insured party. Such certificates must be presented with this Application and shall indicate that all coverage remain valid until the expiration of the RENTER's responsibilities hereunder

The City of Norwalk hereby issues the permit referenced above with the understanding that the RENTER has agreed to abide by and fulfill the conditions set forth herein and in the documents attached, which documents are incorporated into this Permit by reference.
15. The City may revoke this permit and any or all privileges hereby granted at any time if the RENTER fails to abide by the terms and requirements of
this permit or breaches any obligation or responsibility hereunder or if the CITY makes a determination that revoking this permit would be in its best interests. Effective upon revocation. [7]

16. Miscellaneous: No amendment of the Agreement shall be effective unless agreed to in writing by both parties. In the event that any provision of
this Agreement shall be held invalid or unenforceable, such provision shall be severed and the remainder of the Agreement shall continue in full force and effect, The Agreement, constitutes the entire Agreement between the parties and supersedes all prior written or oral understandings, bids,
offers, negotiations, or communications of every kind.
The undersigned hereby represents the following:
I hereby represent for myself and/ or the entity on behalf of which I am acting in connection with this permit that I have read, understood and agree to abide by the terms and conditions set forth above as a condition of being issued this permit.
If, as the undersigned, I am not acting as an individual but am acting on behalf of a corporation, LLC, partnership or other legal entity, I represent that I have been granted all necessary authority to execute this permit; to act on behalf of and bind the entity listed as the RENTER; and that I have complied with all applicable requirements necessary to bind such entity under the terms of this permit.
I hereby affirm my authority to act on behalf of and bind the RENTER to the terms set forth herein
SCHEDULE "B"
INSURANCE RIDER
The RENTER shall provide and maintain insurance coverage 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 RENTER's policies.
ALL POLICIES SHALL INCLUDE A WAIVER OF SUBROGATION
Minimum Scope and Limits of Insurance:
Commercial General Liability: Commercial General Liability insurance providing for a total limit of One Million Dollars ($1,000,000.00) 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 ($2,000,000.00).
Liquor Liability: Whenever liquor will be served at an EVENT or on the SITE, RENTER shall carry a policy providing a minimum of one million dollars coverage for damages arising out of bodily injury and property damage imposed on the Renter as a result or by reason of the selling, serving or furnishing of any alcoholic beverage. Host Liquor Liability should be purchased with a minimum of one million dollars coverage for organizations not in
the business of manufacturing, distributing, selling or furnishing alcoholic beverages.
Acceptability of Insurers: The RENTER'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 otherwise acceptable to the City. Additionally, all carriers are subject to approval by the City of Norwalk and/or the Norwalk Board of Education, as appropriate.
Aggregate Limits: Any aggregate limits must be declared to and be approved by the City. It is agreed that the RENTER 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 RENTER agrees to reinstate or purchase additional limits to meet the minimum limit requirements stated herein. Any premium for such shall be paid by the RENTER.

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 RENTER 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 or cancelled 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 RENTER 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 RENTER 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 RENTER's services.

Waiver of Governmental Immunity: Unless requested otherwise by the City, the RENTER 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 Project shall include the City as an Additional Insured with respect to the RENTER's activities to be performed under this Agreement. Coverage shall be primary and noncontributory with any other insurance and self-insurance.

Certificate of Insurance: As evidence of the insurance coverage required by this Agreement, the RENTER shall furnish Certificate(s) of Insurance to the City Clerk's Office prior to the RENTER's EVENT. The Certificate(s) will specify all parties who are endorsed on the policy as Additional Insured (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 of Norwalk Corporation Counsel, 125 East Avenue, Room 237, and 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.

Signature

X: _____

Date: _____

City of Norwalk Online
Mailing Address: 125 East Ave., Room 225, Norwalk, CT 06851
Phone Number: (203) 854-7806
Email Address: recreation@norwalkct.gov

X: _____

Date: _____

Katherine Snedaker
Customer ID: 1103
Home Phone Number: (203) 984-0860
Cell Phone Number: (203) 984-0860
Email Address: pricesned@gmail.com

BIDDER'S INFORMATION AND ACKNOWLEDGMENT FORM

Almstead Tree & Shrub Care., LLC
Bidder's Name

547 Hope Street
Street Address

Stamford	CT	06907
City	State	Zip

Business Telephone:	203-348-4111

Email Address:	gnorman@almstead.com

Gary Norman, Branch Manager
Printed Name and Title of Individual Submitting Bid

The undersigned acknowledges that the terms, conditions and specifications of this bid are understood and unconditionally accepted.

Signature	Date
	7/6/26

Exceptions: Note any vendor(s) responding to this proposal shall indicate any/all exceptions (if any) taken to language in this proposal. Exceptions must be declared below in order to be considered by the City:

No exceptions

1.1 RESPONSE FORM

Vendor Name - Almstead Tree & Shrub Care Co., LLC		
Address - 547 Hope St, Stamford, CT, 06907		
Phone - 203-348-4111	**Fax -**	**Email -** gnorman@almstead.com
Manager - Gary Norman, Branch Manager		**Fed ID#** 13-4031893

The undersigned hereby declares that he has or they have carefully examined the plans, specifications and project site and has satisfied himself as to all the quantities and conditions, and understands that in signing this proposal he waives all right to plead any misunderstanding regarding the same.

The undersigned further understands and agrees that he will furnish and provide all the necessary material, machinery, implements, tools, labor, services, and other items of whatever nature, and to do and perform all the work necessary under the aforesaid conditions, to carry out the contract and to accept in full compensation therefore the amount of the contract as agreed to by the Contractor and the City.

The undersigned further agrees, in case of variations of quantities from those shown or specified, the following unit prices will be used in adjusting the contract price. If quantities are authorized by the City, the following amount will be added to the contract as required. Unless otherwise noted, each UNIT PRICE shall include all equipment, tools, labor, permits, fees, etc., incidental to the installation and completion of the work involved.

It is further understood and agreed that all the information included in, and attached to, or required by the Request for Bid shall become public record upon delivery to the City.

The following unit prices shall apply to this project:

A	**Tree Removal: Cost of tree removal based on the diameter of the tree at the DBH (Diameter at Breast Height).**			
Item	**DBH (Diameter at Breast Height)**	**YEAR 1 COST**	**YEAR 2 COST**	**YEAR 3 COST**
1.	8 – 14”	$400	$400	$400
2.	15 – 18”	$850	$850	$850

A	Tree Removal: Cost of tree removal based on the diameter of the tree at the DBH (Diameter at Breast Height).			
Item	DBH (Diameter at Breast Height)	YEAR 1 COST	YEAR 2 COST	YEAR 3 COST
3.	19 – 23”	$1,380	$1,380	$1,380
4.	24 – 36”	$2,860	$2,860	$2,860
5.	37” – and over	$3,620	$3,620	$3,620

B.	Tree Trimming: Cost of tree trimming based on the diameter of the tree at the DBH (Diameter at Breast Height).			
Item	DBH (Diameter at Breast Height)	YEAR 1 COST	YEAR 2 COST	YEAR 3 COST
1.	13 – 18”	$225	$225	$225
2.	19 – 24”	$425	$425	$425
3.	25 – 36”	$585	$585	$585
4.	37” – and over	$645	$645	$645

C	Emergency Removal and Trimming: Cost at time and material rates.			
Item	**LABOR**	**YEAR 1 HOURLY RATE**	**YEAR 2 HOURLY RATE**	**YEAR 3 HOURLY RATE**
1.	Crew Chief	$120	$120	$120
2.	Trimmer	$110	$110	$110
3.	Grounds person	$100	$100	$100
	EQUIPMENT			
4.	Box Truck	$65	$65	$65
5.	50 – 60’ Aerial Lift w/ Box Truck	$80	$80	$80
6.	75’ and over Aerial Lift w/ Box Truck	$90	$90	$90

PROJECT:	**4047-Tree Removal and Trimming Services**
VENDOR NAME:	Almstead Tree & Shrub Care Co., LLC

D. **All bids must include the Technical Management Proposal as outline in Section 2.7 TECHNICAL MANAGEMENT PROPOSAL.**

PROJECT:	**4047-Tree Removal and Trimming Services**
VENDOR NAME:	

Bid Security in the form of a (check one) is attached.		Bond		Certified Check	
Cost for performance bond <u>included in lump sum</u>	$		per thousand dollars		
Insurance Agency Name -			Tel.-		
Agency Address -					

Submitted by:

Print Name of Authorized Agent of Company	
Signature of Authorized Agent of Company	
Date	

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 #		Dated		Addendum #		Dated	
Addendum #		Dated		Addendum #		Dated	
Addendum #		Dated		Addendum #		Dated	

1.2 STATEMENT OF BIDDERS QUALIFICATIONS

Please answer the following questions regarding your company's past performance. Attach a financial statement or other supportive documentation. Failure to reply to this instruction may be regarded as justification for rejecting a bid.

1.	**Number of years in business:**		
2.	**Number of personnel employed:**	**Part Time**	**Full Time**

3. List projects of this type/size your firm has completed within the last three (3) years:

Project	Date	Contact Person	Phone No.

4. SUBCONTRACTORS: If subcontractors are to be used, please list firm name, address, name of principal, and phone number below or on a separate sheet. Also, indicate the portion or section of work a subcontractor will be performing.

COMPANY NAME	ADDRESS	PRINCIPAL	PHONE	PORTION/SECTION OF WORK

5. ORGANIZATIONAL STRUCTURE OF BIDDER (check which applies)		general partnership
		limited partnership
		limited liability corporation
		limited liability partnership,
		corporation doing business under a trade name
		individual doing business under a trade name
		other (specify)

6. STATUS OF THE BUSINESS AND ITS CURRENT STANDING WITH THE SECRETARY OF STATE'S OFFICE; e.g., are all required filings current and in good standing or has the entity been withdrawn or canceled	Connecticut corporations - Will the Secretary of State be able to issue a Certificate of Good Standing within 30 days of the bid opening?	Yes	No
	Out-of-State corporations - Do you have a valid license to do business in the State of Connecticut? (Evidence in the form of a Certificate of Authority from the Connecticut Secretary of State will be required within 30 days of the bid opening.)	Yes	No

7. CT LICENSE/REGISTRATION NUMBER	

8. Is your local organization an affiliate of a parent company? If so, indicate the principal place of business of your company and the name of the agent for service if different from what has been indicated on the response form:

Business Name					
Address					
City		State		Zip	
Name of Agent					

NOTE: In the case of a Limited Liability Corporation or a Limited Liability Partnership a certified copy of the Articles of Organization certified as valid and in effect as of the date of the bid opening will be required within 30 days of the bid opening.

A listing of the corporate officers, in the case of a corporation; the general or managing partners, in the case of a partnership; or the managers and members in the case of either a limited liability partnership or company will be required within 30 days of the bid opening.

9. The awarded contractor may be required to submit one copy of the following information relative to its company's financial statements prior to contract signing. This information must represent the current circumstance which surrounds the financial position of the bidding organization. Note: This information will be kept confidential if provided in a separate envelop from your bid pricing.

All information should be supported with appropriate audited financials.

a. Book Value (Total Assets (-) Total Liabilities)

b. Working Capital (Current Assets (-) Current Liabilities

c. Current Ratio (Current Assets/Current Liabilities)

d. Debt to Equity Ratio (Long Term Debt/Shareholder's Equity)

e. Return on Assets (Net Income/Total Assets)

f. Return on Equity (Net Income/Shareholder's Equity)

g. Return on Invested Capital (Net Income/Long Term Debt = Shareholders' Equity)

All responses to this questionnaire are understood to be proprietary to the vendor, and will be considered confidential. Additional information may be requested subsequent to your responding to this bid request.

1.3 CITY OF NORWALK VENDOR RECORDS

If you have not done business with the City of Norwalk as a vendor, your business information needs updating or your vendor record has not been updated over three (3) years. Please complete and include the latest Internal Revenue Service (IRS) W-9 Form with your submission. Here is the URL to the IRS website: https://www.irs.gov/forms-pubs/about-form-w-9

SECTION 5

LIVING WAGE ORDINANCE

GENERAL INFORMATION

Rev. 02022026

NOTE: SECTION 5 contains information concerning the City's Living Wage Ordinance. You are responsible for obtaining a copy prior to bidding. If you do not have a revision dated 02/02/2026 or later on file, you may download a copy of this Ordinance from the Terms and Conditions section of the City of Norwalk's website at http://www.norwalkct.gov

Document number **1019:** http://www.norwalkct.gov/DocumentCenter/Home/View/862

Alchemy Custom Celebrations & Cuisine

Response to Request for Qualifications

Preferred Catering Services

Gallaher Mansion & South Norwalk Recreation Center

Project Number	4512
RFQ Title	Catering Services at Gallaher Mansion and South Norwalk Recreation Center
Submitted To	City of Norwalk, Recreation & Parks Department
Submitted By	Caliph's, Inc. d/b/a Alchemy Custom Celebrations & Cuisine d/b/a Festivities
Contact	Monica Vasale, Director of Marketing & Sales
Address	2 Wilton Ave., Norwalk, CT 06851
Phone	203-847-7774 | Cell: 203-856-3208
Email	Monica@AlchemyCelebrations.com
Submission Date	June 16, 2026

Section 1 — Experience and History of the Firm

Company Overview

Caliph's, Inc. — doing business as Alchemy Custom Celebrations & Cuisine — was founded in 1984 by brother and sister Bill Kaliff and Rosinne Chlala, opening first as a gourmet store on Washington Street in South Norwalk — just blocks from the South Norwalk Recreation Center. Over four decades, Alchemy Custom Celebrations & Cuisine has grown into an award-winning special event catering and design firm operating from a 6,000-square-foot campus at 2 Wilton Ave., Norwalk, Connecticut.

As a Norwalk-based company with deep roots in this community, Alchemy Custom Celebrations and Cuisine is uniquely positioned to serve as a Preferred Caterer for City of Norwalk venues. We know these neighborhoods, we know the people, and we are proud to call Norwalk home.

Our Three Pillars of Excellence

- Love of Craft — Award-winning menus driven by passion for culinary excellence and presentation
- Guest Experience — A collaborative studio approach where every event is personal, detailed, and memorable
- Love of Community — Deep philanthropic roots in Norwalk and Fairfield County through the Alchemy Foundation

Leadership Team

Bill Kaliff, Executive Chef, was educated at Choate School, Georgetown, and Fordham Business School, where his dissertation focused on the concept of an "entertaining resource." His culinary vision has guided Alchemy Custom Celebrations and Cuisine for over 40 years.

Michael Baudo, General Manager, has been a cornerstone of the Alchemy Celebrations team since 2001, when he joined as an event chef. Today, Mike oversees all daily operations, bringing exceptional depth in event logistics, on-site menu execution, and staff management to every engagement. In addition to his operational role, Mike serves as Beverage Manager, directing our "Spirited Kitchen" program and developing inventive seasonal cocktail offerings that complement every event experience.

Monica Vasale, Director of Marketing & Sales, brings over 20 years of sales and marketing experience to the Alchemy team. A Norwalk native, Monica shares a deep passion for food and for connecting clients with exceptional culinary experiences that reflect the spirit of this community.

Designated Contact: Monica Vasale, Director of Marketing & Sales

Monica@AlchemyCelebrations.com | 203-847-7774 (office) | 203-856-3208 (cell)

Staff Qualifications

Alchemy Custom Celebrations and Cuisine employs 5 full-time and a large on-call roster of experienced part-time staff. All kitchen and service personnel hold current food safety certifications, and bartending staff are TIPS-certified. Every team member is personally selected by General Manager Michael Baudo to match the service style and expectations of each client. Our culinary team is trained in-house under the direction of Executive Chef Bill Kaliff, whose standards of preparation and presentation are maintained across every event regardless of size or format.

Primary Contact: Monica Vasale, Director of Marketing and Sales
Phone: 203-847-7774 (office) | 203-856-3208 (cell)
Email: Monica@AlchemyCelebrations.com
Address: 2 Wilton Ave., Norwalk, CT 06851

Service Divisions

Special Occasions — Our signature event division specializing in refined catered foods and innovative event design. Weddings, milestone celebrations, galas, and not-for-profit fundraisers are orchestrated with award-winning menus and personal attention.

Entertaining at Home — Personal and professional in-home catering, providing gracious service for intimate gatherings of any size.

Party Express — Drop-off catering with seasonal, hand-crafted foods artfully presented. Available with or without staff — ideal for corporate meetings, luncheons, and informal gatherings.

Venue Experience — Preferred Caterer at 20+ Venues

Alchemy Custom Celebrations and Cuisine currently serves as preferred or exclusive caterer at more than 20 venues across Fairfield and Westchester Counties, including:

- Lockwood-Mathews Mansion Museum, Norwalk CT (City of Norwalk venue)
- Fairfield Museum (Town of Fairfield Parks & Recreation)
- Burr Mansion (Town of Fairfield Parks & Recreation)
- Penfield Pavilion (Town of Fairfield Parks & Recreation)
- Westport Country Playhouse
- Darien Community Association (DCA Meadowland)
- The Loundsbury House (Town of Ridgefield, CT)
- Multiple private estates and farms throughout Connecticut

We have deep experience managing all logistics of off-premise catering — kitchen setup, staffing, breakdown, and leaving facilities in pristine condition — which makes us exceptionally well-suited for the Gallaher Mansion and South Norwalk Recreation Center.

Notable Events & Clients

- Hole in the Wall Gang Weekend Gala, Ashford CT — 500 guests
- Hole in the Wall Gang Polo for Kids — 400 guests
- Westport Country Playhouse Annual Gala — 450 guests
- Near & Far Aid Annual Gala — 500 guests
- Norwalk Hospital Foundation, Evening for Pancreatic Cancer Research — 450 guests
- Silvermine Art Guild Gala — 250 guests

- Alexandra and Steven Cohen Foundation Gala Dinner — 150 guests
- Rockefeller Foundation
- Bridgewater Associates, Chilton Investments, Random House, Tiffany & Co., Skadden Arps
- 150+ private weddings, anniversaries, and milestone celebrations

Event size range: 6 to 1,200 plated guests

Section 2 — Menu Options

Our Menu Philosophy

Alchemy Custom Celebrations and Cuisine menus are globally influenced, locally sourced, and designed to evolve with our guests' preferences. We offer three menu tiers — all delivering the highest quality of food and preparation.

Menu Tiers

Traditional — Value-centric pre-set menus ideal for community gatherings, birthday parties, teen events, and informal celebrations. Perfect for the South Norwalk Recreation Center's multipurpose rooms.

Classical — An elevated, more customized version of our Traditional tier, suited for corporate meetings, anniversary parties, and upscale community events.

Alchemy Signature — Fully custom menus designed by Chef Bill Kaliff based on the occasion, theme, and guest preferences. The preferred choice for weddings, galas, and formal dinners at the Gallaher Mansion.

Menu Categories Offered

- Casual / Fast-Food Style — Youth birthday parties, teen events, family gatherings, informal celebrations
- Traditional Diner / Family Restaurant Style — Community events, luncheons, casual dinners
- Ethnic & Culturally Diverse Cuisines — Latin, Caribbean, Mediterranean, Middle Eastern, and more
- Full-Service American & European Dining — Sit-down dinners, plated service, passed hors d'oeuvres
- Fine Dining / Gala Style — Weddings, anniversary galas, corporate formal dinners, upscale receptions

Sample Menu Formats

Full-Service Sit-Down Dinner (per person pricing available upon request):

- Passed hors d'oeuvres + plated 3-course dinner
- Cocktail reception with passed hors d'oeuvres and action stations
- Buffet-style dinner with salad, entree, and dessert stations
- Family-style dinner with shared platters, seasonal sides, and communal service

Drop-Off Catering (Party Express):

- Boxed lunches and corporate meeting packages
- Family-style platters ready to serve
- Drop of Buffet (no staff required)

Dietary accommodations available for all menus: gluten-free, vegetarian, vegan, kosher-style, and allergy-specific options.

Representative Sample Menu — The Bistro Collection (2026/2027)

The following menu is representative of our Bistro Collection — our all-inclusive corporate and nonprofit events package starting at $125 per guest, covering food, beverage, and professional staffing. This example reflects a typical full-service cocktail hour with a buffet dinner reception. Items marked [GF] are gluten-friendly; [V] are vegetarian.

Passed Reception — Hors d'Oeuvres (Choice of Six)

Land Bites — Meat Forward

Kosher Pigs in a Blanket — trio of mustards or house-made ketchup
Chicken Lemongrass Potstickers — sweet & sour sauce
Spanish Beef Empanadas — pineapple & roasted red pepper salsa
"BLT" Croustades — bacon, tomato jam, scallions, chili-lime crostini
Smash Burger Sliders — aged cheddar, ketchup
Baby Tacos [GF] — cowboy caviar or mexicali chicken
"Stix" Skewers — chicken kebabs, lemon tahini or kicked-up sweet & sour
West Indian Chicken Curry Pillows — phyllo triangles

Sea & Coastal

Smoked Salmon Roulades [GF] — English cucumber, lemon candyJumbo Shrimp Cocktail [GF] — classic cocktail sauceGrilled Cilantro-Lime Shrimp [GF] — tequila-honey glazeMoroccan Shrimp — served with tzatzikiPopcorn Shrimp in Bamboo Cones — bang bang style

Garden & Vegetable Forward

Roman Croustade — fresh ciliegine mozzarella & oven-dried grape tomatoes
Grilled Zucchini Primavera [GF/V] — white bean & rosemary mash, roasted vegetables, arugula
Avocado Toasts [V] — 12-grain crostini, fresh guacamole, lime zest, roasted jalapeño
Hearts of Palm Ceviche [GF/V] — served in a tortilla blossom
Insalata Caprese Lollipops — mozzarella & grape tomato, lemon-basil chimichurri

Cheese, Pastry & Savory Comfort

Wild Mushroom Duxelle — on polenta coins with thyme
Spinach & Queso Empanadas — sweet chili mojo
Mac & Cheese Tarts — bacon streusel or roasted tomato
Whipped Ricotta Tartlets — oven-dried tomato, basil oil
Southern Pimento Crostini — house-made pimento cheese, fresh chive
Flatbread Pizza — mozzarella & basil, or soppressata
Mini Grilled Cheese — custom cheese blend

Dinner Service — The Buffet Collection

2 Proteins • 2 Complements (starch or pasta) • 1 Vegetable • 1 Salad + Dinner Rolls

Proteins — Choose 2

Pan Seared Chicken — Sauce Provençale, roasted grape tomatoes, caramelized baby pearl onions, herb-infused chicken stock
Chicken Française — lightly egg-battered, finished with classic lemon–white wine butter sauce
Chicken Marsala — pan-seared with mushrooms in savory Marsala wine reduction
Chicken Piccata — pan-seared with capers and vibrant lemon-butter sauce

Pan Seared Salmon or Icelandic Cod — lemon herb reduction or Sauce VerteHerb Encrusted Roast Beef — chef action carving station, natural au jus gravy

Complements — Choose 2 (Starch or Pasta)

Rigatoni Zucchini Carbonara

Pasta Pesto — rigatoni or penne

Penne à la Vodka

Rotel Pasta with English peas, asparagus tips, lemon zest, fresh herbs

Spanish Rice Pilaf — vegetable broth, tomatoes, herbs

Mediterranean Rice Pilaf — sautéed vermicelli noodles

Whipped Potatoes — garlic infusion cream

Roasted Baby Potatoes Persillade — herb olive oil, lemon, parsley

Vegetables — Choose 1

Baby Glazed Carrots

Sautéed Green Beans — freshly grated lemon zest

Roasted Asparagus Lemonata — freshly grated lemon zest

Salads — Choose 1

The Bistro Chopped Salad — hearts of romaine, arugula, tomato, cucumber; Dijon-shallot or Italian red wine vinaigrette

The Bistro Caesar Salad — no-egg Caesar, shaved Parmesan, multigrain croutonsAccompanied by French dinner rolls

Top-Shelf Open Bar

A full top-Shelf open bar is included in every Bistro package. Select one red and one white wine for dinner service.

Wine — White: Sauvignon Blanc, Chardonnay | Red: Pinot Noir, Cabernet Sauvignon |

Beer — Rotating selection: Coors Light, Corona, Two Roads, Sam Adams, and others

Spirits — Jim Beam Bourbon, Jack Daniel's, Tanqueray Gin, Dewar's Scotch, Mount Gay Rum, Tito's Vodka [GF], Espolón Tequila, Triple Sec, Sweet & Dry VermouthNon-Alcoholic — Poland Spring & Pellegrino water, assorted sodas, lemonade; bar fruit and condiments included

Sales tax and staff gratuity are additional and will be outlined clearly in each event proposal. Rentals coordinated through trusted partners and billed directly to the event host. Menus can be customized to include enhancments — the above represents a representative selection from our 2026/2027 Bistro Collection. Additional menus are available upon request. Please see full Bistro package attached.

Food Sourcing

We source thoughtfully and locally whenever possible, partnering with:

- Sardilli Produce — access to Connecticut farms and smaller local growers
- Ambler Farm, Wilton CT — local seasonal produce
- Gilbertie's Organic Farm, Easton CT — specialty microgreens
- New Wave Seafood, Stamford CT — daily fresh dock deliveries
- Sysco and specialty purveyors for volume and specialty items

Beverage Services

Caliph’s, Inc. d/b/a Festivities holds a Connecticut Liquor License and is fully authorized and insured ($1M umbrella) to serve alcoholic beverages. Bartenders are TIPS-certified and professionally trained. We work with Connecticut's main distributors in full compliance with state liquor laws. For events at City facilities, the City of Norwalk will be named as Additional Insured on all applicable certificates.

Section 3 — References / Statement of Qualifications

The following references represent our most directly relevant institutional and municipal venue clients — organizations operating government-owned or publicly affiliated facilities comparable to the Gallaher Mansion and South Norwalk Recreation Center. All contacts have been informed they may be contacted by the City of Norwalk.

Reference 1 — Hole in the Wall Gang Fund

Client / Agency: Hole in the Wall Gang Fund

Contact: Courtney Martino, Associate Director of Special Events,203-667-5928, courtney.martino@holeinthewallgang.org

Projects Completed: (Weekend Gala + Polo for Kids)

Project Names: Weekend Gala at Ashford, CT, Polo for Kids

Description: Large-scale outdoor fundraising galas serving 400–500 guests

Approach: Full off-premise catering including kitchen setup, staffing, service, and full breakdown

Years: Ongoing annual engagement, 10+ years

Scale: 400–500 guests per event

Budget / Final Invoiced Amount: $100K plus

Personnel Assigned: Executive Chef and Sous Chefs, General Manager / On-Site Coordinator; Service leads, Captains, and bartenders

Reference 2 — The Stamford Museum and Nature Center

Client / Agency: The Stamford Museum and Nature Center

Contact: Gigi Lombardi, Resident Manager of Special Events at Cell: 203.554.7553, glombardi@stamfordmuseum.org

Projects Completed: Board meetings, Employee appreciation, social, non-profit (ongoing)

Description: Small to larger scale events including both drop off services and full service catering and event support

Approach: Signature-tier menu, venue specific package menus, full staffing

Years: Ongoing annual engagement

Scale: 20-150 guests

Budget / Final Invoiced Amount: $1,000-$30K

Personnel Assigned: Executive Chef and Sous Chefs, General Manager / On-Site Coordinator; Service leads, Captains, and bartenders

Reference 3 — Darien Community Association

Client / Agency: Darien Community Association

Contact: Susan Graham, *Director of Events & Programs*

203-655-9050 sgraham@darienarts.org

Projects Completed: Private events, corporate dinners, community programs (ongoing)

Description: Full-service catering for private events, fundraisers, and community gatherings at a civic membership venue — a close parallel to the City of Norwalk facility model

Approach: Full-service catering including setup, staffing, service, and complete breakdown; preferred caterer relationship managing multiple event types annually

Years: Ongoing annual engagement

Scale: 40–125 guests per event

Budget / Final Invoiced Amount: $2,500–25,000+ per event (ongoing)

Personnel Assigned: Executive Chef and Sous Chefs, General Manager / On-Site Coordinator; Service leads, Captains, and bartenders

Reference 4 — Lockwood-Mathews Mansion Museum

Contact: Susan Gilgore, Executive Director — 203-838-9799
info@lockwoodmathewsmansion.com

Projects Completed: Galas, museum fundraisers

Description: Full-service catering for gala, and fundraisers at this Norwalk City landmark — a historic mansion venue with comparable facility logistics to the Gallaher Mansion

Approach: Cocktail receptions, plated dinners, and multi-course gala service; full kitchen setup, on-site staffing, and complete breakdown at a historic off-premise venue

Years: multiple years

Scale: 50–130 guests per event

Budget / Final Invoiced Amount: $15,000–20,000 per event

Personnel Assigned: Executive Chef, 2 Sous Chef, Bar Manager, Service Staff

Section 4 — Licenses and Certifications

- City of Norwalk Business License — Active, Permit #0498, issued to Caliph's Inc d/b/a Festivities, 2 Wilton Ave, Norwalk CT
- City of Norwalk Food Service Establishment License — Permit #0498, issued to Rosinne Chlala d/b/a Festivities, 2 Wilton Ave, Norwalk CT, Exp. January 31, 2027 —
- Connecticut Liquor Permit — Permit #LCT.0000151, Caterer type, issued to Caliph's Inc d/b/a Festivities, Permittee: Laurette O'Brien, Eff. 04/02/2026, Exp. 04/01/2027 —
- ServSafe Food Safety Certification — Kathryn Cavallaro, Certificate #26746053, expires 1/10/2030
- Connecticut Department of Public Health Food Handler Certifications — All kitchen staff
- TIPS Certification — All bartending staff
- Connecticut Secretary of State Business Registration — Caliph's, Inc. d/b/a Alchemy Custom Celebrations & Cuisine — Active, in good standing — #0099361

Scanned copies of all licenses and certifications are attached as Appendix B. See also: IRS W-9 (Caliph's Inc., EIN 06-1012016, signed 03/06/2026) included in Appendix C.

Section 5 — Sustainability, Sourcing Practices & Additional Information

Our Commitment to Sustainability

Alchemy Custom Celebrations and Cuisine takes a holistic approach to sustainability — from sourcing and kitchen operations to event execution and post-event repurposing. Our clients appreciate this cohesive commitment, and it is central to who we are as a company.

Sustainable Practices

Local & Responsible Sourcing

- We partner with Connecticut farms and local growers to source seasonal produce
- We prioritize zero-waste cooking techniques
- We offer vegetarian, vegan, and plant-forward menu options at all service levels

Food Waste Reduction

- Alchemy Custom Celebrations and Cuisine is a proud partner of Food Rescue — a national movement that redirects surplus event food to agencies feeding families in need
- We coordinate post-event food donation logistics at no additional cost to our clients or venues

Event Repurposing

- Through our Alchemy Foundation project "Pass on the Love," event decor and materials are donated and resold to support agencies that promote safe and healthy homes
- We partner with Repeat Roses, which reconstitutes floral arrangements from events and donates them to nursing homes and hospitals

On-Site Event Practices

- On-site recycling management at all events
- Use of sustainable, compostable, and eco-efficient service ware including bamboo products
- Fruit-infused water stations offered as an alternative to single-use plastic water bottles
- Paper reduction across all client communications — digital-first approach

The Alchemy Foundation

In 2012, Rosinne Chlala founded the Alchemy Foundation, whose mission is to raise funds for agencies that support safe and healthy homes. The Foundation operates the "Pass on the Love" retail and online platform, whose proceeds benefit The Center for Family Justice (Bridgeport) and The Domestic Violence Center at the Greenwich YWCA.

As a Norwalk-founded company with strong ties to the community, Alchemy Custom Celebrations and Cuisine is uniquely motivated to invest in the well-being of this city and its residents. Our partnership with the City of Norwalk extends beyond catering — it is a partnership rooted in shared community values.

Industry Affiliations

- International Caterers Association (ICA)
- Wedding Industry Professionals Association (WIPA)
- Association of Bridal Consultants — Member (Since 1955 tradition)
- Wedding Equality Alliance

Section 6 — Required Forms

The following completed forms are included with this submission:

- Proposer's Information and Acknowledgment Form
- Proposal Response Form (Form 1.1), including proposed fee percentage
- Statement of Qualifications (Form 1.2)
- City of Norwalk Vendor IT Information Security Questionnaire (Form 1.5)
- IRS W-9 Form (if applicable)
- Certificate of Insurance
- Exceptions Form (if any)

CITY OF NORWALK
PURCHASING DEPARTMENT
PROPOSER'S INFORMATION AND ACKNOWLEDGMENT FORM

Monica Vasale
Proposer's Name

2 Wilton Avenue
Street Address

Norwalk	CT	06855
City	State	Zip

Business Telephone:	203-847-7774

Email Address:	monica@alchemycelebrations.com

Monica Vasale, Director of Marketing and Sales
Printed Name and Title of Individual Submitting Proposal

The undersigned acknowledges that the terms, conditions and specifications of this RFQ are understood and unconditionally accepted.	
MV	6/12/2026
Signature	Date

CITY OF NORWALK
PURCHASING DEPARTMENT

Exceptions: Note any vendor(s) responding to this proposal shall indicate any/all exceptions (if any) taken to language in this proposal. BIDDERS MAY NOT TAKE EXCEPTION TO SUBSTANTIVE TERMS OF STANDARD CONTRACT FORMS PROVIDED IN THE RFP/RFQ/ITB. Exceptions must be declared below in order to be considered by the City:

None

CITY OF NORWALK
PURCHASING DEPARTMENT

1.1 PROPOSAL RESPONSE FORM

Firm Name - Caliph's, Inc. d/b/a Alchemy Custom Celebrations & Cuisine, d/b/a Festivities		
Address - 2 Wilton Avenue, Norwalk, CT 06851		
Phone - 203-847-7774	Fax - 203-847-7729	Email - monica@alchemycelebrations.com
Manager - Monica Vasale		Fed ID#

In submitting this submittal the undersigned declares that this submission is made without any connection with any persons making another bid or the same contract; that the proposed fees are in all respects fair and without collusion, fraud or mental reservation; and that no official of the City, or any person in the employ of the City is directly or indirectly interested in said proposal or in the supplies or work to which it relates, or in any portion of the profits thereof.

The undersigned also hereby declares that they have carefully considered objectives of each task of this project, professional services, requirements and deliverables required, and are satisfied and understood that in signing this proposal all right to plead any misunderstanding regarding the same is waived.

The undersigned further understands and agrees that he/she on behalf of the submitting firm will furnish and provide all the necessary staffing, sub-consultant services, office support, and other items of whatever nature, and to do and perform all design services necessary under the aforesaid conditions, to carry out the contract and to accept in full compensation therefore the amount of the contract as agreed to by the Firm and the City.

A. Percentage of Gross Revenues

Caterer Fee Based On Gross Revenue Per Event	% 10–15% (sliding scale based on guest count)
Percentage in Words	Gross revenue includes all food, beverage, staffing, ~~excluding any service fee, applicable sales tax and~~ gratuities, in accordance with the RFQ definition.

CERTIFICATION

Submitted By: Monica Vasale	**Signature:**
Authorized Agent of Company (name and title)	**Date:** 6/12/2026

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

Addendum #		Dated		Addendum #		Dated	
Addendum #		Dated		Addendum #		Dated	

CITY OF NORWALK
PURCHASING DEPARTMENT

1.2 STATEMENT OF QUALIFICATIONS

Please answer the following questions regarding your company's past performance. Failure to reply to this instruction may be regarded as justification for rejecting a bid.

1.	**Number of years in business:**	42 years	
2.	**Number of personnel employed:**	**Part Time**	**Full Time**
		40-50	5

3. List six contracts of this type/size your firm has completed within the last four years:			
Project	**Date**	**Contact Person**	**Phone No.**
Penfield Pavilion, Fairfield CT, (75-125+ guest)	Date: on-going	Contact: Gaylen Brown,	203.256.3195
Fairfield Museum, Fairfield CT (75-120+ guest)	Date on-going	Contact: Allison Burress,	(203) 259-1598
Burr Mansion, Fairfield CT (75-200+ guest)	Date on-going	Contact: Allison Burress,	(203) 259-1598
Darien Community Association, Darien CT (40-125 guest)	Date: ongoing	Contact: Susan Graham,	203.655.9050
Lounsbury House, Ridgefield CT, (75-130 guest)	Date: on going	Contact: Christina Collura,	203.438.6962
Stamford Museum & Nature Center and Bendel Mansion (20-150 guest)	Date: ongoing,	Contact: Gigi Lombardi,	203.554.7553

4. **SUBCONTRACTORS:** If subcontractors are to be used, please list firm name, address, name of principal, and phone number below or on a separate sheet. Also indicate portion or section of work subcontractor will be performing.

COMPANY NAME	ADDRESS	PRINCIPAL	PHONE	PORTION/SECTION OF WORK
Atlas Staffing	Milford, CT	Tara Delvecchio	203-667-5928	service staff

5. ORGANIZATIONAL		general partnership

CITY OF NORWALK
PURCHASING DEPARTMENT

STRUCTURE OF BIDDER (check which applies)		limited partnership
		limited liability corporation
		limited liability partnership
	X	corporation doing business under a trade name
		individual doing business under a trade name
		other (specify)

6. STATUS OF THE BUSINESS AND ITS CURRENT STANDING WITH THE SECRETARY OF STATE'S OFFICE; e.g., are all required filings current and in good standing or has the entity been withdrawn or canceled	Connecticut corporations - Will the Secretary of State be able to issue a Certificate of Good Standing within 30 days of the bid opening?	**Yes**	**No**
		X	
	Out-of -State corporations - Do you have a valid license to do business in the State of Connecticut? (Evidence in the form of a Certificate of Authority from the Connecticut Secretary of State will be required within 30 days of the bid opening.)	**Yes**	**No**
		X	

7. CT eLICENSE (https://www.elicense.ct.gov) / Business Registration (https://business.ct.gov/?language=en_US) :
   Caliph's, Inc. d/b/a Alchemy Custom Celebrations & Cuisine, d/b/a Festivities

8. Is your local organization an affiliate of a parent company? If so, Indicate the principal place of business of your company and the name of the agent for service if different from what has been indicated on the response form:

Business Name	Caliph's, Inc.
Address	2 Wilton Avenue
City. State & Zip	Norwalk, CT 06851
Name of Agent	Monica Vasale

NOTE: In the case of a Limited Liability Corporation or a Limited Liability Partnership a certified copy of the Articles of Organization certified as valid and in effect as of the date of the bid opening will be required within 30 days of the bid opening. A listing of the corporate officers, in the case of a corporation; the general or managing partners, in the case

of a partnership; or the managers and members in the case of either a limited liability partnership or company will be required within 30 days of the bid opening.

9. Your company may be asked to submit the following information relative to your company's financial statements prior to receiving an award. This information will not be part of the public bidding record and will remain confidential.

All information should be supported with appropriate audited financials

a. Book Value (Total Assets (-) Total Liabilities)
b. Working Capital (Current Assets (-) Current Liabilities
c. Current Ratio (Current Assets/Current Liabilities)
d. Debt to Equity Ratio (Long Term Debt/Shareholder's Equity)
e. Return on Assets (Net Income/Total Assets)
f. Return on Equity (Net Income/Shareholder's Equity)
g. Return on Invested Capital (Net Income/Long Term Debt = Shareholders' Equity)

All responses to this questionnaire are understood to be proprietary to the vendor, and will be considered confidential.

Additional information may be requested subsequent to your responding to this bid request.

1.3 CITY OF NORWALK VENDOR RECORDS

If you have not done business with the City of Norwalk as a vendor, your business information needs updating or your City of Norwalk vendor record has not been updated over three (3) years. Please complete and include **the latest version of Internal Revenue Service (IRS) W-9 Form** with your submission. Here is the URL to the IRS website: https://www.irs.gov/forms-pubs/about-form-w-9

1.4 INSURANCE

Insurance Agency Name: Smith Brothers Insurance, LLC	**Tel:** 860-652-3235
Agency Address: Location: 2 No. Main Street, Chester, CT 06412 Mailing: 68 National Drive, Glastonbury, CT 06033	**Email:** smallcommercialservices@smithbrothersusa.com

1.5 CITY OF NORWALK VENDOR QUESTIONNAIRE – IT INFORMATION SECURITY

City of Norwalk Vendor Questionnaire
IT Information Security

Rev 8.4.22

1. **Third-Party Contact Information (please provide the POC for follow-up questions to this questionnaire):**
   Vendor Name, Address, Point-of-Contact Name, Phone Number and Email

Alchemy Custom Celebrations and Cuisine ,2 Wilton Avenue, Norwalk, CT 06851 | Monica Vasale, Director of Marketing & Sales | 203-847-7774 | monica@alchemycelebrations.com

2. **Description of Services/Products:** Please provide a detailed description of services/products your organization aims to provide to the City?

Alchemy Custom Celebrations and Cuisine provides full-service and drop-off catering services for events hosted at City of Norwalk facilities, including the Gallaher Mansion at Cranbury Park and the South Norwalk Recreation Center. Services include food preparation, on-site cooking, event setup, service, breakdown, and kitchen cleanup. All services are performed on-site using Alchemy's own staff, and supplies. No technology products, software applications, or digital platforms are provided to the City.

3. **System and Equipment Access:** Will your organization use your own systems and equipment to perform the services, or will your organization need access to the City's systems, equipment and network? (Yes or No, If Yes, please explain)

YES ☐ NO ■

4. **Description of Data:** Are you using data from the City in order provide the services/product to the City (Yes or No, if Yes proceed to 3.1)
   a. What data is needed to provide the services/products to the City?

Example: Name, Social Security Number, Trade Information, Source Code, Payroll or Accounts Payable data, student or patient data, Law Enforcement data, any Personally Identifiable Information (PII), etc.

YES ☐ NO ■

1

NOTE — IT Information Security Questionnaire (Form 1.5):" followed by an explanation that Alchemy answered NO to both Questions 3 and 4, does not need access to City systems or data, and that no further IT security responses are required per the RFQ instructions.

Fee Proposal — Facility Usage Percentage

In accordance with Section 2.5 of the RFQ, Alchemy Custom Celebrations and Cuisine proposes a facility usage fee to the City of Norwalk based on the following structure:

Event Gross Revenue	Proposed City Fee %
All events (proposed sliding scale)	**10–15% (sliding scale based on event size)**

For purposes of calculating the City's facility usage fee, gross revenue is defined as all food, beverage, and staffing charges billed to the event host. Applicable sales tax and gratuities are excluded from gross revenue in accordance with the RFQ definition.

Alchemy Custom Celebrations and Cuisine will provide the City with a fully itemized event summary following each event and remit the applicable facility usage fee within the timeframe established in the contract. Alchemy will cooperate fully with any City audit of event billing records.

The proposed sliding scale reflects the principle that larger events represent greater use of City facilities and generate correspondingly higher revenue. Alchemy is committed to accurate, timely remittance of the City's commission on every event.

Why Alchemy Custom Celebrations and Cuisine — Evaluation Summary

Alchemy Custom Celebrations and Cuisine addresses each of the City's evaluation criteria directly:

Criteria	Weight	Alchemy Strength
Qualifications & Experience	**30%**	*42+ years, 20+ preferred venues, events for 6–1,200 guests*
Sustainability Practices	**15%**	*Local sourcing, food rescue, composting, zero-waste initiatives*
Health & Safety Compliance / Insurance	**20%**	*CT licensed, insured, food-safe certified, liquor permit*
Interview / Presentation	**15%**	*Available at City's request*
Fee: % returned to City	**20%**	*Competitive percentage proposed — see fee section*

As a Norwalk-based company with over 42 years of experience, deep community ties, and proven expertise managing preferred caterer relationships at more than 20 venues, Alchemy Custom Celebrations and Cuisine is uniquely positioned to be the City's trusted catering partner at both the historic Gallaher Mansion and the new South Norwalk Recreation Center.

Closing

We are honored to present this response to the City of Norwalk's Request for Qualifications for Preferred Catering Services. Alchemy Custom Celebrations and Cuisine was born in South Norwalk, has grown with this community for over four decades, and is deeply committed to its future.

We believe that the Gallaher Mansion and the South Norwalk Recreation Center deserve catering partners who bring not only exceptional food and service, but also a genuine investment in the community these venues serve. That is exactly what Alchemy Custom Celebrations and Cuisine offers.

We welcome the opportunity to meet with the Selection Committee and demonstrate why Alchemy Custom Celebrations and Cuisine is the ideal Preferred Caterer for these extraordinary spaces.

With warmest regards,

Monica Vasale
Director of Marketing & Sales
Caliph's, Inc. d/b/a Alchemy Custom Celebrations & Cuisine
2 Wilton Ave., Norwalk, CT 06851
V: 203-847-7774 | C: 203-856-3208
monica@AlchemyCelebrations.com
Instagram: @AlchemyCelebrationsCT

APPENDICES

Alchemy Custom Celebrations & Cuisine — RFQ #4512

This submission includes the following appendix documents, each beginning on its own page:

Appendix A — Bistro Collection Menu Brochure (2026/2027) Appendix B — Section 4 Licenses & Certifications Appendix C — Section 6 Required Forms Appendix D — Certificate of Insurance

Appendix A — Bistro Collection Menu Brochure

RFQ 2.7 #2 — Representative Menu (required)

The following pages contain Alchemy Custom Celebrations & Cuisine's 2026/2027 Bistro Collection brochure, which serves as the representative sample menu required under Section 2.7 #2 of the RFQ. The Bistro Collection illustrates our all-inclusive corporate and nonprofit events package ($125 per guest, covering food, beverage, and professional staffing), and is fully representative of the quality and scope of menus we provide at City venues.

THE BISTRO COLLECTION

ALCHEMY

The Bistro Collection

CORPORATE & NONPROFIT EVENTS

starting at

$125

PER GUEST · ALL-INCLUSIVE

Food · Beverage · Professional Staffing

6 PASSED HORS D'OEUVRES	PLATED OR BUFFET	TOP-SHELF OPEN BAR	PROFESSIONAL STAFFING

Sales tax and staff gratuity are additional · outlined clearly in your proposal.

OUR APPROACH

Gather with Grace

The Bistro Collection is built on a simple belief: every guest deserves to feel genuinely welcomed, every detail should serve your mission, and every event should be remembered for the right reasons. Rooted in our Gather with Grace philosophy — and our love of craft, hospitality, and community — we bring the same intention to a corporate gala as we do to the most personal celebrations. Polished, full-service, and effortlessly executed, this package is designed for organizations who want to show up beautifully without the complexity.

CHEF-CURATED MENUS
Seasonal, flavorful selections designed for large-format events — nothing generic, nothing predictable.

INCLUSIVE BY DESIGN
We accommodate a wide range of dietary needs so every guest feels considered and cared for.

FULL-SERVICE STAFFING
Setup, service, and breakdown handled entirely by our team, so you can focus on your guests and your mission.

ROOM TO CUSTOMIZE
Signature desserts, late-night bites, and branded bar offerings let you align the experience with your event story.

TOP-SHELF OPEN BAR
Curated wines, rotating craft beers, and top-shelf spirits included from arrival to last call.

VENUE-READY EXECUTION
Designed for the partner venues we know best — seamless logistics, zero surprises.

PASSED RECEPTION

Hors d'oeuvres — Choice of Six

*Select any six from the categories below. Items marked **[GF]** are gluten-friendly · **[V]** are vegetarian.*

LAND BITES — MEAT FORWARD

Kosher Pigs in a Blanket
Trio of mustards or house-made ketchup

Chicken Lemongrass Potstickers
Sweet & sour sauce

Spanish Beef Empanadas
Pineapple & roasted red pepper salsa

"BLT" Croustades
Bacon, tomato jam, scallions, chili-lime crostini

Smash Burger Sliders
Aged cheddar, ketchup

Baby Tacos [GF]
Cowboy caviar or mexicali chicken

"Stix" Skewers
Chicken kebabs — lemon tahini or kicked-up sweet & sour

West Indian Chicken Curry Pillows
Phyllo triangles

SEA & COASTAL

Smoked Salmon Roulades [GF]
English cucumber, lemon candy

Jumbo Shrimp Cocktail [GF]
Classic cocktail sauce

Grilled Cilantro-Lime Shrimp [GF]
Tequila-honey glaze

Moroccan Shrimp
Served with tzatziki

Popcorn Shrimp in Bamboo Cones
"Bang bang" style

GARDEN & VEGETABLE FORWARD

Roman Croustade
Fresh ciliegine mozzarella & oven-dried grape tomatoes

Grilled Zucchini Primavera [GF/V]
White bean & rosemary mash, roasted vegetables, arugula

Vegetable Spring Rolls
Ginger-scallion sauce

Avocado Toasts [V]
12-grain crostini, fresh guacamole, lime zest, roasted jalapeño

Polenta Coins
Fresh mozzarella & roasted vegetable confetti

Hearts of Palm Ceviche [GF/V]
Served in a tortilla blossom

Insalata Caprese Lollipops
Mozzarella & grape tomato, lemon-basil chimichurri

CHEESE, PASTRY & SAVORY COMFORT

Wild Mushroom Duxelle
On polenta coins with thyme

Spinach & Queso Empanadas
Sweet chili mojo

Mac & Cheese Tarts
Bacon streusel or roasted tomato

Whipped Ricotta Tartlets
Oven-dried tomato, basil oil

Southern Pimento Crostini
House-made pimento cheese, fresh chive

Flatbread Pizza
Mozzarella & basil, or soppressata

Mini Grilled Cheese

DINNER SERVICE

The Buffet Collection

2	2	1	1
PROTEINS · YOUR CHOICE	COMPLEMENTS · STARCH OR PASTA	VEGETABLE · YOUR CHOICE	SALAD + DINNER ROLLS

PROTEINS — CHOOSE 2

Pan Seared Chicken
Sauce Provençale — roasted grape tomatoes, caramelized baby pearl onions, herb-infused chicken stock

Chicken Française
Lightly egg-battered chicken breast, finished with a classic lemon-white wine butter sauce

Chicken Marsala
Pan-seared chicken breast with mushrooms in a savory Marsala wine reduction

Chicken Piccata
Pan-seared chicken breast with capers and a vibrant lemon-butter sauce

Pan Seared Salmon or Icelandic Cod
Lemon herb reduction or Sauce Verte

Herb Encrusted Roast Beef
Chef action carving station · Natural au jus gravy

VEGETABLES — CHOOSE 1

Baby Glazed Carrots

Sautéed Green Beans
Freshly grated lemon zest

Roasted Asparagus Lemonata
Freshly grated lemon zest

COMPLEMENTS · CHOOSE 2

Rigatoni Zucchini Carbonara

Pasta Pesto
Rigatoni or penne

Penne à la Vodka

Rotel Pasta
Cream sauce with English peas, asparagus tips, lemon zest and fresh herbs

Spanish Rice Pilaf
Vegetable broth, tomatoes, herbs

Mediterranean Rice Pilaf
Sautéed vermicelli noodles

Whipped Potatoes
Garlic infused cream

Roasted Baby Potatoes Persillade
Herb olive oil, lemon, parsley

SALADS · CHOOSE 1

The Bistro Chopped Salad
Hearts of romaine, arugula, tomato, cucumber · Dijon-shallot or Italian red wine vinaigrette

The Bistro Caesar Salad
No-egg Caesar, shaved Parmesan, multigrain croutons

Accompanied by French dinner rolls.

> Menu Enhancement: Alchemy-s special ragout pasta · slowly braised pancetta, beef, pork, mirepoix, and San Marzano tomato. $3.50 per guest. Additional enhancements available on request.

TOP-SHELF OPEN BAR

Beverages

A full top-shelf open bar is included in every Bistro package · ice, bar fruit, and condiments provided. Select one red and one white wine for dinner service.

WINE

White: Sauvignon Blanc · Chardonnay
Red: Pinot Noir · Cabernet Sauvignon
Toast: Prima Perla Prosecco ***(or served at bar only)***

BEER

Alchemy's rotating selection of three — Coors Light, Corona, Two Roads, Sam Adams, and others.

NON-ALCOHOLIC

Water: Poland Spring · Pellegrino
Sodas: Assorted sodas · Lemonade
Condiments: Oranges, lemons, limes, cherries, olives, lime juice, simple syrup, bitters

SPIRITS

Jim Beam Bourbon · Jack Daniel's · Tanqueray Gin · Dewar's Scotch · Mount Gay Rum · Tito's Vodka [GF] · Espolòn Tequila · Triple Sec · Sweet & Dry Vermouth

PLANNING YOUR EVENT

Frequently Asked Questions

01 Do you accommodate dietary restrictions?
Yes — always. We work with you in advance to identify and accommodate any dietary needs so every guest feels genuinely welcomed and cared for.

02 Do you offer tastings before booking?
We do. Tastings are $125 per person and applied toward your total when you book with us.

03 What does setup and breakdown look like?
Our team arrives approximately 2.5 hours before your event for full setup of all service areas and tabletop essentials, and allows one hour at the end for strike. Specialty décor items and guest stations are not included.

04 What is your guest count policy?
A final guest count is required 14 days before the event. Counts may increase up to 72 hours prior, but cannot decrease from the number submitted at that point.

05 What is included in the per-guest pricing?
The $125 per guest covers all food, beverages, and staffing. Sales tax and staff gratuity are not included — these are clearly outlined in your proposal so there are no surprises.

06 Are rentals included?
Rentals are not included, but we handle all coordination. We'll work with your venue to identify what is provided and curate additional items through our trusted rental partners — billed directly to you.

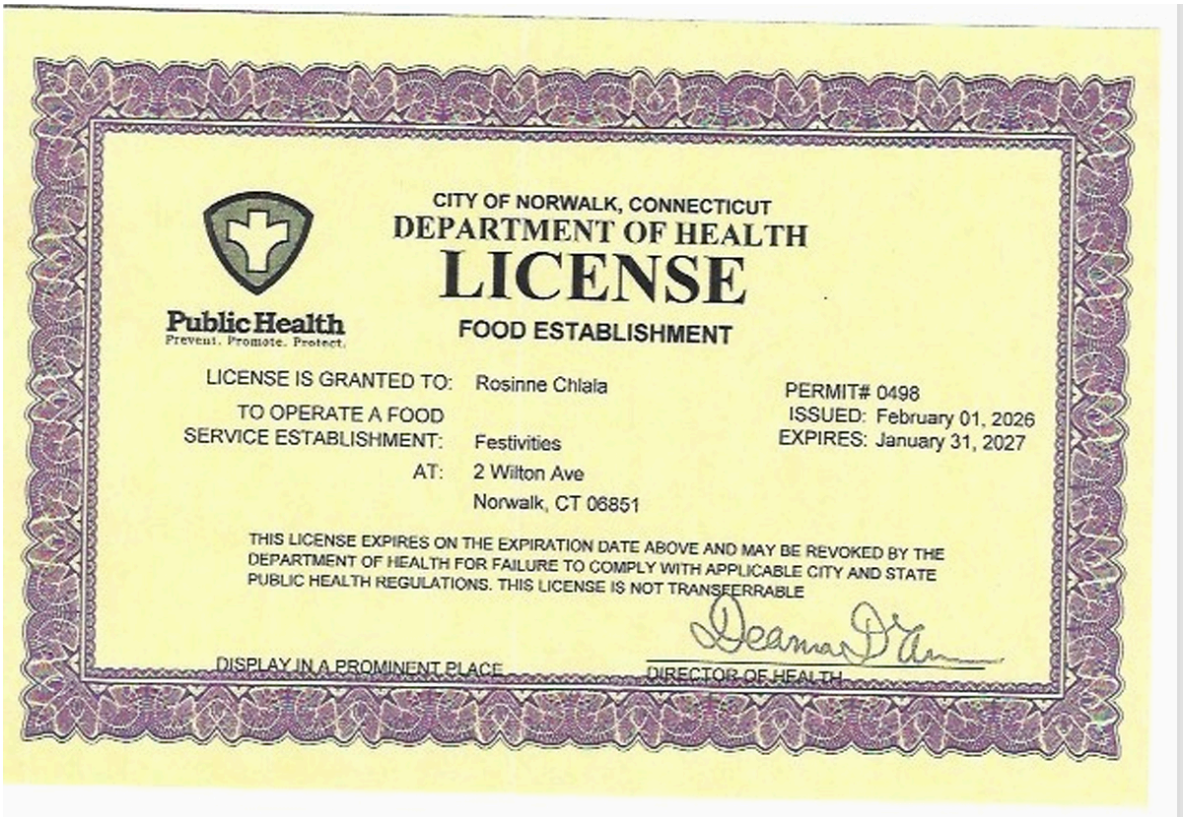
07 Can we add enhancements after booking?
Absolutely. Once confirmed, you may add signature desserts, late-night bites, specialty hors d'oeuvres, or custom bar offerings to shape the experience around your event.

We look forward to crafting something meaningful with you.

TO REQUEST A PROPOSAL, PLEASE REACH OUT TO OUR SALES TEAM

Appendix B — Section 4 Licenses & Certifications

RFQ 2.7 #4



CITY OF NORWALK, CONNECTICUT
DEPARTMENT OF HEALTH
LICENSE
FOOD ESTABLISHMENT

Public Health
Prevent. Promote. Protect.

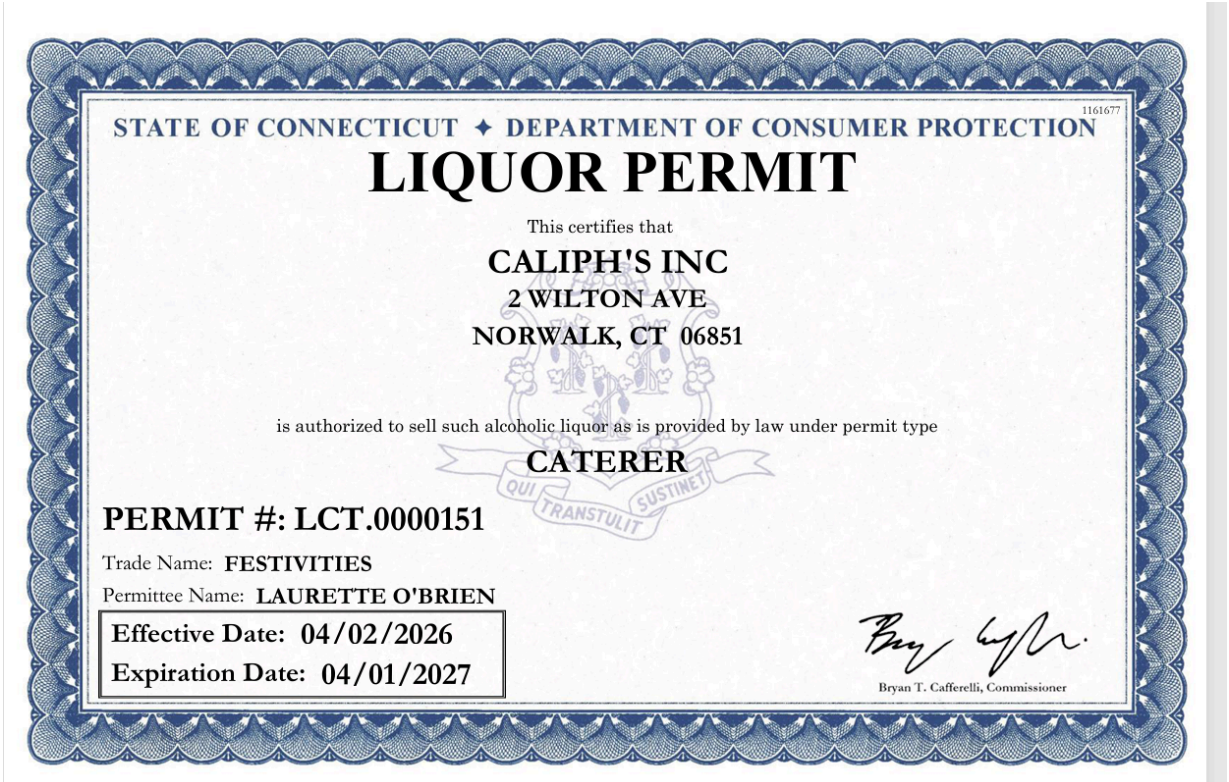
LICENSE IS GRANTED TO: Rosinne Chlala
TO OPERATE A FOOD SERVICE ESTABLISHMENT: Festivities
AT: 2 Wilton Ave
Norwalk, CT 06851

PERMIT# 0498
ISSUED: February 01, 2026
EXPIRES: January 31, 2027

THIS LICENSE EXPIRES ON THE EXPIRATION DATE ABOVE AND MAY BE REVOKED BY THE DEPARTMENT OF HEALTH FOR FAILURE TO COMPLY WITH APPLICABLE CITY AND STATE PUBLIC HEALTH REGULATIONS. THIS LICENSE IS NOT TRANSFERRABLE

DISPLAY IN A PROMINENT PLACE

DIRECTOR OF HEALTH



1161677

STATE OF CONNECTICUT ✦ DEPARTMENT OF CONSUMER PROTECTION

LIQUOR PERMIT

This certifies that

CALIPH'S INC
2 WILTON AVE
NORWALK, CT 06851

is authorized to sell such alcoholic liquor as is provided by law under permit type

CATERER

PERMIT #: LCT.0000151

Trade Name: FESTIVITIES
Permittee Name: LAURETTE O'BRIEN

Effective Date: 04/02/2026
Expiration Date: 04/01/2027

Bryan T. Cafferelli, Commissioner

ServSafe
National Restaurant Association

ServSafe®
CERTIFICATION

KATHRYN CAVALLARO

for successfully completing the standards set forth for the ServSafe® Food Protection Manager Certification Examination, which is accredited by the ANSI (American National Standards Institute) National Accreditation Board (ANAB)–Conference for Food Protection (CFP).

26746053	10913
CERTIFICATE NUMBER	EXAM FORM NUMBER
1/10/2025	1/10/2030
DATE OF EXAMINATION	DATE OF EXPIRATION

Local laws apply. Check with your local regulatory agency for recertification requirements.

ANAB
ACCREDITED PROGRAM
ANSI National Accreditation Board and the Conference for Food Protection
#0655

Sherman Brown
Executive Vice President, Business Services

In accordance with [illegible]

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This document cannot be reproduced or altered.

Contact us with questions at 233 S. Wacker Drive, Suite 3600, Chicago, IL 60606-6383 or ServSafe@restaurant.org

Form **W-9**
(Rev. March 2024)
Department of the Treasury
Internal Revenue Service

Request for Taxpayer Identification Number and Certification

Go to *www.irs.gov/FormW9* for instructions and the latest information.

Give form to the requester. Do not send to the IRS.

Before you begin. For guidance related to the purpose of Form W-9, see *Purpose of Form*, below.

Print or type. See *Specific Instructions* on page 3.

1 Name of entity/individual. An entry is required. (For a sole proprietor or disregarded entity, enter the owner's name on line 1, and enter the business/disregarded entity's name on line 2.)

Caliph's Inc.

2 Business name/disregarded entity name, if different from above.

Alchemy Celebrations

3a Check the appropriate box for federal tax classification of the entity/individual whose name is entered on line 1. Check only **one** of the following seven boxes.

☐ Individual/sole proprietor ☑ C corporation ☐ S corporation ☐ Partnership ☐ Trust/estate

☐ LLC. Enter the tax classification (C = C corporation, S = S corporation, P = Partnership) _____

Note: Check the "LLC" box above and, in the entry space, enter the appropriate code (C, S, or P) for the tax classification of the LLC, unless it is a disregarded entity. A disregarded entity should instead check the appropriate box for the tax classification of its owner.

☐ Other (see instructions) _____

4 Exemptions (codes apply only to certain entities, not individuals; see instructions on page 3):

Exempt payee code (if any) _____

Exemption from Foreign Account Tax Compliance Act (FATCA) reporting code (if any) _____

(Applies to accounts maintained outside the United States.)

3b If on line 3a you checked "Partnership" or "Trust/estate," or checked "LLC" and entered "P" as its tax classification, and you are providing this form to a partnership, trust, or estate in which you have an ownership interest, check this box if you have any foreign partners, owners, or beneficiaries. See instructions ☐

5 Address (number, street, and apt. or suite no.). See instructions.

2 Wilton Avenue

Requester's name and address (optional)

6 City, state, and ZIP code

Norwalk, CT 06851

7 List account number(s) here (optional)

Part I Taxpayer Identification Number (TIN)

Enter your TIN in the appropriate box. The TIN provided must match the name given on line 1 to avoid backup withholding. For individuals, this is generally your social security number (SSN). However, for a resident alien, sole proprietor, or disregarded entity, see the instructions for Part I, later. For other entities, it is your employer identification number (EIN). If you do not have a number, see *How to get a TIN*, later.

Note: If the account is in more than one name, see the instructions for line 1. See also *What Name and Number To Give the Requester* for guidelines on whose number to enter.

Social security number

			–			–				

or

Employer identification number

0	6	–	1	0	1	2	0	1	6

Part II Certification

Under penalties of perjury, I certify that:

1. The number shown on this form is my correct taxpayer identification number (or I am waiting for a number to be issued to me); and
2. I am not subject to backup withholding because (a) I am exempt from backup withholding, or (b) I have not been notified by the Internal Revenue Service (IRS) that I am subject to backup withholding as a result of a failure to report all interest or dividends, or (c) the IRS has notified me that I am no longer subject to backup withholding; and
3. I am a U.S. citizen or other U.S. person (defined below); and
4. The FATCA code(s) entered on this form (if any) indicating that I am exempt from FATCA reporting is correct.

Certification instructions. You must cross out item 2 above if you have been notified by the IRS that you are currently subject to backup withholding because you have failed to report all interest and dividends on your tax return. For real estate transactions, item 2 does not apply. For mortgage interest paid, acquisition or abandonment of secured property, cancellation of debt, contributions to an individual retirement arrangement (IRA), and, generally, payments other than interest and dividends, you are not required to sign the certification, but you must provide your correct TIN. See the instructions for Part II, later.

Sign Here **Signature of U.S. person** William A Kalliff Jr. **Date** 02.06.26

General Instructions

Section references are to the Internal Revenue Code unless otherwise noted.

Future developments. For the latest information about developments related to Form W-9 and its instructions, such as legislation enacted after they were published, go to *www.irs.gov/FormW9*.

What's New

Line 3a has been modified to clarify how a disregarded entity completes this line. An LLC that is a disregarded entity should check the appropriate box for the tax classification of its owner. Otherwise, it should check the "LLC" box and enter its appropriate tax classification.

New line 3b has been added to this form. A flow-through entity is required to complete this line to indicate that it has direct or indirect foreign partners, owners, or beneficiaries when it provides the Form W-9 to another flow-through entity in which it has an ownership interest. This change is intended to provide a flow-through entity with information regarding the status of its indirect foreign partners, owners, or beneficiaries, so that it can satisfy any applicable reporting requirements. For example, a partnership that has any indirect foreign partners may be required to complete Schedules K-2 and K-3. See the Partnership Instructions for Schedules K-2 and K-3 (Form 1065).

Purpose of Form

An individual or entity (Form W-9 requester) who is required to file an information return with the IRS is giving you this form because they

CERTIFICATE OF COMPLETION

This certifies that

Caleb Cavallaro

is awarded this certificate for

TIPS On-Premise Alcohol Server Training

Hours 3.00 | Completion Date 04/15/2026 | Expiration Date 04/14/2029 | Certificate # CIN-0000414886542

Official Signature

THIS CERTIFICATE IS NON-TRANSFERABLE

6504 Bridge Point Parkway, Suite 100 | Austin, TX 78730 | www.360training.com

(CUT HERE) (CUT HERE)

TIPS On-Premise

CERTIFIED

Issued 04/15/2026 Expires 04/14/2029

Certificate # CIN-0000414886542

Caleb Cavallaro

2 Brook Pine Drive, Bluffton, CT, USA

Bluffton CT 06404

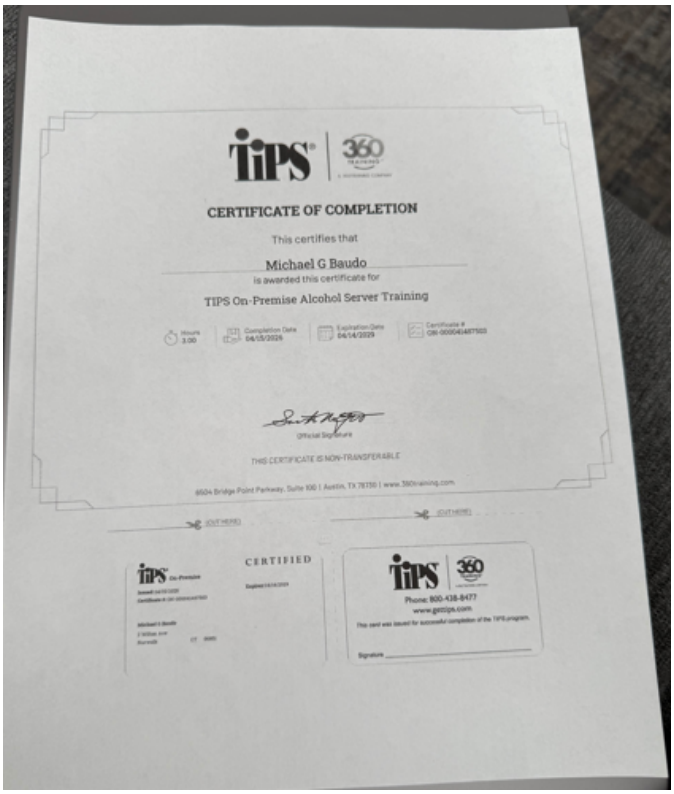
TIPS 360 TRAINING

Phone: 800-438-8477

www.gettips.com

This card was issued for successful completion of the TIPS program.

Signature _____



CERTIFICATE OF COMPLETION

This certifies that

Michael G Baudo

is awarded this certificate for

TIPS On-Premise Alcohol Server Training

Hours 3.00 | Completion Date 04/15/2026 | Expiration Date 04/14/2029 | Certificate # CIN-0000414887503

Official Signature

THIS CERTIFICATE IS NON-TRANSFERABLE

6504 Bridge Point Parkway, Suite 100 | Austin, TX 78730 | www.360training.com

(CUT HERE) (CUT HERE)

TIPS On-Premise

CERTIFIED

Issued 04/15/2026 Expires 04/14/2029

Certificate # CIN-0000414887503

Michael G Baudo

2 Willow Ave

Norwalk CT 06851

TIPS 360 TRAINING

Phone: 800-438-8477

www.gettips.com

This card was issued for successful completion of the TIPS program.

Signature _____

Appendix C — Section 6 Required Forms

RFQ 2.7 #6

CITY OF NORWALK
PURCHASING DEPARTMENT
PROPOSER'S INFORMATION AND ACKNOWLEDGMENT FORM

Monica Vasale
Proposer's Name

2 Wilton Avenue
Street Address

Norwalk	CT	06855
City	State	Zip

Business Telephone:	203-847-7774

Email Address:	monica@alchemycelebrations.com

Monica Vasale, Director of Marketing and Sales
Printed Name and Title of Individual Submitting Proposal

The undersigned acknowledges that the terms, conditions and specifications of this RFQ are understood and unconditionally accepted.	
MV	6/12/2026
Signature	Date

CITY OF NORWALK
PURCHASING DEPARTMENT

Exceptions: Note any vendor(s) responding to this proposal shall indicate any/all exceptions (if any) taken to language in this proposal. BIDDERS MAY NOT TAKE EXCEPTION TO SUBSTANTIVE TERMS OF STANDARD CONTRACT FORMS PROVIDED IN THE RFP/RFQ/ITB. Exceptions must be declared below in order to be considered by the City:

None

CITY OF NORWALK
PURCHASING DEPARTMENT

1.1 PROPOSAL RESPONSE FORM

Firm Name - Caliph's, Inc. d/b/a Alchemy Custom Celebrations & Cuisine, d/b/a Festivities		
Address - 2 Wilton Avenue, Norwalk, CT 06851		
Phone - 203-847-7774	Fax - 203-847-7729	Email - monica@alchemycelebrations.com
Manager - Monica Vasale		Fed ID#

In submitting this submittal the undersigned declares that this submission is made without any connection with any persons making another bid or the same contract; that the proposed fees are in all respects fair and without collusion, fraud or mental reservation; and that no official of the City, or any person in the employ of the City is directly or indirectly interested in said proposal or in the supplies or work to which it relates, or in any portion of the profits thereof.

The undersigned also hereby declares that they have carefully considered objectives of each task of this project, professional services, requirements and deliverables required, and are satisfied and understood that in signing this proposal all right to plead any misunderstanding regarding the same is waived.

The undersigned further understands and agrees that he/she on behalf of the submitting firm will furnish and provide all the necessary staffing, sub-consultant services, office support, and other items of whatever nature, and to do and perform all design services necessary under the aforesaid conditions, to carry out the contract and to accept in full compensation therefore the amount of the contract as agreed to by the Firm and the City.

A. Percentage of Gross Revenues

Caterer Fee Based On Gross Revenue Per Event	% 10–15% (sliding scale based on guest count)
Percentage in Words	Gross revenue includes all food, beverage, staffing, ~~excluding any service fee, applicable sales tax and~~ gratuities, in accordance with the RFQ definition.

CERTIFICATION

Submitted By: Monica Vasale	**Signature:**
Authorized Agent of Company (name and title)	**Date:** 6/12/2026

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

Addendum #		Dated		Addendum #		Dated	
Addendum #		Dated		Addendum #		Dated	

CITY OF NORWALK
PURCHASING DEPARTMENT

1.2 STATEMENT OF QUALIFICATIONS

Please answer the following questions regarding your company's past performance. Failure to reply to this instruction may be regarded as justification for rejecting a bid.

1.	**Number of years in business:**	42 years	
2.	**Number of personnel employed:**	**Part Time**	**Full Time**
		40-50	5

3. List six contracts of this type/size your firm has completed within the last four years:			
Project	**Date**	**Contact Person**	**Phone No.**
Penfield Pavilion, Fairfield CT, (75-125+ guest)	Date: on-going	Contact: Gaylen Brown,	203.256.3195
Fairfield Museum, Fairfield CT (75-120+ guest)	Date on-going	Contact: Allison Burress,	(203) 259-1598
Burr Mansion, Fairfield CT (75-200+ guest)	Date on-going	Contact: Allison Burress,	(203) 259-1598
Darien Community Association, Darien CT (40-125 guest)	Date: ongoing	Contact: Susan Graham,	203.655.9050
Lounsbury House, Ridgefield CT, (75-130 guest)	Date: on going	Contact: Christina Collura,	203.438.6962
Stamford Museum & Nature Center and Bendel Mansion (20-150 guest)	Date: ongoing,	Contact: Gigi Lombardi,	203.554.7553

4. **SUBCONTRACTORS:** If subcontractors are to be used, please list firm name, address, name of principal, and phone number below or on a separate sheet. Also indicate portion or section of work subcontractor will be performing.

COMPANY NAME	ADDRESS	PRINCIPAL	PHONE	PORTION/SECTION OF WORK
Atlas Staffing	Milford, CT	Tara Delvecchio	203-667-5928	service staff

5. ORGANIZATIONAL		general partnership

CITY OF NORWALK
PURCHASING DEPARTMENT

STRUCTURE OF BIDDER (check which applies)		limited partnership
		limited liability corporation
		limited liability partnership
	X	corporation doing business under a trade name
		individual doing business under a trade name
		other (specify)

6. STATUS OF THE BUSINESS AND ITS CURRENT STANDING WITH THE SECRETARY OF STATE'S OFFICE; e.g., are all required filings current and in good standing or has the entity been withdrawn or canceled	Connecticut corporations - Will the Secretary of State be able to issue a Certificate of Good Standing within 30 days of the bid opening?	**Yes**	**No**
		X	
	Out-of -State corporations - Do you have a valid license to do business in the State of Connecticut? (Evidence in the form of a Certificate of Authority from the Connecticut Secretary of State will be required within 30 days of the bid opening.)	**Yes**	**No**
		X	

7. CT eLICENSE (https://www.elicense.ct.gov) / Business Registration (https://business.ct.gov/?language=en_US) :
   Caliph's, Inc. d/b/a Alchemy Custom Celebrations & Cuisine, d/b/a Festivities

8. Is your local organization an affiliate of a parent company? If so, Indicate the principal place of business of your company and the name of the agent for service if different from what has been indicated on the response form:

Business Name	Caliph's, Inc.
Address	2 Wilton Avenue
City. State & Zip	Norwalk, CT 06851
Name of Agent	Monica Vasale

NOTE: In the case of a Limited Liability Corporation or a Limited Liability Partnership a certified copy of the Articles of Organization certified as valid and in effect as of the date of the bid opening will be required within 30 days of the bid opening. A listing of the corporate officers, in the case of a corporation; the general or managing partners, in the case

of a partnership; or the managers and members in the case of either a limited liability partnership or company will be required within 30 days of the bid opening.

9. Your company may be asked to submit the following information relative to your company's financial statements prior to receiving an award. This information will not be part of the public bidding record and will remain confidential.

All information should be supported with appropriate audited financials

a. Book Value (Total Assets (-) Total Liabilities)
b. Working Capital (Current Assets (-) Current Liabilities
c. Current Ratio (Current Assets/Current Liabilities)
d. Debt to Equity Ratio (Long Term Debt/Shareholder's Equity)
e. Return on Assets (Net Income/Total Assets)
f. Return on Equity (Net Income/Shareholder's Equity)
g. Return on Invested Capital (Net Income/Long Term Debt = Shareholders' Equity)

All responses to this questionnaire are understood to be proprietary to the vendor, and will be considered confidential.

Additional information may be requested subsequent to your responding to this bid request.

1.3 CITY OF NORWALK VENDOR RECORDS

If you have not done business with the City of Norwalk as a vendor, your business information needs updating or your City of Norwalk vendor record has not been updated over three (3) years. Please complete and include **the latest version of Internal Revenue Service (IRS) W-9 Form** with your submission. Here is the URL to the IRS website: https://www.irs.gov/forms-pubs/about-form-w-9

1.4 INSURANCE

Insurance Agency Name: Smith Brothers Insurance, LLC	**Tel:** 860-652-3235
Agency Address: Location: 2 No. Main Street, Chester, CT 06412 Mailing: 68 National Drive, Glastonbury, CT 06033	**Email:** smallcommercialservices@smithbrothersusa.com

1.5 CITY OF NORWALK VENDOR QUESTIONNAIRE – IT INFORMATION SECURITY

City of Norwalk Vendor Questionnaire
IT Information Security

Rev 8.4.22

1. **Third-Party Contact Information (please provide the POC for follow-up questions to this questionnaire):** Vendor Name, Address, Point-of-Contact Name, Phone Number and Email

Alchemy Custom Celebrations and Cuisine ,2 Wilton Avenue, Norwalk, CT 06851 | Monica Vasale, Director of Marketing & Sales | 203-847-7774 | monica@alchemycelebrations.com

2. **Description of Services/Products:** Please provide a detailed description of services/products your organization aims to provide to the City?

Alchemy Custom Celebrations and Cuisine provides full-service and drop-off catering services for events hosted at City of Norwalk facilities, including the Gallaher Mansion at Cranbury Park and the South Norwalk Recreation Center. Services include food preparation, on-site cooking, event setup, service, breakdown, and kitchen cleanup. All services are performed on-site using Alchemy's own staff, and supplies. No technology products, software applications, or digital platforms are provided to the City.

3. **System and Equipment Access:** Will your organization use your own systems and equipment to perform the services, or will your organization need access to the City's systems, equipment and network? (Yes or No, If Yes, please explain)

YES ☐ NO ■

4. **Description of Data:** Are you using data from the City in order provide the services/product to the City (Yes or No, if Yes proceed to 3.1)
    a. What data is needed to provide the services/products to the City?

Example: Name, Social Security Number, Trade Information, Source Code, Payroll or Accounts Payable data, student or patient data, Law Enforcement data, any Personally Identifiable Information (PII), etc.

YES ☐ NO ■

1

Appendix D — Certificate of Insurance

RFQ 1.4 & §2.20

CALIINC-CL NKRAJNYK

ACORD

CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY) 6/15/2026

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

IMPORTANT: If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must have ADDITIONAL INSURED provisions or be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

PRODUCER	CONTACT NAME:	
Smith Brothers Insurance, LLC Location: 2 No, Main Street, Chester, CT 06412 Mailing: 68 National Drive, Glastonbury, CT 06033	PHONE (A/C, No, Ext): (860) 652-3235	FAX (A/C, No): (860) 652-3236
	E-MAIL ADDRESS: GeneralMailbox@SmithBrothersUSA.com	
	INSURER(S) AFFORDING COVERAGE	NAIC #
	INSURER A : Central Mutual Insurance Company	20230
INSURED Caliph's, Inc. d/b/a Festivities 2 Wilton Avenue Norwalk, CT 06851	INSURER B : All America Insurance Company	20222
	INSURER C : Hartford Accident And Indemnity Company	22357
	INSURER D :	
	INSURER E :	
	INSURER F :	

COVERAGES **CERTIFICATE NUMBER:** **REVISION NUMBER:**

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

INSR LTR	TYPE OF INSURANCE	ADDL INSD	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS	
A	X COMMERCIAL GENERAL LIABILITY							
	CLAIMS-MADE X OCCUR			CLP 8624748	12/8/2025	12/8/2026	EACH OCCURRENCE	$ 1,000,000
							DAMAGE TO RENTED PREMISES (Ea occurrence)	$ 500,000
							MED EXP (Any one person)	$ 5,000
							PERSONAL & ADV INJURY	$ 1,000,000
	GEN'L AGGREGATE LIMIT APPLIES PER:						GENERAL AGGREGATE	$ 2,000,000
	POLICY PRO-JECT LOC						PRODUCTS - COMP/OP AGG	$ 2,000,000
	OTHER: General Aggregate							$
B	AUTOMOBILE LIABILITY						COMBINED SINGLE LIMIT (Ea accident)	$ 1,000,000
	ANY AUTO			BAP 8624747	12/8/2025	12/8/2026	BODILY INJURY (Per person)	$
	OWNED AUTOS ONLY X SCHEDULED AUTOS						BODILY INJURY (Per accident)	$
	X HIRED AUTOS ONLY X NON-OWNED AUTOS ONLY						PROPERTY DAMAGE (Per accident)	$
								$
A	X UMBRELLA LIAB X OCCUR						EACH OCCURRENCE	$ 1,000,000
	EXCESS LIAB CLAIMS-MADE			CXS 8624749	12/8/2025	12/8/2026	AGGREGATE	$
	DED X RETENTION $ 0						Commercial Umbr	$ 1,000,000
C	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY Y/N						PER STATUTE OTH-ER	
	ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) N/A			02WECEG6212	12/8/2025	12/8/2026	E.L. EACH ACCIDENT	$ 500,000
	If yes, describe under DESCRIPTION OF OPERATIONS below						E.L. DISEASE - EA EMPLOYEE	$ 500,000
							E.L. DISEASE - POLICY LIMIT	$ 500,000
A	Liquor Liability			CLP 8624748	12/8/2025	12/8/2026	Per Person	1,000,000
A	Liquor Liability			CLP 8624748	12/8/2024	12/8/2025	Aggregate	1,000,000

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)

CERTIFICATE HOLDER

City of Norwalk
125 East Ave
Norwalk, CT 06851

CANCELLATION

SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.

AUTHORIZED REPRESENTATIVE

ACORD 25 (2016/03)

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City of Norwalk

Project 4512

Catering Services at Gallaher Mansion and South Norwalk Recreation Center

Bid Submitted by

Lauren Peden
Owner + Executive Chef
Simply Delicious Catering, LLC
203-831-0371

1 Danbury Road
Wilton, CT 06897
team@simplydeliciousct.com

Section 1

Experience and History of the Firm

Simply Delicious Catering, LLC is a Wilton, Connecticut-based full-service catering company founded in 2009 by Chef Lauren Peden. Over more than 17 years, Simply Delicious has grown into one of Fairfield County's established catering partners, serving corporate, nonprofit, private, social, and event venue clients throughout Norwalk and the surrounding region.

Chef Lauren Peden began her culinary career after training at the French Culinary Institute in New York City and has built Simply Delicious with a focus on culinary quality, disciplined operations, responsive client service, and consistent event execution. Today, Simply Delicious provides both drop-off and full-service catering, including staffed events, buffet service, plated dinners, cocktail receptions, bar service, rentals coordination, a food truck with mobile kitchen support, setup, breakdown, and cleanup.

Simply Delicious is well-positioned to support the City of Norwalk's Preferred Caterer program for Gallaher Mansion and the South Norwalk Recreation Center. Our team has extensive experience working across a wide range of event formats, including weddings, anniversary celebrations, corporate meetings, office parties, business retreats, private dinners, nonprofit events, cocktail receptions, and large-scale social gatherings. We understand that successful catering in City-owned event spaces requires more than excellent food; it also requires professionalism, facility respect, clear communication with event hosts, and careful attention to kitchen use, setup, breakdown, trash removal, and post-event cleanliness.

Our relevant experience includes long-standing catering relationships and recurring event support for corporate, nonprofit, hospitality, and venue-based clients.

Simply Delicious operates with a core team of approximately 10 staff members, supported by an additional flexible event service team of approximately 10 part-time/on-call staff members, as well as additional seasonal staff as needed. This staffing model allows us to scale appropriately for events of different sizes, service levels, and venue requirements. Our team includes culinary production staff, event service staff, bartenders, servers, and event support personnel experienced in formal service, buffet service, cocktail receptions, casual gatherings, and high-touch private events.

Our staff is experienced in:

- Coordinating with clients and venue representatives before and during events
- Developing event-specific menus and service plans
- Preparing and transporting food safely and professionally
- Executing timed setup and service
- Maintaining clean and orderly kitchen and service areas

- Providing professional guest-facing service
- Completing breakdown, cleanup, and facility reset responsibilities

Simply Delicious also has experience operating in Class A office buildings and formal event environments, including loading dock coordination, timed deliveries, professional presentation standards, and discreet service appropriate for business and executive settings. This experience translates well to both Gallaher Mansion's historic event environment and the South Norwalk Recreation Center's modern multipurpose event spaces.

As a preferred catering partner, Simply Delicious would bring a flexible, experienced, and service-oriented approach to City of Norwalk event hosts. Our menus can be customized for casual gatherings, corporate events, weddings, formal dinners, cocktail receptions, and culturally diverse celebrations, and our team is prepared to work directly with each event host to align menu, staffing, service style, and budget with the needs of the event.

Designated Contact Person:

Lauren Peden
Owner, Simply Delicious Catering, LLC
1 Danbury Road, Wilton, CT 06897

203-831-0371

Section 2
Menu Options

These sample menus highlight a selection of what we offer and are not exhaustive. Custom and themed menus are available upon request.

All menus can accommodate gluten-free, dairy-free, vegan, and allergy-sensitive requests upon request.

BREAKFAST

Continental Breakfast

- Fruit salad
- Yogurt parfaits
- Pastries
- Bagels with cream cheese, butter, and jelly

Grab & Go Breakfast

- Breakfast sandwiches
- Mini brioche breakfast sandwiches
- Breakfast burritos

Hot Breakfast Option A

- Assorted pastries: tea breads, muffins, croissants
- Bagels with cream cheese, butter, and jelly
- Bacon and sausage
- Home fries with sautéed peppers and onions (GF)
- Sliced fruit platter (GF)
- Scrambled eggs (GF)

Hot Breakfast Option B

- French toast with berries, maple syrup, and whipped cream
- Assorted pastries: tea breads, muffins, croissants
- Bagels with cream cheese, butter, and jelly
- Bacon and sausage
- Home fries with sautéed peppers and onions (GF)
- Sliced fruit platter (GF)
- Scrambled eggs (GF)

Enhancements

- Omelet station (20 guest minimum)
- Smoked salmon spread
- Chef (2 hours)

LUNCH

Boxed Lunch

- Sandwich
- Side salad
- Dessert

Green Salad with Protein

- Green salad with protein
- Dessert

Sandwich Package

- Green salad
- Assorted sandwiches
- Pasta salad
- Cookie platter

Hot Panini Package

- Green seasonal salad
- Warm panini sandwich assortment
- Seasonal soup
- Cookie/brownie platter

Fajita or Taco Station

- Available for lunch or dinner
- Southwest chopped salad
- Marinated chicken
- Marinated steak
- Mexican sweet potato salad
- Sautéed peppers and onions
- Tortillas, sour cream, pico de gallo
- Churros

Classic Hot Buffet

- Green salad
- Grilled citrus salmon

- Chicken Francese
- Garden vegetable risotto
- Seasonal sautéed vegetables
- Brownies and cannoli

Mediterranean

- Green salad
- Mediterranean branzino
- Lemon oregano roasted chicken
- Warm vegetable couscous
- Roasted vegetables
- Lemon bars

Asian-Inspired

- Green salad
- Miso-glazed salmon
- Marinated flank steak
- Rice pilaf with herbs
- Sautéed broccoli
- Coconut rice pudding cups

Italian

- Green salad
- Braised boneless short ribs
- Jumbo shrimp scampi
- Sautéed French beans and asparagus
- Wild rice salad
- Penne alla vodka
- Chocolate-dipped strawberries

PREMIUM OFFERINGS

Sample entrée, dessert, and passed appetizer options are outlined below.

3-Course Plated Dinner

- Includes salad course, bread baskets, entrée, and plated dessert

Cocktail Reception

- Stationary cheese and charcuterie display
- Passed hors d'oeuvres
- Dessert bites

Main Course – Sample Selections

- French lemon herb chicken breast (GF) over potato purée with sautéed French beans
- Chicken Florentine over risotto
- Marinated flank steak with chimichurri over couscous
- Steak Diane with mushroom gravy over potato purée
- Grilled petit filet mignon with demi-glace over potato purée and sautéed French beans
- Twin lamb chops with chimichurri over farro and roasted carrots
- Grilled swordfish with roasted tomato bruschetta sauce over potato purée
- Halibut piccata over risotto
- Miso-glazed salmon over rice pilaf with sautéed broccoli rabe
- Blackened mahi mahi with mango salsa
- Roasted cauliflower steak grain bowl with roasted pepper coulis (vegan)
- Vegan stuffed mushrooms with tahini sauce
- Lentil bolognese over penne

Plated Salads – Sample Selections

- Strawberry arugula
- Frisée with citrus
- Tomato burrata (seasonal)
- Watermelon arugula with feta and mint dressing
- Caesar with parmesan crostini

Plated Desserts – Sample Selections

- Cheesecake with berries
- Flourless chocolate torte
- Key lime tart
- Berry trifle
- Chocolate mousse

Cocktail Reception

Grazing Station

- A selection of artisanal cheeses, charcuterie, and seasonal accompaniments

Passed Hors d'oeuvres – Sample Selections

Selection of 5–6 items; hot and cold

Passed Hors d'oeuvres	Passed Hors d'oeuvres
Tuna tartare on house-made chips Mini butter-poached lobster rolls Prosciutto-wrapped melon	Filet crostini Truffle grilled cheese (V) Bang bang chicken bites

Mini chicken tacos Garden quinoa cakes (vegan) Southwest arancini Fried cauliflower with honey sriracha or truffle sauce (V) Cajun shrimp on cucumber with guacamole (GF/DF) Tomato soup shooter with grilled cheese bite (V) BBQ chicken flatbread Crab cakes	Caprese stuffed tomatoes (GF/V) Fig & brie flatbread (V) Chicken or beef empanadas (GF) Cucumber avocado roll (vegan) Swedish meatballs Steak frites (GF) Edamame spring roll Lamb chop lollipop Philly steak eggrolls Chicken and waffles

BAR & BEVERAGE PACKAGES

- Soda, juice, bottled water
- Coffee
- Lunch – beer and wine
- Dinner – beer and wine
- Full bar (happy hour)
- Full bar (dinner)

Mobile Kitchen Catering Packages

These sample mobile kitchen catering packages highlight a selection of available menu options served from our food truck. Custom and themed menus are available upon request.

Luau Bites

- Mini pulled pork sliders
- Grilled summer vegetables
- Maui onion dip with chips
- Petit poke bowls
- Ahi tuna avocado or mango salmon
- Chicken satay with pineapple salsa
- Coconut rice pudding cups

Taco Bar

- Guacamole and chips
- Fiesta chopped salad
- Street corn salad
- Blackened mahi mahi, ground beef, and pulled chicken

- White corn tortillas and fried plantains
- Churros

Accompaniments:

- Slaw and shredded lettuce
- Salsa and chipotle crema

Summer Tapas

- Salmon avocado cakes
- Burrata, peach, and prosciutto crostini
- Veggie spring rolls with peanut sauce
- Buttermilk chicken sliders
- Petit New England lobster rolls
- Grilled shrimp with corn salsa
- Key lime pie bites

Kabob Picnic

- Charcuterie and crudité
- Spinach dip with pita chips
- Marinated kabobs: swordfish, chicken, and beef
- Greek orzo salad
- Grilled summer vegetables
- Watermelon arugula salad
- Blueberry peach cobbler

Mediterranean

- Chicken gyro and falafel in pita with tzatziki
- Hummus and mezze station with grilled vegetables
- Orzo salad
- Lemon roasted potatoes or fries
- Cucumber salad

Burger Bar

- Angus beef burgers
- Beyond burgers

Optional add-ons:

- Ahi tuna avocado burgers
- Lump crab cake burgers
- Homemade black bean burgers

- Turkey burgers
- Lamb burgers

Toppings Bar:

- Lettuce
- Heirloom tomatoes
- Raw and caramelized onions
- Bacon
- American, Swiss, and cheddar cheeses
- Wild mushrooms
- Roasted peppers
- Dill pickles
- Brioche rolls

Sides and Dessert:

- Choice of fries or potato salad
- Garden pasta salad
- Caesar salad
- S'mores bars
- Kids' burgers and hot dogs available.

Fiesta

- Veggie quesadillas
- BBQ pulled pork quesadillas
- Grilled chicken and steak
- Sautéed peppers and onions
- Flour tortillas
- Mexican sweet potatoes with corn and black beans
- Guacamole and chips
- Churros

Seasonal Apps (Example – Fall)

- Short rib parfaits with sautéed greens, gravy, and polenta
- New England clam chowder shooters
- Al pastor tacos
- Eggplant parmesan eggrolls
- Mushroom, fig, and brie grilled cheese
- Candied Brussels sprouts with bacon

Chili Bar

- BBQ brisket chili

- Veggie quinoa chili

Accompaniments:

- Avocados
- Sour cream
- Tomatoes
- Shredded cheese
- Cornbread bites
- Tortilla chips

Sides:

- Mac and cheese
- Kale salad

Build Your Own Summer Seafood Soirée

Choice of:

- Lobster rolls
- Fish and chips
- Baja fish tacos
- Oyster po' boy sliders

Additional menu items:

- Crab salad shooters
- Chilled summer corn bisque
- Cajun shrimp on cucumber with guacamole
- Poke with house-made chips
- Lemon squares

Section 3

References

Reference Field	Response
Client / Agency Name	Whispering Oaks Conference Center – Norwalk, CT
Contact Name & Title	Henrietta Manna, General Manager
Telephone	203-852-7331
Email	hmanna@madisonresorts.com
Number of Projects Completed for Client / Agency	70+ total
Project Name(s)	Hotel and Conference Center Catering
Project Description(s)	Official catering partner for corporate events and business conferences since 2023
Project Approach & Methodology	Hotel resale arrangement
Year of Project / Length of Project	Ongoing since 2023
Project Budget(s) / Final Invoiced Amount(s)	Example – 4 course hot lunch for 100 people - $42 per person invoiced at $4,200.00

Reference Field	Response
Client / Agency Name	The Hops Company – Derby, CT
Contact Name & Title	Anna Morales, Event Director
Telephone	203-308-6245
Email	anna@thehopscompany.com
Number of Projects Completed for Client / Agency	50+ (average 8-10 weddings per year)
Project Name(s)	Preferred catering partner (client weddings)
Project Description(s)	Direct coordination with venue's clients to create and execute custom catering menus for wedding receptions in venue's two onsite locations (indoor & outdoor).

Reference Field	Response
Project Approach & Methodology	Custom menu development, rental coordination, and professional guest service. Ongoing communications to accommodate client budgets, dietary preferences and allergy restrictions.
Year of Project / Length of Project	Ongoing since 2019
Project Budget(s) / Final Invoiced Amount(s)	Example – client wedding for 125 guests – final invoiced amount - $15,617 (catering for cocktail hour, dinner reception and dessert, plus service, rentals, gratuity)

Reference Field	Response
Client / Agency Name	Penfield Pavilion + Jacky Durrell Pavilion – Town of Fairfield Beaches
Contact Name & Title	Gaylen Brown, Assistant Director, Fairfield Parks & Recreation
Telephone	Tel: 203-256-3195
Email	GBrown@fairfieldct.org
Number of Projects Completed for Client / Agency	5
Project Name(s)	Preferred catering partner – client weddings
Project Description(s)	Direct coordination with venue's clients to create and execute custom catering menus for wedding receptions.
Project Approach & Methodology	Custom menu development, rental coordination, and professional guest service. Ongoing communications to accommodate client budgets, dietary preferences and allergy restrictions.
Year of Project / Length of Project	2025
Project Budget(s) / Final Invoiced Amount(s)	Example – client wedding for 55 guests – final invoiced amount - $10,500 (catering for cocktail hour, plated dinner reception and dessert, plus service, rentals, gratuity)

Reference Field	Response
Client / Agency Name	King Industries
Contact Name & Title	Kelly Sica, Executive Sales - Coatings Products Group
Telephone	203-866-5551x297
Email	ksica@kingindustries.com
Number of Projects Completed for Client / Agency	100+

Reference Field	Response
Project Name(s)	Employee Lunch Partnership
Project Description(s)	Catered weekday employee lunch program for 12 years; continue to support company events and lunches as needed
Project Approach & Methodology	Onsite event/meeting catering
Year of Project / Length of Project	2014 – 2023 (daily hot lunch) 2023-present for company event catering
Project Budget(s) / Final Invoiced Amount(s)	Varies

Section 4

Licenses and Certifications

Insurance:

Simply Delicious maintains general liability insurance in accordance with City requirements.

- $1,000,000 per occurrence
- $2,000,000 aggregate

ACORD

CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY): 6/12/2026

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

IMPORTANT: If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must have ADDITIONAL INSURED provisions or be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

PRODUCER	CONTACT NAME: Stephen Boccarossa	
Boccarossa Insurance LLC	PHONE (A/C, No, Ext): (203) 256-8029	FAX (A/C, No): (203) 256-8029
1828 Post Rd	E-MAIL ADDRESS: coi@boccarossa.com	
Fairfield CT 06824	INSURER(S) AFFORDING COVERAGE	NAIC #
	INSURER A : NATIONWIDE ASSUR CO	10723
INSURED	INSURER B : NATIONWIDE GENERAL INS CO	23760
SIMPLY DELICIOUS CATERING LLC	INSURER C : OHIO SECURITY INS CO	24082
1 DANBURY RD	INSURER D :	
	INSURER E :	
NEW CANAAN CT 06840	INSURER F :	

COVERAGES **CERTIFICATE NUMBER:** **REVISION NUMBER:**

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

INSR LTR	TYPE OF INSURANCE	ADDL INSD	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS	
A	[X] COMMERCIAL GENERAL LIABILITY [ ] CLAIMS-MADE [X] OCCUR GEN'L AGGREGATE LIMIT APPLIES PER: [ ] POLICY [ ] PRO-JECT [ ] LOC [ ] OTHER:	Y	Y	ACPCG013026451547	12/03/2025	12/03/2026	EACH OCCURRENCE	$ 1,000,000
							DAMAGE TO RENTED PREMISES (Ea occurrence)	$ 100,000
							MED EXP (Any one person)	$ 1,000
							PERSONAL & ADV INJURY	$ 1,000,000
							GENERAL AGGREGATE	$ 2,000,000
							PRODUCTS - COMP/OP AGG	$ 2,000,000
								$
B	AUTOMOBILE LIABILITY [X] ANY AUTO [ ] OWNED AUTOS ONLY [ ] SCHEDULED AUTOS [ ] HIRED AUTOS ONLY [ ] NON-OWNED AUTOS ONLY			ACPBA013026451547	12/03/2025	12/03/2026	COMBINED SINGLE LIMIT (Ea accident)	$ 1,000,000
							BODILY INJURY (Per person)	$
							BODILY INJURY (Per accident)	$
							PROPERTY DAMAGE (Per accident)	$
								$
	[ ] UMBRELLA LIAB [ ] OCCUR [ ] EXCESS LIAB [ ] CLAIMS-MADE [ ] DED [ ] RETENTION $						EACH OCCURRENCE	$
							AGGREGATE	$
								$
C	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) Y / N: Y If yes, describe under DESCRIPTION OF OPERATIONS below	N / A		XWS61344015	06/17/2025	06/17/2026	[ ] PER STATUTE [ ] OTH-ER	
							E.L. EACH ACCIDENT	$ 100,000
							E.L. DISEASE - EA EMPLOYEE	$ 100,000
							E.L. DISEASE - POLICY LIMIT	$ 500,000

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)

CERTIFICATE HOLDER	CANCELLATION
City of Norwalk 125 East Ave Norwalk CT 06851	SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS. AUTHORIZED REPRESENTATIVE Stephen A. Boccarossa

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Licenses and food safety certifications:

ServSafe
National Restaurant Association

ServSafe® CERTIFICATION

LAUREN PEDEN

for successfully completing the standards set forth for the ServSafe® Food Protection Manager Certification Examination, which is accredited by the American National Standards Institute (ANSI)–Conference for Food Protection (CFP).

24555890	10795
CERTIFICATE NUMBER	EXAM FORM NUMBER
9/21/2023	9/21/2028
DATE OF EXAMINATION	DATE OF EXPIRATION

Local laws apply. Check with your local regulatory agency for recertification requirements.

ANSI ACCREDITED PROGRAM American National Standards Institute and the Conference for Food Protection®
#0655

Sherman Brown
Executive Vice President, National Restaurant Association Solutions

In accordance with Maritime Labour Convention 2006, Resolution ADM N 068-2013 (Regulation 3.2, Standard A3.2).

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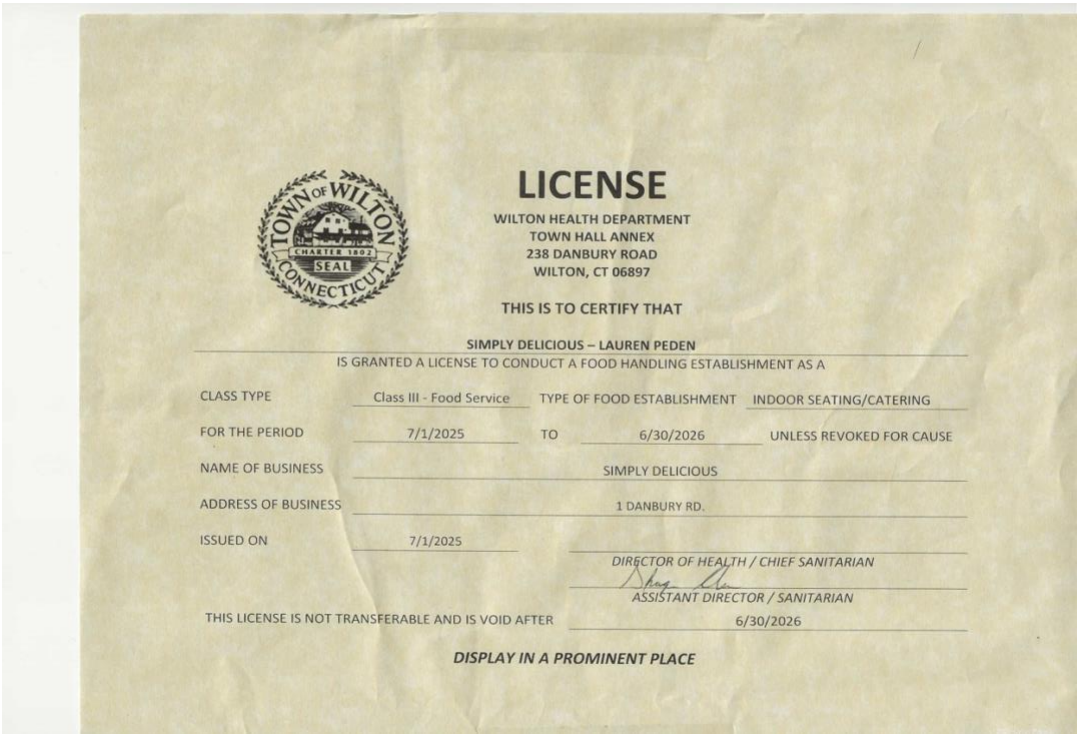
Contact us with questions at 233 S. Wacker Drive, Suite 3600, Chicago, IL 60606-6383 or ServSafe@restaurant.org



TOWN OF WILTON CHARTER 1802 SEAL CONNECTICUT

LICENSE

WILTON HEALTH DEPARTMENT
TOWN HALL ANNEX
238 DANBURY ROAD
WILTON, CT 06897

THIS IS TO CERTIFY THAT

SIMPLY DELICIOUS – LAUREN PEDEN

IS GRANTED A LICENSE TO CONDUCT A FOOD HANDLING ESTABLISHMENT AS A

CLASS TYPE: Class III - Food Service — TYPE OF FOOD ESTABLISHMENT: INDOOR SEATING/CATERING

FOR THE PERIOD: 7/1/2025 TO 6/30/2026 UNLESS REVOKED FOR CAUSE

NAME OF BUSINESS: SIMPLY DELICIOUS

ADDRESS OF BUSINESS: 1 DANBURY RD.

ISSUED ON: 7/1/2025

DIRECTOR OF HEALTH / CHIEF SANITARIAN

ASSISTANT DIRECTOR / SANITARIAN

THIS LICENSE IS NOT TRANSFERABLE AND IS VOID AFTER 6/30/2026

DISPLAY IN A PROMINENT PLACE

STATE OF CONNECTICUT
DEPARTMENT OF CONSUMER PROTECTION

Attached is your Liquor Permit authorizing you to sell such alcoholic liquor as is provided by law under your permit number. **This permit is not transferable**. Questions regarding this permit can be emailed to dcp.liquorcontrol@ct.gov.

In an effort to be more efficient and Go Green, the department asks that you keep your email information with our office current to receive correspondence. You can access your account at www.elicense.ct.gov to verify, add or change your email address. Current email address on file:

simplydeliciousct@gmail.com

SIMPLY DELICIOUS
SIMPLY DELICIOUS CATERING LLC
Simply Delicious
175 Heritage Hill Road
New Canaan, CT 06840

STATE OF CONNECTICUT ✦ DEPARTMENT OF CONSUMER PROTECTION 1157806

LIQUOR PERMIT

This certifies that

SIMPLY DELICIOUS CATERING LLC
1 DANBURY RD
WILTON, CT 06897-4317

is authorized to sell such alcoholic liquor as is provided by law under permit type

RESTAURANT LIQUOR

ENTERTAINMENT: No Live Entertainment

PERMIT #: LIR.0021268

Trade Name: **SIMPLY DELICIOUS**
Permittee Name: **LAUREN N PEDEN**

Effective Date: 06/04/2026
Expiration Date: 06/03/2027

Bryan T. Cafferelli, Commissioner

LICENSE

WILTON HEALTH DEPARTMENT
TOWN HALL ANNEX
238 DANBURY ROAD
WILTON, CT 06897

THIS IS TO CERTIFY THAT

Lauren Peden – Simply Delicious

IS GRANTED A LICENSE TO CONDUCT A FOOD HANDLING ESTABLISHMENT AS A

CLASS TYPE Class III - Food Service TYPE OF FOOD ESTABLISHMENT Itinerant Food Service

FOR THE PERIOD 4/23/2025 TO 6/30/2026 UNLESS REVOKED FOR CAUSE

NAME OF BUSINESS Simply Delicious

ADDRESS OF BUSINESS Food Truck (175 Heritage Hill Rd., New Canaan, CT)

ISSUED ON 5/5/2025

DIRECTOR OF HEALTH / CHIEF SANITARIAN

DEPUTY PUBLIC HEALTH DIRECTOR & SANITARIAN

THIS LICENSE IS NOT TRANSFERABLE AND IS VOID AFTER 6/30/2026

DISPLAY IN A PROMINENT PLACE

State of Connecticut

Lookup Detail View
Name and Address

SIMPLY DELICIOUS CATERING LLC

DBA

SIMPLY DELICIOUS

Address

1 DANBURY RD
WILTON, CT 06897-4317

Credential Information

Credential

LIR.0021268

Credential Type

RESTAURANT LIQUOR

Address

1 DANBURY RD
WILTON, CT 06897-4317

Effective Date

06/04/2026

Expiration Date

06/03/2027

Status

ACTIVE

Permittee Information

Permittee Name

LAUREN N PEDEN

Relationship Type

City of Norwalk, Health Department
www.norwalkct.gov/health
P: 203-854-7776 / F: 203-854-7934
137 East Avenue
Norwalk, CT 06851

DATE: December 9, 2024
TO: Food Service Establishment Owners and Qualified Food Operators
FROM: Deanna D'Amore, MPH, Director of Health
RE: Connecticut Adoption of the FDA Model Food Code

Starting in 2023, the Food and Drug Administration (FDA) Model Food Code Connecticut's Food Code has been in effect. This letter is to remind you of important aspects to keep in mind:

- **Effective July 1, 2017:** Acidification of sushi rice and sous vide cooking will be allowed **only** with variance from the Connecticut Department of Public Health. If you use or wish to use these techniques, this variance can be obtained at the CTPDH website, www.ct.gov/dph under Food Protection.
- **Effective October 1, 2017:**
  - Cold holding temperatures were decreased from **45°F** or below to **41°F** or below.
  - Hot holding temperatures were changed from a minimum of **140° F** to a minimum of **135° F.**
  - Food establishments were reclassified to meet the FDA food classification definitions. These changes were phased in and will be reflected on your NHD license renewal application for January 2025.

Potentially hazardous foods, now known as time/temperature controlled for safety (TSC) foods, are a Priority item on the inspection form and will be debited as such if not above 135 degrees or less than 41 degrees.

- **Effective July 1, 2018:** Qualified Food Operators (QFOs) are now known as *Certified Food Protection Manager* (CFPM). Class II, III, and IV food establishments are required to have trained Certified Food Protection Managers. Upon the expiration date specified on their certificate, current QFOs will be required to renew their certification. A list of the approved training programs will be posted on the Norwalk Health Department website as soon as it is available.

Expiration dates on your training certificate will be closely reviewed for compliance with the FDA Food Code. If it has been more than five years since your certification has been issued (e.g., ServSafe), you will be required to retake the exam and obtain a new certificate. ***Please start planning now to ensure that your training is up to date.***

Effective February 16, 2023:

- New inspection forms will be used, and reports will no longer provide a number score. **Violations cited** will be categorized as **"Priority", "Priority Foundation"** and **"Core"** and will align with the risk of that violation as it relates to foodborne illness. More information regarding this system will be forthcoming.
- A Certified Food Protection Manager **must** be on site during peak hours of operation.
- Many food products will require **date labeling.**
- **All** hand sinks will be required to have posters for food employees to wash their hands.

NHD is committed to working with you throughout the transition process and will continue to provide updates and answer any pending questions. We encourage you to work with our NHD inspectors and begin reviewing information currently available in preparation for this important transition. For more information, please call William Mooney, Assistant Director of Health/Environmental Health at 203-854-7824 or email wmooney@norwalkct.gov.

Section 5

Sustainability and Sourcing Practices

Simply Delicious Catering is committed to operating responsibly and incorporating sustainable practices wherever possible across our catering and event operations. We recognize that thoughtful sourcing, waste reduction, and responsible facility use are important considerations for the City of Norwalk and the event hosts served through the Preferred Caterer program.

Our sustainability and sourcing practices include:

Recycling Practices
Simply Delicious recycles cooking oil and cardboard through scheduled pickups as part of our ongoing operational practices. These systems help reduce waste from our kitchen and event production operations.

Food Waste Reduction and Food Rescue Coordination
When catering events result in excessive surplus food, Simply Delicious coordinates with Haley Schulman, Co-Site Director of Food Rescue US – Fairfield County, when appropriate, to arrange pickup of eligible fresh food leftovers. Food Rescue US helps transfer fresh food surpluses from local businesses to social service agencies serving individuals and families experiencing food insecurity. This allows us to reduce unnecessary food waste while supporting the broader community.

Local and Seasonal Sourcing
Whenever possible, Simply Delicious sources ingredients from local partner farms and area purveyors, including Sport Hill Farm in Easton and Ox Hollow Farm in Roxbury, Connecticut. Our menus are designed around seasonal, farm-to-table ingredients, allowing us to offer fresh, high-quality food while supporting local and regional food producers.

Eco-Friendly Service Options
Simply Delicious offers eco-friendly place setting options upon request, including bamboo plates and wood utensils. We are happy to work with event hosts to recommend disposable or reusable serviceware options that align with the size, style, and sustainability goals of each event.

Responsible Event Operations
In addition to our sustainability practices, Simply Delicious is committed to leaving event spaces, kitchens, and service areas clean, orderly, and ready for the next scheduled use. Our team understands the importance of protecting City-owned facilities and maintaining a professional standard of care before, during, and after each event.

Together, these practices reflect our commitment to high-quality catering, responsible operations, and community-minded service.

Section 6

Response Forms

CITY OF NORWALK PURCHASING DEPARTMENT

RESPONSE FORMS

PROPOSER'S INFORMATION AND ACKNOWLEDGMENT FORM

Proposer's Name

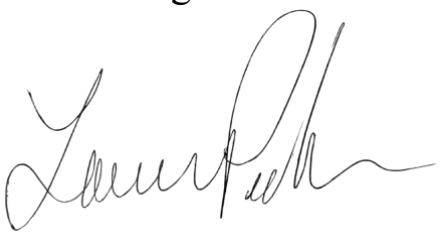
Lauren Peden, Simply Delicious Catering, LLC
Street Address

1 Danbury Road, Wilton, CT 06897

Business Telephone: 203-831-0371

Email Address: team@simplydeliciousct.com

Printed Name and Title of Individual Submitting Proposal

The undersigned acknowledges that the terms, conditions and specifications of this RFQ are understood and unconditionally accepted.	
Signature 	Date 6/14/26

CITY OF NORWALK
PURCHASING DEPARTMENT

Exceptions: Note any vendor(s) responding to this proposal shall indicate any/all exceptions (if any) taken to language in this proposal. BIDDERS MAY NOT TAKE EXCEPTION TO SUBSTANTIVE TERMS OF STANDARD CONTRACT FORMS PROVIDED IN THE RFP/RFQ/ITB. Exceptions must be declared below in order to be considered by the City:

_____

_____

_____

_____

_____

_____

_____

_____

_____

CITY OF NORWALK
PURCHASING DEPARTMENT

1.1 PROPOSAL RESPONSE FORM

Firm Name - Simply Delicious Catering, LLC		
Address - 1 Danbury Road, Wilton, CT		
Phone - 203-831-0371	Fax -	Email - team@simplydeliciousct.com
Manager - Lauren Peden		Fed ID# LIR.0021268

In submitting this submittal the undersigned declares that this submission is made without any connection with any persons making another bid or the same contract; that the proposed fees are in all respects fair and without collusion, fraud or mental reservation; and that no official of the City, or any person in the employ of the City is directly or indirectly interested in said proposal or in the supplies or work to which it relates, or in any portion of the profits thereof.

The undersigned also hereby declares that they have carefully considered objectives of each task of this project, professional services, requirements and deliverables required, and are satisfied and understood that in signing this proposal all right to plead any misunderstanding regarding the same is waived.

The undersigned further understands and agrees that he/she on behalf of the submitting firm will furnish and provide all the necessary staffing, sub-consultant services, office support, and other items of whatever nature, and to do and perform all design services necessary under the aforesaid conditions, to carry out the contract and

to accept in full compensation therefore the amount of the contract as agreed to by the Firm and the City.

A. Percentage of Gross Revenues

Caterer Fee Based On Gross Revenue Per Event	10%
Percentage in Words	Ten Percent

CERTIFICATION

Submitted By: Lauren Peden	**Signature:**
Authorized Agent of Company (name and title)	**Date:** 6/14/26

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

Addendum #		Dated		Addendum #		Dated	
Addendum #		Dated		Addendum #		Dated	

CITY OF NORWALK
PURCHASING DEPARTMENT

1.2 STATEMENT OF QUALIFICATIONS

Please answer the following questions regarding your company's past performance. Failure to reply to this instruction may be regarded as justification for rejecting a bid.

1.	**Number of years in business:**	**17**	
2.	**Number of personnel employed:**	**Part Time**	**Full Time**

		10	**10**

3. **List six contracts of this type/size your firm has completed within the last four years:**

Project	Date	Contact Person	Phone No.
Official catering partner - Whispering Oaks Conference Center (Norwalk)	2023- present	Henrietta Manna, General Manager	203-852-7331
Preferred Vendor - The Hops Company (Derby)	2019 - present	Anna Morales, Event Director	203-308-6245
Preferred Catering Partner (Weddings) Penfield Pavilion + Jacky Durrell – Town of Fairfield Beaches	2025- present	Gaylen Brown, Assistant Director, Fairfield Parks & Recreation	203-256-3195
Daily Employee Lunch Program - King Industries	2014-2023	Kelly Sica, Executive Sales Assistant	203-866-5551 x 297
Corporate Catering - Datto and affiliated organizations (Manresa Wilds, NHRL)	2020 - Present	Kathryn Powers, Senior Events Coordinator	(203) 285-6372
Commonfund - Working meetings, full-company luncheons	2022 - Present	Christine Dressler, Executive Assistant	203.563.5268

4. **SUBCONTRACTORS:** If subcontractors are to be used, please list firm name, address, name of principal, and phone number below or on a separate sheet. Also indicate portion or section of work subcontractor will be performing.

COMPANY NAME	**ADDRESS**	**PRINCIPAL**	**PHONE**	**PORTION/SECTION OF WORK**

5. ORGANIZATIONAL		general partnership

CITY OF NORWALK
PURCHASING DEPARTMENT

STRUCTURE OF BIDDER (check wh			limited partnership		
applies)	X		limited liability corporation		
			limited liability partnership		
			corporation doing business under a trade name		
			individual doing business under a trade name		
			other (specify)		
6. STATUS OF THE BUSINESS AND ITS CURRENT STANDING WITH THE SECRETARY OF STATE'S OFFICE; e.g., are all required filings current and in good standing or has the entity been withdrawn or canceled			Connecticut corporations - Will the Secretary of State be able to issue a Certificate	**Yes**	**No**
				Yes X	

	of Good Standing within 30 days of the bid opening?		
	Out-of -State corporations - Do you have a valid license to do business in the State of Connecticut? (Evidence in the form of a Certificate of Authority from the Connecticut Secretary of State will be required within 30 days of the bid opening.)	**Yes**	**No**
		Yes X	

7. CT eLICENSE (https://www.elicense.ct.gov) / Business Registration (https://business.ct.gov/?language=en_US) :

   LIR.0021268

8. Is your local organization an affiliate of a parent company? If so, Indicate the principal place of business of your company and the name of the agent for service if different from what has been indicated on the response form:

Business Name	n/a – same as noted in sections above
Address	
City. State & Zip	
Name of Agent	

NOTE: In the case of a Limited Liability Corporation or a Limited Liability Partnership a certified copy of the Articles of Organization certified as valid and in effect as of the date of the bid opening will be required within 30 days of the bid opening. A listing of the corporate officers, in the case of a corporation; the general or managing partners, in the case

of a partnership; or the managers and members in the case of either a limited liability partnership or company will be required within 30 days of the bid opening.

9. Your company may be asked to submit the following information relative to your company's financial statements prior to receiving an award. This information will not be part of the public bidding record and will remain confidential.

All information should be supported with appropriate audited financials

a. Book Value (Total Assets (-) Total Liabilities)
b. Working Capital (Current Assets (-) Current Liabilities
c. Current Ratio (Current Assets/Current Liabilities)
d. Debt to Equity Ratio (Long Term Debt/Shareholder's Equity)
e. Return on Assets (Net Income/Total Assets)
f. Return on Equity (Net Income/Shareholder's Equity)
g. Return on Invested Capital (Net Income/Long Term Debt = Shareholders' Equity)

All responses to this questionnaire are understood to be proprietary to the vendor, and will be considered confidential.

Additional information may be requested subsequent to your responding to this bid request.

1.3 CITY OF NORWALK VENDOR RECORDS

If you have not done business with the City of Norwalk as a vendor, your business information needs updating or your City of Norwalk vendor record has not been updated over three (3) years. Please complete and include **the latest version of Internal Revenue Service (IRS) W-9 Form** with your submission. Here is the URL to the IRS website: https://www.irs.gov/forms-pubs/about-form-w-9

1.4 INSURANCE

Insurance Agency Name: Boccarossa Insurance LLC	**Tel:** (203) 256-8029
Agency Address: 1828 Post Rd, Fairfield, CT	**Email:** coi@boccarossa.com

1.5 CITY OF NORWALK VENDOR QUESTIONNAIRE – IT INFORMATION

SECURITY

City of Norwalk Vendor Questionnaire
IT Information Security

Rev 8.4.22

1. **Third-Party Contact Information (please provide the POC for follow-up questions to this questionnaire):** Vendor Name, Address, Point-of-Contact Name, Phone Number and Email

Simply Delicious Catering, LLC
1 Danbury Road, Wilton, CT
Lauren Peden, 203-831-0371
team@simplydeliciousct.com

2. **Description of Services/Products:** Please provide a detailed description of services/products your organization aims to provide to the City?

Catering / food service operations as a preferred partner supporting events hosted at Gallher Mansion and South Norwalk Recreation Center

3. **System and Equipment Access:** Will your organization use your own systems and equipment to perform the services, or will your organization need access to the City's systems, equipment and network? (Yes or No, If Yes, please explain)

YES X☐ NO ☐

Yes, we will use our own systems and computer equipment

4. **Description of Data:** Are you using data from the City in order provide the services/product to the City (Yes or No, if Yes proceed to 3.1)

a. What data is needed to provide the services/products to the City?

Example: Name, Social Security Number, Trade Information, Source Code, Payroll or Accounts Payable data, student or patient data, Law Enforcement data, any Personally Identifiable Information (PII), etc.

YES ☐ NO ☐ X

No city data needed to provide food operation services related to project 4512

June 2, 2026

City of Norwalk
Recreation & Parks Department
125 East Avenue
Norwalk, CT 06851

SPYC BABE CATERING SERVICES LLC

Request for Qualifications Submission
RFQ #4512
Catering Services at Gallaher Mansion & South Norwalk Recreation Center

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ABOUT THE OWNER

Samantha Dale, Owner & Executive Chef

Samantha Dale is the Owner and Executive Chef of Spyc Babe Catering Services LLC, a Hartford-based catering company specializing in Caribbean-American and fusion cuisine. Her passion for cooking began at the age of eight, when she taught herself to cook by recreating recipes she watched on television while growing up in a Caribbean household.

What started as a personal passion evolved into a business built on bringing people together through exceptional food and memorable dining experiences. Samantha founded Spyc Babe with a mission to provide flavorful, high-quality catering services while showcasing the rich culinary traditions of the Caribbean through a modern and approachable style.

Over the years, she has successfully catered weddings, corporate events, nonprofit functions, educational institutions, community celebrations, and large public events throughout Connecticut. Her experience includes serving as a featured caterer for Wickham Park Weddings and Bridal Open Houses, providing catering services for Classical Magnet School events, and operating as a food vendor for Hartford Yard Goats games.

Samantha is recognized for her hands-on approach to event planning, menu development, and customer service. She works closely with each client to create customized experiences that reflect their vision, dietary needs, and event goals while maintaining high standards of food quality, professionalism, and hospitality.

As a woman-owned small business owner, Samantha remains committed to community engagement, culinary education, and building lasting relationships with clients, venues, and community partners. Through Spyc Babe Catering Services, she continues to grow a brand known for bold flavors, reliable service, and memorable guest experiences throughout Connecticut.

Dear Selection Committee,

Thank you for the opportunity to submit qualifications for consideration as a Preferred Caterer for the City of Norwalk's Gallaher Mansion and South Norwalk Recreation Center.

Spyc Babe Catering Services LLC is a Connecticut-based catering company specializing in Caribbean-American and fusion cuisine. Founded by Chef Samantha Dale, Spyc Babe has built a reputation for delivering exceptional food, professional service, and memorable guest experiences for weddings, corporate events, educational institutions, nonprofit organizations, community celebrations, and private events throughout Connecticut.

Our team understands that catering extends beyond food preparation. Successful events require organization, communication, professionalism, attention to detail, and the ability to adapt to the unique needs of each client and venue. We take pride in providing customized menus, dependable service, and seamless event execution from planning through breakdown.

Our experience includes catering weddings of more than 100 guests, educational and community events, nonprofit galas, corporate functions, and large public events. Through these experiences, we have developed the operational capabilities necessary to successfully support a wide variety of events while maintaining high standards of food quality, presentation, and customer service.

Spyc Babe's culinary approach combines traditional Caribbean flavors with contemporary American and international influences, allowing us to create menus that are both distinctive and accessible to diverse audiences. We believe this versatility makes us uniquely positioned to serve the wide range of guests and event types hosted at Gallaher Mansion and the South Norwalk Recreation Center.

As a woman-owned small business, we are committed to professionalism, food safety, community engagement, and building long-term relationships with our clients and partners. We are excited about the opportunity to contribute to the success of these premier City of Norwalk event venues.

Thank you for your consideration. We appreciate the opportunity to be considered and look forward to the possibility of partnering with the City of Norwalk.

Sincerely,

Samantha Dale
Owner & Executive Chef
Spyc Babe Catering Services LLC
Hartford, Connecticut

WHY SPYC BABE CATERING SERVICES

Spyc Babe Catering Services brings a unique combination of culinary creativity, operational experience, and personalized customer service to every event.

Unlike traditional catering companies that focus on a single style of cuisine, Spyc Babe specializes in Caribbean-American and fusion cuisine while maintaining the flexibility to customize menus for weddings, corporate functions, educational institutions, nonprofit organizations, community events, and private celebrations.

The company has successfully executed events ranging from intimate gatherings to large-scale weddings and public events serving hundreds of guests. Through partnerships with venues, educational institutions, community organizations, and event producers, Spyc Babe has developed the experience necessary to manage food production, transportation, setup, service, and event logistics while maintaining exceptional quality standards.

As a woman-owned small business, Spyc Babe takes pride in providing personalized service, direct client communication, and customized menu development tailored to the needs of each event. Every client receives hands-on support throughout the planning process to ensure a seamless and memorable experience.

Spyc Babe is committed to professionalism, food safety, reliability, and creating exceptional guest experiences through bold flavors, quality ingredients, and outstanding service.

SECTION 1 – EXPERIENCE AND HISTORY OF THE FIRM

Spyc Babe Catering Services LLC is a Hartford, Connecticut-based catering company specializing in Caribbean-American and fusion cuisine. Founded by Chef Samantha Dale, the company has built a reputation for delivering flavorful, high-quality food and exceptional customer service for a wide range of events throughout Connecticut.

Spyc Babe provides catering services for weddings, corporate events, educational institutions, nonprofit organizations, private celebrations, community gatherings, and large public events. Services include full-service catering, buffet service, drop-off catering, event staffing, customized menu development, and food vendor operations.

The company's culinary style combines traditional Caribbean flavors with contemporary American and international influences, allowing Spyc Babe to create menus that appeal to diverse audiences while maintaining a unique culinary identity. Signature offerings include Caribbean classics, elevated comfort foods, fusion dishes, and customized event menus tailored to each client's vision and budget.

Recent experience includes catering wedding and bridal events through Wickham Park, providing food vendor services at Hartford Yard Goats games, catering school and educational events between Trinity College & Classical Magnet School, supporting nonprofit and community organizations, and serving corporate clients throughout Connecticut. Spyc Babe has successfully executed both intimate gatherings and larger-scale events requiring food production, transportation, setup, service, and event coordination.

Chef Samantha Dale oversees all culinary operations and is committed to maintaining the highest standards of food quality, professionalism, customer service, and food safety. The company prides itself on creating memorable dining experiences while building long-term relationships with clients and community partners.

SECTION 2 – MENU OPTIONS

Spyc Babe Catering Services offers customizable menus designed to accommodate a wide range of events, including weddings, corporate functions, community events, private celebrations, educational institutions, nonprofit organizations, and social gatherings. Menus can be customized to meet dietary preferences, cultural traditions, event themes, and budget requirements.

CARIBBEAN FAVORITES
• Jerk Chicken
• Brown Stew Chicken
• Curry Chicken
• Curry Shrimp
• Oxtail
• Escovitch Fish
• Jerk Pulled Pork
• Rice & Peas
• Coconut Rice
• Cabbage
• Fried Plantains
• Black Bean Stew

CARIBBEAN-AMERICAN FUSION
• Rasta Pasta (Chicken, Shrimp, or Vegetarian)
• Jerk Chicken Pasta
• Jerk Pulled Pork Sliders
• Jerk Chicken Sandwiches
• Caribbean Rice Bowls
• Blackened Salmon
• Cajun Shrimp & Grits
• Hot Honey Jerk Wings
• Honey Garlic Wings
• Jerk Mac & Cheese
• Seafood Mac & Cheese

WEDDING & FORMAL EVENT MENUS
• Buffet Service
• Plated Dinners
• Family-Style Service
• Cocktail Hour Displays
• Passed Hors d’Oeuvres
• Signature Entrées and Customized Menus
• Late-Night Bites and Reception Menus

CORPORATE & COMMUNITY EVENT CATERING
• Breakfast Catering
• Boxed Lunches
• Buffet Lunches
• Staff Appreciation Events
• Conferences and Meetings
• School Functions
• Community Celebrations
• Nonprofit and Fundraising Events

APPETIZERS & SMALL BITES
• Blackened Shrimp Tostone Cups
• Mini Beef Patties
• Chicken Skewers
• Shrimp Skewers
• Vegetable Spring Rolls
• Stuffed Plantain Cups
• Assorted Dips and Displays

SERVICE OPTIONS
• Full-Service Catering
• Buffet Service
• Drop-Off Catering
• Event Staffing
• Setup and Breakdown
• Customized Menu Development

Spyc Babe Catering Services works directly with each client to create a menu and service package tailored to the size, style, and goals of the event.

REFERENCE #1

Client/Agency Name:
Wickham Park Events

Contact Name & Title:
Diana Wheeler, Events Director

Project Name:
Wickham Park Weddings & Bridal Open House

Project Description:
Spyc Babe Catering Services has successfully catered three weddings at Wickham Park, each serving over 100 guests, in addition to participating as a featured caterer during the Wickham Park Bridal Open House. Following successful event execution and positive client experiences, Spyc Babe was added as a preferred wedding caterer for Wickham Park events.

Project Approach & Methodology:
Provided menu development, food preparation, transportation, buffet service, event setup, guest service, and post-event breakdown while maintaining professional presentation and service standards for large-scale wedding celebrations.

Project Year:
2025–2026

REFERENCE #2

Client/Agency Name:
Classical Magnet School

Contact Name & Title:
Desiree McBride

Project Name:
Classical Magnet School Acceptance Night

Project Description:
Spyc Babe Catering Services provided buffet-style catering services for a school-wide Acceptance Night celebration attended by more than 100 students, family members, faculty, and guests.

Project Approach & Methodology:
Developed a customized menu, coordinated food production and logistics, executed buffet service, maintained food quality throughout the event, and provided professional event support from setup through breakdown.

Project Year:
2026

REFERENCE #3

Client/Agency Name:
Private Client / Trinity College Affiliated

Contact Name & Title:
Lou Coulette

Project Name:
Private Catering Services

Project Description:
Spyc Babe Catering Services has provided recurring catering services for private events and gatherings for a repeat client over multiple years. Services included customized menu development, food preparation, event setup, buffet service, and guest hospitality.

Project Approach & Methodology:
Worked directly with the client to create tailored menus and event experiences while maintaining consistent food quality, professionalism, and customer service. The client has retained Spyc Babe Catering Services for multiple events, demonstrating continued satisfaction and trust in the company's services.

Project Year:
Ongoing

REFERENCE #4

Client/Agency Name:
Dunkin Donuts Park (Hartford Yard Goats)

Contact Name & Title:
Aiesha Petteway

Project Name:
Youth Culinary Education, Event Catering & Stadium Food Services

Project Description:
Spyc Babe Catering Services partnered with Aiesha and her organization to provide a variety of food service and educational programming initiatives. Services included developing and facilitating hands-on cooking classes for youth participants, providing catering services for staff meetings, special events, and community programs, and managing food service operations for sporting events held at the organization's stadium facility.

Project Approach & Methodology:
Chef Samantha Dale worked closely with program leadership to create engaging culinary education experiences for youth while also coordinating food production, menu planning, event catering, and concession operations. Responsibilities included curriculum development, food safety instruction, meal preparation, staffing support, event logistics, and customer service for both educational and public-facing food service programs.

Project Results:
Successfully delivered culinary education programs for youth, provided catering services for staff and organizational events, and managed stadium food service operations serving athletes, families, staff, and community members. Through these efforts, Spyc Babe demonstrated the ability to operate in educational, community, and high-volume event environments while maintaining professional service and food quality standards.

Project Year:
Ongoing

Designated Contact Person:
Samantha Dale
Owner & Executive Chef
Spyc Babe Catering Services LLC
Hartford, Connecticut
Email: spycbabeservices@gmail.com
Phone: 860-893-3136

SUSTAINABILITY & SOURCING PRACTICES

Spyc Babe Catering Services LLC is committed to operating in a responsible and sustainable manner while providing exceptional food and hospitality services.

We strive to minimize food waste through careful menu planning, portion management, and accurate event forecasting. By preparing food based on anticipated guest counts and event needs, we reduce unnecessary waste while maintaining quality and consistency.

Whenever possible, Spyc Babe supports local businesses and suppliers throughout Connecticut by purchasing ingredients, products, and services from regional vendors. This approach helps strengthen the local economy while providing fresh, high-quality ingredients for our clients.

The company also utilizes reusable service equipment whenever practical and encourages the use of recyclable and environmentally conscious serving materials when appropriate for the event.

As our business continues to grow, we remain committed to identifying additional opportunities to reduce waste, improve efficiency, and implement sustainable practices that benefit both our clients and the communities we serve.

CITY OF NORWALK
PURCHASING DEPARTMENT

SEALED RFQS MUST BE RECEIVED BY THE OFFICE OF THE PURCHASING AGENT, 125 EAST AVENUE NORWALK, CT 06851 BY THE DATE AND TIME OF RFQ OPENING

PROJECT NUMBER:	**4512**
REQUESTING DEPARTMENT:	**Recreation & Parks**
DATE OF RFQ ISSUANCE:	**05/22/2026**
TITLE OF RFQ:	**Catering Services at Gallaher Mansion and South Norwalk Recreation Center**
RFI/QUESTION DEADLINE:	**2:00 PM 6/9/2026**
ELECTRONIC SUBMISSION DEADLINE:	**2:00 PM 6/16/2026**
HARD COPY SUBMISSION DEADLINE:	**N/A**
MANDATORY WALKTHROUGH: **DATE, TIME AND LOCATION OF WALKTHROUGH**	**YES ( ) NO (X)** **June 2, 2026, 2:00PM, Meeting at the Gallaher Mansion, 300 Grumman Ave. then to South Norwalk Recreation Center, 98 S. Main St., Norwalk, CT**
TIME/DATE OF RFQ OPENING:	**2:00 PM 6/16/2026**
RFQ DEPOSIT REQUIRED: **IF YES, AMOUNT REQUIRED**	**YES ( ) NO (X)**
SUCCESSFUL BIDDERS ONLY: **PERFORMANCE & PAYMENT BOND REQUIRED:** **IF YES, AMOUNT REQUIRED**	**YES ( ) NO (X)**
SUCCESSFUL BIDDERS ONLY: **MAINTENANCE BOND REQUIRED:**	**YES ( ) NO (X)**

ALL TERMS AND CONDITIONS, SPECIFICATIONS AND BID FORMS ARE ATTACHED HERETO.

NOTE: THE FOLLOWING DOCUMENTS WILL BE REQUIRED FOR A BID TO BE COMPLIANT

1. **BIDDER'S INFORMATION AND ACKNOWLEDGEMENT FORM**
2. **RFQ FORMS, INCLUDING PRICING SHEETS AND ADDENDA ACKNOWLEDGMENT**
3. **EXCEPTIONS (IF ANY)**

CITY OF NORWALK
PURCHASING DEPARTMENT

NOTICE TO BIDDERS

1. **ALL RFQS WILL BE OPENED PROMPTLY AT THE ADVERTISED TIME OF OPENING. THERE WILL BE NO DELAYS OR POSTPONEMENTS WHICH ARE NOT PUBLICLY ADVERTISED. ANY RFQ RECEIVED AFTER THE ADVERTISED TIME OF OPENING WILL NOT BE ACCEPTED.**

2. **OBLIGATION OF BIDDERS:**

    a. **AT THE TIME OF OPENING RFQS, EACH BIDDER SHALL BE PRESUMED TO HAVE INSPECTED THE SITES AND TO HAVE MADE HIM/HERSELF THOROUGHLY FAMILIAR WITH THE PLANS AND CONTRACT DOCUMENTS, INCLUDING ALL ADDENDA. THE FAILURE OR OMISSION OF ANY BIDDER TO RECEIVE OR EXAMINE ANY FORM, INSTRUMENT OR DOCUMENT SHALL IN NO WAY RELIEVE ANY BIDDER FROM ANY OBLIGATION IN RESPECT TO THEIR RFQ.**

    b. **EACH BIDDER MUST FULLY INFORM HIM/HERSELF OF THE CONDITIONS RELATING TO THE WORK WHICH WILL BE PERFORMED. FAILURE TO DO SO WILL NOT RELIEVE THE SUCCESSFUL BIDDER OF HIS/HER OBLIGATION TO FURNISH ALL LABOR AND MATERIALS NECESSARY TO CARRY OUT THE PROVISIONS OF THE CONTRACT DOCUMENTS AND TO COMPLETE THE CONTEMPLATED WORK. IN AS MUCH AS POSSIBLE, THE CONTRACTOR MUST, IN CARRYING OUT HIS/HER WORK, EMPLOY SUCH MEANS AND METHODS AS WILL NOT CAUSE ANY INTERRUPTIONS OR INTERFERENCE WITH THE WORK OF ANY OTHER CONTRACTOR.**

3. **TIME IS OF THE ESSENCE (IF APPLICABLE):**

    a. **IF THE PROJECT IS NOT COMPLETED BY THE DATE SPECIFIED AS THE SUBSTANTIAL COMPLETION DATE IN THE CONTRACT ENTERED INTO BY THE CITY AND THE CONTRACTOR, THE CONTRACTOR WILL BE SUBJECT TO CONSEQUENTIAL AND/OR LIQUIDATED DAMAGES.**

CITY OF NORWALK
PURCHASING DEPARTMENT

GENERAL INFORMATION

1. INTRODUCTION

This is a Request For Qualifications (RFQ) for catering services on as needed basis for the Gallaher Mansion at Cranbury Park and South Norwalk Recreation Center. The requirements of this project are outlined in greater detail under Section 2 Scope of Work/Project Specifications.

2. RFQ DOCUMENTS

All RFQ documents for this invitation are available over the internet at http://www.norwalkct.gov. Adobe Acrobat reader is required to view this document. If you do not have this software you may download it for free from Adobe.

3. ADDENDA

All addenda, if issued will be available over the internet at http://www.norwalkct.gov. We strongly suggest that you check for any addenda a minimum of forty-eight hours in advance of the RFQ deadline. It is the responsibility of the bidder to check for issuance of any addenda.

4. BIDDER'S LIST

Bidder's list for this solicitation will not be published.

5. QUESTIONS CONCERNING THIS RFQ

All questions concerning this solicitation must be directed, via e-mail, to Carleen Megaro, Buyer at cmegaro@norwalkct.gov. Please include the Project Number and Project Title in the subject line. The deadline for the submission of questions is 2:00 pm, June 9, 2026.

6. SUBMISSION OF RFQ

The City of Norwalk requires **electronic sealed submission** for this project in the City of Norwalk's BONFIRE portal (https://norwalkct.bonfirehub.com/portal/?tab=openOpportunities).

All sealed electronic submissions must be submitted in Bonfire no later than June 16, 2026, at 2:00PM.

7. SUMMARIES

A list of the proposing firms will be available any time after 5:00 pm on the day of the RFQ opening at Purchasing-Bid Postings. RFQ results will not be provided over the phone.

SPECIAL NOTES:

1. A Non-Mandatory pre-qualification conference will be held at 2:00 pm, June 2, 2026, meeting at Gallaher Mansion, 300 Grumman Avenue, and then to South Norwalk Recreation Center, 98 S. Main St., Norwalk, CT. Please note that there will be no additional walkthroughs planned for these facilities at this time.

2. **IMPORTANT Submission Information:** As of 08/10/2020, a new interior Customer Service window opened inside City Hall that will help serve the public during the ongoing COVID-19 pandemic. The window is staffed by Customer Service representatives Monday – Friday from 9 a.m. – 3:00 p.m. If you are planning to use the Customer Service window to drop off your submission, it is recommended to drop off the submission as early as possible since the team will be serving other customers.

   It is still recommended to use a courier service (i.e. FedEx, UPS, USPS, DHL, etc.) to deliver the submission to the above address by the due date and time.

3. **Public Opening:** Per the City of Norwalk Purchasing Guidelines , Bids shall be opened publicly by the Purchasing Agent or his designee, in the presence of one or more witnesses at the time and place designated in the Invitation for Bids. Receipt of Proposals. Proposals shall be opened so as to avoid disclosure of contents to competing proposers during the process of negotiation. A Register of Proposals shall be prepared in accordance with these Procurement Guidelines, and shall be open for public inspection after contract award. If you wish to hear the bid/RFQ/RFP opening, please join us through a teleconference.

   Access Number: (866) 640-4044 or (678) 302-3554

   Participant Code: 968 704

SECTION 1 – RESPONSE FORMS

CITY OF NORWALK
PURCHASING DEPARTMENT
PROPOSER'S INFORMATION AND ACKNOWLEDGMENT FORM

SPYC BABE CATERING SERVICES LLC
Proposer's Name

154 HAROLD ST .
Street Address

HARTFORD, CT 06112		
City	State	Zip

Business Telephone:	860-893-3136

Email Address:	SPYCBABESERVICES@GMAIL.COM

SAMANTHA A DALE OWNER & EXECUTIVE CHEF
Printed Name and Title of Individual Submitting Proposal

The undersigned acknowledges that the terms, conditions and specifications of this RFQ are understood and unconditionally accepted.

S. Dale	06/02/2026
Signature	Date

CITY OF NORWALK
PURCHASING DEPARTMENT

Exceptions: Note any vendor(s) responding to this proposal shall indicate any/all exceptions (if any) taken to language in this proposal. BIDDERS MAY NOT TAKE EXCEPTION TO SUBSTANTIVE TERMS OF STANDARD CONTRACT FORMS PROVIDED IN THE RFP/RFQ/ITB. Exceptions must be declared below in order to be considered by the City:

NO EXCEPTIONS

CITY OF NORWALK
PURCHASING DEPARTMENT

1.1 PROPOSAL RESPONSE FORM

Firm Name - SPYC BABE CATERING SERVICES LLC		
Address - 154 HAROLD ST HARTFORD, CT 06112		
Phone - 860-893-3136	Fax -	Email - SPYCBABESERVICES@GMAIL.COM
Manager - SAMANTHA A DALE		Fed ID# 93-3431837

In submitting this submittal the undersigned declares that this submission is made without any connection with any persons making another bid or the same contract; that the proposed fees are in all respects fair and without collusion, fraud or mental reservation; and that no official of the City, or any person in the employ of the City is directly or indirectly interested in said proposal or in the supplies or work to which it relates, or in any portion of the profits thereof.

The undersigned also hereby declares that they have carefully considered objectives of each task of this project, professional services, requirements and deliverables required, and are satisfied and understood that in signing this proposal all right to plead any misunderstanding regarding the same is waived.

The undersigned further understands and agrees that he/she on behalf of the submitting firm will furnish and provide all the necessary staffing, sub-consultant services, office support, and other items of whatever nature, and to do and perform all design services necessary under the aforesaid conditions, to carry out the contract and to accept in full compensation therefore the amount of the contract as agreed to by the Firm and the City.

A. Percentage of Gross Revenues

Caterer Fee Based On Gross Revenue Per Event	% 10
Percentage in Words	TEN PERCENT

CERTIFICATION

Submitted By: SAMANTHA A DALE, OWNER & EXECUTIVE CHEF	**Signature:**
Authorized Agent of Company (name and title)	**Date:** 06/02/2026

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

Addendum #		Dated		Addendum #		Dated	
Addendum #		Dated		Addendum #		Dated	

CITY OF NORWALK
PURCHASING DEPARTMENT

1.2 STATEMENT OF QUALIFICATIONS

Please answer the following questions regarding your company's past performance. Failure to reply to this instruction may be regarded as justification for rejecting a bid.

1.	**Number of years in business:**	6	
2.	**Number of personnel employed:**	**Part Time**	**Full Time**
		3	1

3. **List six contracts of this type/size your firm has completed within the last four years:**

Project	Date	Contact Person	Phone No.
Wickham Park Wedding Venu	2025 - Present	Diane Wheeler	860-528-0856
CLASSICAL MAGNET SCHOOL	2026 - Present	Desiree Mcbride	860-695-9102
C H E R Trinity College	2025 - Present	Liliana Polley	860-303-5037
International Hartfo	2024 - Present	Erwin Hurs	860-997-4449
Trinity College	2020 - Present	Lucious Collete	860-816-5426
Dunkin DOnuts Par	2024 - Present	Aiesh Petteway	860-240-5524

4. **SUBCONTRACTORS:** If subcontractors are to be used, please list firm name, address, name of principal, and phone number below or on a separate sheet. Also indicate portion or section of work subcontractor will be performing.

COMPANY NAME	ADDRESS	PRINCIPAL	PHONE	PORTION/SECTION OF WORK
N/A				

5. ORGANIZATIONAL		general partnership

STRUCTURE OF BIDDER (check which applies)		limited partnership
	✓	limited liability corporation
		limited liability partnership
		corporation doing business under a trade name
		individual doing business under a trade name
		other (specify)

6. STATUS OF THE BUSINESS AND ITS CURRENT STANDING WITH THE SECRETARY OF STATE'S OFFICE; e.g., are all required filings current and in good standing or has the entity been withdrawn or canceled	Connecticut corporations - Will the Secretary of State be able to issue a Certificate of Good Standing within 30 days of the bid opening?	**Yes**	**No**
		✓	
	Out-of -State corporations - Do you have a valid license to do business in the State of Connecticut? (Evidence in the form of a Certificate of Authority from the Connecticut Secretary of State will be required within 30 days of the bid opening.)	**Yes**	**No**

7. CT eLICENSE (https://www.elicense.ct.gov) / Business Registration (https://business.ct.gov/?language=en_US) :

2986019

8. Is your local organization an affiliate of a parent company? If so, Indicate the principal place of business of your company and the name of the agent for service if different from what has been indicated on the response form:

Business Name	N/A
Address	N/A
City. State & Zip	N/A
Name of Agent	N/A

NOTE: In the case of a Limited Liability Corporation or a Limited Liability Partnership a certified copy of the Articles of Organization certified as valid and in effect as of the date of the bid opening will be required within 30 days of the bid opening. A listing of the corporate officers, in the case of a corporation; the general or managing partners, in the case

of a partnership; or the managers and members in the case of either a limited liability partnership or company will be required within 30 days of the bid opening.

9. Your company may be asked to submit the following information relative to your company's financial statements prior to receiving an award. This information will not be part of the public bidding record and will remain confidential.

All information should be supported with appropriate audited financials

a. Book Value (Total Assets (-) Total Liabilities)
b. Working Capital (Current Assets (-) Current Liabilities
c. Current Ratio (Current Assets/Current Liabilities)
d. Debt to Equity Ratio (Long Term Debt/Shareholder's Equity)
e. Return on Assets (Net Income/Total Assets)
f. Return on Equity (Net Income/Shareholder's Equity)
g. Return on Invested Capital (Net Income/Long Term Debt = Shareholders' Equity)

All responses to this questionnaire are understood to be proprietary to the vendor, and will be considered confidential.

Additional information may be requested subsequent to your responding to this bid request.

1.3 CITY OF NORWALK VENDOR RECORDS

If you have not done business with the City of Norwalk as a vendor, your business information needs updating or your City of Norwalk vendor record has not been updated over three (3) years. Please complete and include **the latest version of Internal Revenue Service (IRS) W-9 Form** with your submission. Here is the URL to the IRS website: https://www.irs.gov/forms-pubs/about-form-w-9

1.4 INSURANCE

Insurance Agency Name:	**Tel:**
FOOD LIAB INSURANCE PROGRAM	844.520.6992
Agency Address:	**Email:**

1.5 CITY OF NORWALK VENDOR QUESTIONNAIRE – IT INFORMATION SECURITY

City of Norwalk Vendor Questionnaire
IT Information Security

Rev 8.4.22

1. **Third-Party Contact Information (please provide the POC for follow-up questions to this questionnaire):** Vendor Name, Address, Point-of-Contact Name, Phone Number and Email

Spyc Babe Catering Services LLC
Samantha A. Dale, Owner & Executive Chef
Hartford, CT
Phone: 860-893-3136
Email: spycbabeservices@gmail.com

2. **Description of Services/Products:** Please provide a detailed description of services/products your organization aims to provide to the City?

Spyc Babe Catering Services LLC provides catering, buffet service, food preparation, meal service, event catering, beverage service, setup, breakdown, and related hospitality services for public and private events.

3. **System and Equipment Access:** Will your organization use your own systems and equipment to perform the services, or will your organization need access to the City's systems, equipment and network? (Yes or No, If Yes, please explain)

YES ☐ NO ☑

Spyc Babe Catering Services LLC utilizes its own equipment and does not require access to City systems, networks, servers, databases, or information technology resources.

4. **Description of Data:** Are you using data from the City in order provide the services/product to the City (Yes or No, if Yes proceed to 3.1)
    a. What data is needed to provide the services/products to the City?

Example: Name, Social Security Number, Trade Information, Source Code, Payroll or Accounts Payable data, student or patient data, Law Enforcement data, any Personally Identifiable Information (PII), etc.

YES ☐ NO ☑

Spyc Babe Catering Services LLC does not require access to City data, confidential information, personally identifiable information, or information systems to perform catering services.

If your answers to Questions 3 and 4 are BOTH "*NO*", thank you for completing the IT Information Security Questionnaire.

If one or both questions are "*YES*", please complete the remaining questions.

---

5. **Office Locations:** How many office locations does your organization have? *Please include the locations of your organization.*

6. **Data Center Locations:** How many data centers does your organization utilize to provide services/products to the City? *Please include the locations of the data centers utilized by your organization.*

7. **Business Entity:** What is your business entity type?
**Example: Sole Proprietorship, Partnership, C Corporation, S Corporation, Limited Liability Corporation (LLC), Limited Liability Partnership (LLP)*

8. **How many employees and contingent workers do you have in your organization**?

1-10 ☐ 10-50 ☐ 50-100 ☐ 100-500 ☐ 500-1000 ☐ 1000 or more ☐

9. **Physical Access:** Does your organization need to be onsite or offsite to provide services/products to the City?

YES ☐ NO ☐

10. **Access to Data:** How is your organization accessing City data?
**Example: Is the data supposed to be sent to your organization via email or will the data need to be uploaded to an application?*

**Note: For third-parties that are providing an application to perform the services, please specify whether the application will be an internally hosted solution, cloud-based solution (i.e. SaaS, IaaS, PaaS), or a traditional web-based application (i.e. eBay, WebEx, online banking application)*

11. **Data Storage:** Does your organization outsource data storage or does your organization utilize its own databases to store data? Does your organization store data outside of the United States?

YES ☐ NO ☐

12. **Segregation of Data:** Does your organization's database structure allow segregation of sensitive client data?

YES ☐ NO ☐

13. **Independent Attestations:** Does your organization have independent attestations such as (i.e. ISO 27001, SSAE-18 SOC-1, SOC-2, PCI- DSS, ISO 9001)?

14. Information Security

a. Does your organization have written information security policies and procedures (WISP)?

YES ☒ NO ☒

b. How often are the information security policies and procedures reviewed and updated?

c. Who in the organization is responsible for reviewing and updating the information security policies and procedures?

d. Does your organization have privacy policies and procedures?

YES ☐ NO ☐

e. How often are the privacy policies and procedures updated?

f. Who in the organization is responsible for reviewing and updating the privacy policies and procedures?

g. What methods of encryption are utilized for data at rest and in transit?

h. Are the encryption methods utilized FIPS 140-2 approved?

YES ☐ NO ☐

i. Does your organization utilize firewalls to filter incoming data and information from the internet into your company network?

YES ☐ NO ☐

j. Does your organization perform penetration testing at least once per year to determine if unauthorized access to the computer network and malicious activity is possible externally?

YES ☐ NO ☐

k. Does your organization perform vulnerability testing at least once per year in order to identify vulnerabilities within the internal network?

YES ☐ NO ☐

l. Does your organization perform background checks on employees and contingent workers prior to onboarding them? Describe the nature of these background checks (i.e., criminal, credit, international, etc.).

YES ☐ NO ☐

m. Does your organization utilize multi-factor authentication?

YES ☐ NO ☐

n. Does your organization utilize scan cards or biometric scans to grant employees and contingent workers access to the building and data centers where data is stored?

YES ☐ NO ☐

o. If offering a technology product, does the organization utilize software development life cycle (SDLC) or Agile to build and maintain technological product?

YES ☐ NO ☐

p. Does the technological product undergo information security testing and quality assurance testing prior to deployment?

YES ☐ NO ☐

q. Does the Vendor provide annual Cybersecurity Awareness training to their employee?

YES ☐ NO ☐

r. Does the Vendor provide annual phishing simulations for their employee?

YES ☐ NO ☐

s. Have users been educated on how to report suspected security violations or vulnerabilities?

YES ☐ NO ☐

t. Does the Vendor have an employee identified as the Chief Information Security Officer?

YES ☐ NO ☐

u. Are all the Vendor laptops encrypted?

YES ☐ NO ☐

v. Are all Vendor computers (workstations, notebooks) required to join the Company's domain and receive Group Policies?

YES ☐ NO ☐

w. Does the Vendor meet the NIST 800-63 password guidelines?

YES ☐ NO ☐

15. Risk Management

a. Does your organization have an enterprise risk management framework implemented at your organization?

YES ☐ NO ☐

b. Does your organization have documented enterprise risk management policies and procedures?

YES ☐ NO ☐

c. Who in the organization is responsible for reviewing the enterprise risk management policies and procedures?

d. Does your organization utilize an outside third-party to provide services/products to the client?

YES ☐ NO ☐

e. Does your organization have a third-party risk management program (TPRM)?

YES ☐ NO ☐

f. Does your organization include right-to audit clauses in contracts with third parties?

YES ☐ NO ☐

g. Does your organization have a certificate of insurance (COI)? *Please attach a copy of your COI.*

YES ☐ NO ☐

Business Continuity/Disaster Recovery

a. Does your organization have a business continuity plan?

YES ☐ NO ☐

b. How often is the business continuity plan updated?

c. Does your organization conduct business continuity tests once per year?

YES ☐ NO ☐

d. Does your organization have a disaster recovery plan?

YES ☐ NO ☐

e. How often is the disaster recovery plan updated?

f. Does your organization conduct disaster recovery tests once per year?

YES ☐ NO ☐

g. Does your organization have business continuity and/or disaster recovery sites?

YES ☐ NO ☐

h. Are the business continuity/disaster recovery sites located in the United States or outside the United States? *Please include the locations of business continuity/disaster recovery sites?*

YES ☐ NO ☐

SECTION 2 – SCOPE OF WORK / PROJECT SPECIFICATIONS

2.1 Introduction

The City of Norwalk's Recreation and Parks Department is seeking qualified catering companies to be included on its preferred caterer list for events hosted at the Gallaher Mansion in Cranbury Park and the banquet and multipurpose rooms at the New South Norwalk Recreation Center.

The City intends to select a minimum of three (3) Preferred Caterers whose information will be provided to event hosts, who will then contract directly with the caterer of their choice for services related to their event.

Selected catering companies are expected to provide high-quality food service and event support for a wide range of functions, including weddings, private parties, celebrations, birthdays, corporate meetings, office parties, business retreats, and other social or professional gatherings.

The City of Norwalk anticipates entering into a two (2) year agreement with each selected Preferred Caterer, with the option to renew for another 2 years. The contract term will begin upon successful negotiation and execution of the agreement.

2.2 Background

The Recreation and Parks Department is responsible for managing and leasing several City-owned facilities for private and public events. In an effort to ensure consistency in operations, quality of service, and proper management of kitchen facilities and equipment, the Department is seeking to partner with experienced and reliable catering companies through a Preferred Caterer program.
Rather than allowing unrestricted use by multiple catering vendors, the Department intends to establish a select list of qualified caterers that can professionally operate within the facilities, maintain the kitchen spaces and equipment in good condition, and provide high-quality food and customer service for a variety of events.
The Preferred Caterer program will apply to the following facilities:

Gallaher Mansion 300 Grumman Avenue, Norwalk, CT 06851
Gallaher Mansion, built in 1930 by industrialist/inventor Edward Beach Gallaher, is a classic example of Tudor Revival-style architecture. The mansion is surrounded by 227 acres of land in the Cranbury section of Norwalk and is part of Cranbury Park and features stained-glass windows, walnut panel rooms and a large flagstone terrace for entertaining. The kitchen and catering facilities have recently been upgraded. Caterers will have access to the commercial grade; freezer; convection oven for warming; cooking tabletop; and warming ovens. A three-part sink is also available.

Gallaher Mansion is a prime venue for Weddings, Anniversary Celebrations, and Large Corporate or Family Dinners. It also is a venue for large outside Tented events.

Maximum Capacity:

- 80 people indoors
- 100 people outdoors

Events at the Mansion will be scheduled all year round.

South Norwalk Recreation Center 98 S. Main St. Norwalk CT.

The Norwalk Recreation and Parks Department operates a newly constructed, modern recreation facility in the City of Norwalk, Connecticut. The approximately 34,000-square-foot facility includes three rental event spaces and two fully equipped commercial kitchens, with one kitchen located on each floor. These versatile spaces are designed to accommodate a wide range of events, including business meetings, wedding receptions, birthdays, anniversaries, private parties, and community gatherings.

For each event, caterers will have access to one of the two commercial kitchens, including the use of all available appliances, equipment, and food preparation tools necessary to support high-quality food service operations.

The first-floor kitchen is equipped with commercial-grade gas ranges, freezers, refrigerators, ice makers, convection ovens, steam tables, and a three-compartment sink. The second-floor kitchen features multiple commercial-grade cooking stations with both gas and electric ranges, multiple convection ovens, industrial freezers and refrigerators, commercial mixers and food processors, as well as a three-compartment sink, ice machines, and a commercial dishwasher.

Maximum Capacity for each Event Room:

- The Ernie Dumas Room is 2200 Square Feet. Sit down dinner - Maximum Capacity is 180 people. – 1st Floor
- The Multi-Purpose Room B is 900 Square Feet. Sit down dinner - Maximum Capacity is 65 people. – 1st floor
- The Multi-Purpose Room C - is 1500 Square Feet. Sit down dinner - Maximum Capacity is 120 people – 2nd Floor.

The Facility will be available for private events after 8:30 pm on Friday and Saturday after 6PM and all day Sunday.

2.3 Scope of Services

Selected Preferred Caterers shall be expected to provide comprehensive catering operations, including food preparation, delivery, event support, setup, breakdown, and cleanup services, while maintaining the facilities and kitchen spaces in a clean, safe, and professional condition.

Catering Services:

Preferred Caterers shall provide both full-service catering and drop-off catering services for residents, businesses, organizations, meetings, and event hosts utilizing City facilities.

Proposals should include representative menus and describe the level of service offered by the company. Caterers may specialize in one or more of the following menu categories:

- Casual or fast-food style menus appropriate for youth birthday parties, teen events, family gatherings, and informal celebrations;
- Traditional diner or family restaurant-style menus;
- Ethnic cuisine offerings, including but not limited to Latin, Hispanic, Haitian, Caribbean, African American, or other culturally diverse menus;
- Full-service American and European-style dining menus;
- High-end or fine dining menus appropriate for conferences, formal dinners, weddings, galas, and upscale events.

Caterers are expected to work directly with event hosts to customize menus and service levels based on the needs and nature of each event.

Event Setup, Breakdown, and Facility Responsibilities:

Preferred Caterers shall coordinate directly with the event host regarding event setup and breakdown services. While event hosts may assist with breakdown activities as mutually agreed upon, the selected caterer shall remain fully responsible for ensuring the facility and kitchen areas are left in a clean and orderly condition following each event. Caterers shall be responsible for:

- Returning all City-owned tables and chairs to their designated storage locations in an organized manner;
- Cleaning and sanitizing all kitchen appliances, preparation surfaces, sinks, and equipment used during the event;
- Removing all trash, food waste, and catering-related materials generated by the event;
- Sweeping and cleaning all floors utilized during the event;
- Leaving the facility in a condition acceptable to the City for the next scheduled use.

Sustainability & Sourcing Practices

The City encourages environmentally responsible operations and seeks catering partners that demonstrate sustainable business practices. Respondents shall provide information regarding their sustainability and sourcing practices as part of their proposal submission.

Preferred practices may include but are not limited to:

- Recycling programs and waste reduction efforts;
- Composting of food waste and compostable materials;
- Use of environmentally responsible or recyclable packaging products;
- Use of locally sourced food products, local farms, gardens, or regional suppliers whenever feasible.

Compliance with Laws and Regulations

All Preferred Caterers must be fully licensed, insured, and authorized to operate within the City of Norwalk and the State of Connecticut. Selected caterers shall comply with all applicable federal, state, and local laws, codes, regulations, and ordinances, including but not limited to safety, fire, health, laws and statutes.

For events involving the service or sale of alcohol, the caterer must either hold the appropriate liquor permits or contract with a properly licensed alcohol service provider. In such cases, the alcohol provider shall be required to name the City of Norwalk as an Additional Insured on all applicable insurance certificates.

2.4 References

The prospective Caterer shall include in their submission testimonials from past events or customers.

2.5 Fees

The Preferred Caterer shall pay the City of Norwalk a facility usage fee based on a percentage of the total gross revenue generated from each catered event held at City facilities. The percentage fee shall be proposed by the respondent as part of its submission and will be incorporated into the final agreement. The gross revenue amount shall include all food, beverage, staffing, service, rental, and related catering charges billed to the event host, excluding applicable sales tax and gratuities. Caterers shall provide the City with an itemized event summary and remit payment of the applicable fee within the timeframe established in the contract agreement. The City reserves the right to audit records related to event billing to verify compliance with this requirement. The percentage will be taken from the Gross payment of the event producer.

2.6 Minimum Selection Criteria

Selection of qualified vendors will be based on experience, capabilities, and safety standards and percentage of return to the City.

Key components include company

- relevant experience (similar projects/large events)
- sustainability practices,
- proof of licenses.
- Qualified vendors should demonstrate compliance with health regulations, such as food safety certifications.

Key Components for the Prospective Users to Include in your Response to this RFQ for Catering

Vendor Profile & Experience:

- company history,
- staff qualifications,
- examples of similar projects or events handled.
- Verify required licenses (city),
- food safety certifications,

- insurance coverage.

2.7 Submission Format

Proposals should put forth full, accurate, and complete but concise information as required by this request. The City shall not be liable for costs incurred in the preparation of the response to this RFP or in connection with any presentation before a Selection Committee.

Firms should create their submissions in 8½" x 11" document size using a minimum 12-point font size, double sided, include page numbers and any blank pages must be watermarked "Intentionally Left Blank". Proposals should be prepared simply and economically, providing a straightforward, concise description of the applicant's ability to meet the requirements of the RFP. Emphasis should be on completeness and clarity of content.

The City reserves the right to reject proposals/parts thereof or to solicit new proposal and award contracts as it deems tin its best interest. All proposals will remain property of the City. It is further understood and agreed that all information included in, attached to, or required by the Request for Proposal shall be public record upon delivery to the City.

To enable the City to compare the proposals received we ask that your proposal include the information specified below, the sequence listed, with each section of your proposal numbered to correspond to the numbers sequenced below.

Request for Qualifications (RFQ) shall include the following, **in this order**:

1. Section 1-Experience and History of the Firm: Provide a detailed description of the firm's relevant experience and staff qualifications providing the Services set forth in this RFQ. Firms should designate a contact person and provide that individual's contact information including email address.
2. Section 2-Menu Options: Provide a detailed description of the available menu items and options. Include a copy of the firm's menu as applicable.
3. Section 3-References/Statement of Qualifications: Provide four (4) most recent current or previous government clients in which your firm provides the same size and scope of services requested by the City. Highlight how it's directly related to City of Norwalk. The City, at its discretion may check references in order to determine the Offeror's experience and ability to provide services described in the Scope of Work. All client reference information must be documented and verifiable. Reference contacts must be aware that they are being used as a reference and agreeable to City interview for follow up. References shall include the following, in this order:
    a. Client/Agency Name
    b. Contact Name and Title (project manager role preferred), Telephone, and Email
    c. Number of Projects Completed for Client/Agency
    d. Project Names
    e. Project Descriptions
    f. Project Approach and Methodology
    g. Year of Project and Length of Project
    h. Project Budgets and Final Invoiced Amount
    i. Contractor Personnel Assigned to Project and Project Role
4. Section 4- Licenses and Certifications: Submit required licenses (city) and food safety certifications
5. Section 5-Sustainability and Sourcing practices and Other Information: Provide any other information that you believe will assist the City of Norwalk in making its selection. Such information may be in this section of your submission.
6. Section 6-Forms: Fully Completed Section 1 – Response Forms

2.8 Selection Process

Submissions will be initially reviewed by a Selection Committee. The Selection Committee may select the three or more firms that best meet the City's requirements. These firms will then be invited to represent their submissions to and respond to questions from the Selection Committee.

Following this selection process, the Selection Committee will make a recommendation to the City Council Committee. Approval to enter into a contract has to be authorized by the Norwalk City Council.

The City of Norwalk reserves the right to reject any and all submissions submitted, to request additional information from all proposers and to negotiate with one or more of the finalists regarding the terms of this engagement. The City of Norwalk also reserves the right to retain the submissions, use any ideas contained in the submissions and is not obligated in any manner to reimburse the proposers for the costs incurred in connection with responding to this Request for Submissions.

The Selection Committee intends to recommend the firm(s) that, in its opinion, best meets the City's needs, not necessarily the firm(s) with the lowest fees.

The anticipated selection schedule is as follows:

RFQ Interviews	June 2026
City Council Committee Review	July 2026
City Council Review	July 2026

2.9 Criteria for Evaluating Proposal Submissions

The City of Norwalk shall be responsible for reviewing the submissions received and will further evaluate them, using the following criteria. The City reserves its rights to examine any other criteria and take the same under consideration and to reject any firm or submissions despite its compliance with these criteria if it determines that to do so would be in its best interests.

Criteria	Weight
Qualifications and Experience: • Experience, resources, and technical expertise with similar type/size project • Feedback from References with projects similar in size & scope	30%
Sustainability Practices	15%
Qualified vendors should demonstrate compliance with health regulations, such as food safety certifications and insurance proof	20%
Additional Considerations (applicable only when not in conflict with state or federal guidelines) • Interview/Presentation	15%
Fee: percentage of catering fee returned to the City	20%

Criteria	Weight
Total Possible Points	**100**

2.10 Prime Proposer Responsibility

Firm's submitting submissions to this RFQ may utilize the services of subcontractors. If subcontractors are planned to be used, this should be clearly explained in the proposal. The prime proposer will be responsible for the entire contract performance whether or not subcontractor is to perform.

All corporate information required in this RFQ must be included for each proposed subcontractor. The proposal must also include copies of any agreements to be executed between the prime proposer and any subcontractors in the event of contract award. Under this RFQ, the City of Norwalk retains the right to approve all subcontractors.

2.11 Key Personnel

The personnel and commitments identified on any proposer's proposal will be considered essential to the work to be performed under this RFQ. Prior to diverting any of the specified individuals to other programs or changing the level of effort of the specified individuals, the proposer must notify the City of Norwalk fourteen (14) days in advance and will be required to submit justification, including proposed substitutions, in sufficient detail, to permit evaluation of the impact on the project. The proposer will make no deviation without the prior written consent of the City of Norwalk. Replacement of personnel will be with personnel or equal ability and qualifications.

Any employee of the proposer, who in the sole opinion of the City of Norwalk is unacceptable, shall be removed from the project pursuant to the request of City of Norwalk. The proposer will have Fourteen (14) Days to fill the vacancy with another employee of acceptable technical experience and skills subject to the written approval of the City of Norwalk.

2.12 Availability of Funds

The contract award under this RFQ is contingent upon the availability of funds to the City of Norwalk for this project. In the event that funds are not available, any contract resulting from this RFQ will become void and of no force and effect.

2.13 Payment & Invoices

The proposer will bill the City of Norwalk based on the submission of monthly invoices in a format to be determined by the City.

2.14 Termination for Default or for the Convenience of the Contracting Agency

Performance under this contract resulting from this RFQ may be terminated by the City of Norwalk whenever;

The proposer, in the sole opinion of the City, is in default in the performance of the contract and shall fail to correct such default within the period specified by the contracting officer in a notice specifying default; or the contracting officer shall determine that termination is the best interest of the City of Norwalk.

Termination will be effected by delivery to the proposer of a notice to terminate, stating the date upon which the termination becomes effective. Upon receipt of the notice to terminate, the proposer shall:

- Stop all work
- Assign to the City of Norwalk all rights, title and interest in the work being developed;
- Deliver forthwith to the City of Norwalk all completed work and work in progress;

- Preserve and protect, until delivery to the City, all material plans, and documents related to this contract which, if the contract had been completed, would have been furnished to the City of Norwalk or necessary to the completion of the work

2.15 Negotiated changes

In the event negotiated changes occur after the awarding of the contract, the same pricing policies called for in the original contract will remain in effect

2.16 Contract Agreement(s) and Contract Period(s)

The selected proposer will be required to agree to and sign a formal written contract between the City of Norwalk and the proposer, prepared by the Law Department of the City of Norwalk. A sample of the contract, is provided in a separate section to illustrate the type of contract the City will use to contract for this project.

It is the intention of the City of Norwalk to enter into an agreement for two (2) years with the option to renew. Any renewal is contingent upon satisfactory performance by the contractor and the City of Norwalk's desire to continue with these services.

2.17 Right of Set-Off

The undersigned bidder hereby authorizes the City to set off against monies payable hereunder by the City to the bidder, an amount equal to any unpaid real and personal property taxes and assessments (the collection of which is not barred by the State of Limitations), owing by the bidder to the City, including all interest and lien charges in connection with such paid taxes.

2.18 Duration of Submissions

Submissions will remain in effect for a period of ninety (90) days from the deadline for submission of the proposal.

2.19 Acceptance of RFQ Content

Provisions of this RFQ and the contents of the successful response will be used to establish final contractual obligations. The City retains the option of canceling the award if the successful Respondent fails to accept such obligations. The City and the successful Respondent shall enter into a written contract for the work to be performed.

It is understood that this RFQ and the Respondent's proposal shall be attached and included by reference in a contract signed by the City and the successful Respondent.

This RFQ is not an offer: Neither this RFQ nor any subsequent discussions shall give rise to any commitment on the part of the City of Norwalk or confer any rights on any proposer unless and until a contract is fully executed by the necessary parties. The fully executed contract document will represent the entire agreement between the proposer and the Department and will supersede all prior negotiations, representations or agreements, alleged or made, between the parties. The City shall assume no liability for costs incurred by the proposer or for payment of services under the terms of the contract until the contract has been accepted and approved by the City's Corporation Counsel and fully executed by all parties.

2.20 Insurance Coverage Requirements

INSURANCE RIDER – STANDARD SERVICES AGREEMENT

As a provider of services, the Contractor shall provide and maintain insurance coverage related to its services in connection with its service obligations 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: 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, and Employer's Liability limits of One Hundred Thousand Dollars ($100,000) coverage for each accident, One Hundred Thousand Dollars ($100,000) coverage for each employee by disease, Five Hundred Thousand Dollars ($500,000) policy limit coverage for disease.

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.

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.

Subcontractors: The Contractor shall require all subcontractors to provide the same "minimum scope and limits of insurance" as required herein. 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.

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 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, (excluding Workers' Compensation) 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. Contractor's insurance shall be primary and shall not seek contribution from any other insurance carried by the additional insured in the payment of a claim.

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

Certificate of Insurance: Prior to the commencement of services under the Contract, the Contractor shall furnish Certificate(s) of Insurance to the City. 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 provided prior to expiration but no more than fifteen (15) days after policy renewal.

All insurance documents required should be mailed to the City of Norwalk Corporation Counsel and Finance Department (Attn: Risk Manager), 125 East Avenue, P.O. Box 5125, Norwalk, CT 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.

2.21 Sample Contract

The contract will be negotiated with the successful Cater(s).

SECTION 3
GENERAL INFORMATION

NOTE: SECTION 3 - GENERAL INFORMATION contains the City's Standard Terms and Conditions. You are responsible for obtaining a copy prior to bidding. If you do not have a revision dated 08/08/2013, or later on file you may obtain a copy over the Internet at http://www.norwalkct.gov . Adobe Acrobat reader is required to view this document. If you do not have this software you may down load it for free from Adobe.

Document number 1002. http://www.norwalkct.gov/documentcenter/view/868

SECTION 4

NOT APPLICABLE

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SECTION 5

LIVING WAGE ORDINANCE

GENERAL INFORMATION

Rev. 02022026

NOTE: SECTION 5 contains information concerning the City's Living Wage Ordinance. You are responsible for obtaining a copy prior to bidding. If you do not have a revision dated 02/02/2026 or later on file, you may download a copy of this Ordinance from the Terms and Conditions section of the City of Norwalk's website at http://www.norwalkct.gov

Document number **1019:** http://www.norwalkct.gov/DocumentCenter/Home/View/862

CERTIFICATE

of

COMPLETION

Samantha Dale

has successfully passed the exam required to meet the standard set forth for the

Food Protection Manager

which is accredited by the American National Standards Institute (ANSI) - Conference for Food Protection (CFP)

Certificate Number : 3742816

Completed Date :	2024-6-19	**Expired Date :**	2029-6-19
Learner reference :	261178	**Proctor Name :**	ProctorU User
Exam Form Number :	84	**Exam Location :**	Hartford, CT

the Always Food Safe company

The Always Food Safe Company
899 Montreal Circle, St. Paul, 55102
www.alwaysfoodsafe.com

ANAB
ANSI National Accreditation Board
ACCREDITED PROGRAM
ANSI National Accreditation Board and the Conference for Food Protection

ACF
American Culinary Federation Education Foundation
APPROVED PROGRAM

Nick Eastwood
President
The Always Food Safe Company

CERTIFICATE

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www.alwaysfoodsafe.com

Nick Eastwood
President
The Always Food Safe Company

Form **W-9**
(Rev. March 2024)
Department of the Treasury
Internal Revenue Service

Request for Taxpayer Identification Number and Certification

Go to *www.irs.gov/FormW9* for instructions and the latest information.

Give form to the requester. Do not send to the IRS.

Before you begin. For guidance related to the purpose of Form W-9, see *Purpose of Form*, below.

Print or type. See ***Specific Instructions*** on page 3.

1 Name of entity/individual. An entry is required. (For a sole proprietor or disregarded entity, enter the owner's name on line 1, and enter the business/disregarded entity's name on line 2.)

2 Business name/disregarded entity name, if different from above.

3a Check the appropriate box for federal tax classification of the entity/individual whose name is entered on line 1. Check only **one** of the following seven boxes.

☐ Individual/sole proprietor ☐ C corporation ☐ S corporation ☐ Partnership ☐ Trust/estate

☐ LLC. Enter the tax classification (C = C corporation, S = S corporation, P = Partnership) . . . . .

Note: Check the "LLC" box above and, in the entry space, enter the appropriate code (C, S, or P) for the tax classification of the LLC, unless it is a disregarded entity. A disregarded entity should instead check the appropriate box for the tax classification of its owner.

☐ Other (see instructions)

3b If on line 3a you checked "Partnership" or "Trust/estate," or checked "LLC" and entered "P" as its tax classification, and you are providing this form to a partnership, trust, or estate in which you have an ownership interest, check this box if you have any foreign partners, owners, or beneficiaries. See instructions . . . . . ☐

4 Exemptions (codes apply only to certain entities, not individuals; see instructions on page 3):

Exempt payee code (if any)

Exemption from Foreign Account Tax Compliance Act (FATCA) reporting code (if any)

(Applies to accounts maintained outside the United States.)

5 Address (number, street, and apt. or suite no.). See instructions.

Requester's name and address (optional)

6 City, state, and ZIP code

7 List account number(s) here (optional)

Part I Taxpayer Identification Number (TIN)

Enter your TIN in the appropriate box. The TIN provided must match the name given on line 1 to avoid backup withholding. For individuals, this is generally your social security number (SSN). However, for a resident alien, sole proprietor, or disregarded entity, see the instructions for Part I, later. For other entities, it is your employer identification number (EIN). If you do not have a number, see *How to get a TIN*, later.

Note: If the account is in more than one name, see the instructions for line 1. See also *What Name and Number To Give the Requester* for guidelines on whose number to enter.

Social security number

			–		–				

or

Employer identification number

		–							

Part II Certification

Under penalties of perjury, I certify that:

1. The number shown on this form is my correct taxpayer identification number (or I am waiting for a number to be issued to me); and
2. I am not subject to backup withholding because (a) I am exempt from backup withholding, or (b) I have not been notified by the Internal Revenue Service (IRS) that I am subject to backup withholding as a result of a failure to report all interest or dividends, or (c) the IRS has notified me that I am no longer subject to backup withholding; and
3. I am a U.S. citizen or other U.S. person (defined below); and
4. The FATCA code(s) entered on this form (if any) indicating that I am exempt from FATCA reporting is correct.

Certification instructions. You must cross out item 2 above if you have been notified by the IRS that you are currently subject to backup withholding because you have failed to report all interest and dividends on your tax return. For real estate transactions, item 2 does not apply. For mortgage interest paid, acquisition or abandonment of secured property, cancellation of debt, contributions to an individual retirement arrangement (IRA), and, generally, payments other than interest and dividends, you are not required to sign the certification, but you must provide your correct TIN. See the instructions for Part II, later.

Sign Here	**Signature of U.S. person**	**Date**

General Instructions

Section references are to the Internal Revenue Code unless otherwise noted.

Future developments. For the latest information about developments related to Form W-9 and its instructions, such as legislation enacted after they were published, go to *www.irs.gov/FormW9*.

What's New

Line 3a has been modified to clarify how a disregarded entity completes this line. An LLC that is a disregarded entity should check the appropriate box for the tax classification of its owner. Otherwise, it should check the "LLC" box and enter its appropriate tax classification.

New line 3b has been added to this form. A flow-through entity is required to complete this line to indicate that it has direct or indirect foreign partners, owners, or beneficiaries when it provides the Form W-9 to another flow-through entity in which it has an ownership interest. This change is intended to provide a flow-through entity with information regarding the status of its indirect foreign partners, owners, or beneficiaries, so that it can satisfy any applicable reporting requirements. For example, a partnership that has any indirect foreign partners may be required to complete Schedules K-2 and K-3. See the Partnership Instructions for Schedules K-2 and K-3 (Form 1065).

Purpose of Form

An individual or entity (Form W-9 requester) who is required to file an information return with the IRS is giving you this form because they

must obtain your correct taxpayer identification number (TIN), which may be your social security number (SSN), individual taxpayer identification number (ITIN), adoption taxpayer identification number (ATIN), or employer identification number (EIN), to report on an information return the amount paid to you, or other amount reportable on an information return. Examples of information returns include, but are not limited to, the following.

- Form 1099-INT (interest earned or paid).
- Form 1099-DIV (dividends, including those from stocks or mutual funds).
- Form 1099-MISC (various types of income, prizes, awards, or gross proceeds).
- Form 1099-NEC (nonemployee compensation).
- Form 1099-B (stock or mutual fund sales and certain other transactions by brokers).
- Form 1099-S (proceeds from real estate transactions).
- Form 1099-K (merchant card and third-party network transactions).
- Form 1098 (home mortgage interest), 1098-E (student loan interest), and 1098-T (tuition).
- Form 1099-C (canceled debt).
- Form 1099-A (acquisition or abandonment of secured property).

Use Form W-9 only if you are a U.S. person (including a resident alien), to provide your correct TIN.

Caution: If you don't return Form W-9 to the requester with a TIN, you might be subject to backup withholding. See *What is backup withholding*, later.

By signing the filled-out form, you:

1. Certify that the TIN you are giving is correct (or you are waiting for a number to be issued);

2. Certify that you are not subject to backup withholding; or

3. Claim exemption from backup withholding if you are a U.S. exempt payee; and

4. Certify to your non-foreign status for purposes of withholding under chapter 3 or 4 of the Code (if applicable); and

5. Certify that FATCA code(s) entered on this form (if any) indicating that you are exempt from the FATCA reporting is correct. See *What Is FATCA Reporting*, later, for further information.

Note: If you are a U.S. person and a requester gives you a form other than Form W-9 to request your TIN, you must use the requester's form if it is substantially similar to this Form W-9.

Definition of a U.S. person. For federal tax purposes, you are considered a U.S. person if you are:

- An individual who is a U.S. citizen or U.S. resident alien;
- A partnership, corporation, company, or association created or organized in the United States or under the laws of the United States;
- An estate (other than a foreign estate); or
- A domestic trust (as defined in Regulations section 301.7701-7).

Establishing U.S. status for purposes of chapter 3 and chapter 4 withholding. Payments made to foreign persons, including certain distributions, allocations of income, or transfers of sales proceeds, may be subject to withholding under chapter 3 or chapter 4 of the Code (sections 1441–1474). Under those rules, if a Form W-9 or other certification of non-foreign status has not been received, a withholding agent, transferee, or partnership (payor) generally applies presumption rules that may require the payor to withhold applicable tax from the recipient, owner, transferor, or partner (payee). See Pub. 515, Withholding of Tax on Nonresident Aliens and Foreign Entities.

The following persons must provide Form W-9 to the payor for purposes of establishing its non-foreign status.

- In the case of a disregarded entity with a U.S. owner, the U.S. owner of the disregarded entity and not the disregarded entity.
- In the case of a grantor trust with a U.S. grantor or other U.S. owner, generally, the U.S. grantor or other U.S. owner of the grantor trust and not the grantor trust.
- In the case of a U.S. trust (other than a grantor trust), the U.S. trust and not the beneficiaries of the trust.

See Pub. 515 for more information on providing a Form W-9 or a certification of non-foreign status to avoid withholding.

Foreign person. If you are a foreign person or the U.S. branch of a foreign bank that has elected to be treated as a U.S. person (under Regulations section 1.1441-1(b)(2)(iv) or other applicable section for chapter 3 or 4 purposes), do not use Form W-9. Instead, use the appropriate Form W-8 or Form 8233 (see Pub. 515). If you are a qualified foreign pension fund under Regulations section 1.897(l)-1(d), or a partnership that is wholly owned by qualified foreign pension funds, that is treated as a non-foreign person for purposes of section 1445 withholding, do not use Form W-9. Instead, use Form W-8EXP (or other certification of non-foreign status).

Nonresident alien who becomes a resident alien. Generally, only a nonresident alien individual may use the terms of a tax treaty to reduce or eliminate U.S. tax on certain types of income. However, most tax treaties contain a provision known as a saving clause. Exceptions specified in the saving clause may permit an exemption from tax to continue for certain types of income even after the payee has otherwise become a U.S. resident alien for tax purposes.

If you are a U.S. resident alien who is relying on an exception contained in the saving clause of a tax treaty to claim an exemption from U.S. tax on certain types of income, you must attach a statement to Form W-9 that specifies the following five items.

1. The treaty country. Generally, this must be the same treaty under which you claimed exemption from tax as a nonresident alien.

2. The treaty article addressing the income.

3. The article number (or location) in the tax treaty that contains the saving clause and its exceptions.

4. The type and amount of income that qualifies for the exemption from tax.

5. Sufficient facts to justify the exemption from tax under the terms of the treaty article.

Example. Article 20 of the U.S.-China income tax treaty allows an exemption from tax for scholarship income received by a Chinese student temporarily present in the United States. Under U.S. law, this student will become a resident alien for tax purposes if their stay in the United States exceeds 5 calendar years. However, paragraph 2 of the first Protocol to the U.S.-China treaty (dated April 30, 1984) allows the provisions of Article 20 to continue to apply even after the Chinese student becomes a resident alien of the United States. A Chinese student who qualifies for this exception (under paragraph 2 of the first Protocol) and is relying on this exception to claim an exemption from tax on their scholarship or fellowship income would attach to Form W-9 a statement that includes the information described above to support that exemption.

If you are a nonresident alien or a foreign entity, give the requester the appropriate completed Form W-8 or Form 8233.

Backup Withholding

What is backup withholding? Persons making certain payments to you must under certain conditions withhold and pay to the IRS 24% of such payments. This is called "backup withholding." Payments that may be subject to backup withholding include, but are not limited to, interest, tax-exempt interest, dividends, broker and barter exchange transactions, rents, royalties, nonemployee pay, payments made in settlement of payment card and third-party network transactions, and certain payments from fishing boat operators. Real estate transactions are not subject to backup withholding.

You will not be subject to backup withholding on payments you receive if you give the requester your correct TIN, make the proper certifications, and report all your taxable interest and dividends on your tax return.

Payments you receive will be subject to backup withholding if:

1. You do not furnish your TIN to the requester;

2. You do not certify your TIN when required (see the instructions for Part II for details);

3. The IRS tells the requester that you furnished an incorrect TIN;

4. The IRS tells you that you are subject to backup withholding because you did not report all your interest and dividends on your tax return (for reportable interest and dividends only); or

5. You do not certify to the requester that you are not subject to backup withholding, as described in item 4 under "*By signing the filled-out form*" above (for reportable interest and dividend accounts opened after 1983 only).

Certain payees and payments are exempt from backup withholding. See *Exempt payee code*, later, and the separate Instructions for the Requester of Form W-9 for more information.

See also *Establishing U.S. status for purposes of chapter 3 and chapter 4 withholding*, earlier.

What Is FATCA Reporting?

The Foreign Account Tax Compliance Act (FATCA) requires a participating foreign financial institution to report all U.S. account holders that are specified U.S. persons. Certain payees are exempt from FATCA reporting. See *Exemption from FATCA reporting code*, later, and the Instructions for the Requester of Form W-9 for more information.

Updating Your Information

You must provide updated information to any person to whom you claimed to be an exempt payee if you are no longer an exempt payee and anticipate receiving reportable payments in the future from this person. For example, you may need to provide updated information if you are a C corporation that elects to be an S corporation, or if you are no longer tax exempt. In addition, you must furnish a new Form W-9 if the name or TIN changes for the account, for example, if the grantor of a grantor trust dies.

Penalties

Failure to furnish TIN. If you fail to furnish your correct TIN to a requester, you are subject to a penalty of $50 for each such failure unless your failure is due to reasonable cause and not to willful neglect.

Civil penalty for false information with respect to withholding. If you make a false statement with no reasonable basis that results in no backup withholding, you are subject to a $500 penalty.

Criminal penalty for falsifying information. Willfully falsifying certifications or affirmations may subject you to criminal penalties including fines and/or imprisonment.

Misuse of TINs. If the requester discloses or uses TINs in violation of federal law, the requester may be subject to civil and criminal penalties.

Specific Instructions

Line 1

You must enter one of the following on this line; **do not** leave this line blank. The name should match the name on your tax return.

If this Form W-9 is for a joint account (other than an account maintained by a foreign financial institution (FFI)), list first, and then circle, the name of the person or entity whose number you entered in Part I of Form W-9. If you are providing Form W-9 to an FFI to document a joint account, each holder of the account that is a U.S. person must provide a Form W-9.

• **Individual.** Generally, enter the name shown on your tax return. If you have changed your last name without informing the Social Security Administration (SSA) of the name change, enter your first name, the last name as shown on your social security card, and your new last name.

Note for ITIN applicant: Enter your individual name as it was entered on your Form W-7 application, line 1a. This should also be the same as the name you entered on the Form 1040 you filed with your application.

• **Sole proprietor.** Enter your individual name as shown on your Form 1040 on line 1. Enter your business, trade, or "doing business as" (DBA) name on line 2.

• **Partnership, C corporation, S corporation, or LLC, other than a disregarded entity.** Enter the entity's name as shown on the entity's tax return on line 1 and any business, trade, or DBA name on line 2.

• **Other entities.** Enter your name as shown on required U.S. federal tax documents on line 1. This name should match the name shown on the charter or other legal document creating the entity. Enter any business, trade, or DBA name on line 2.

• **Disregarded entity.** In general, a business entity that has a single owner, including an LLC, and is not a corporation, is disregarded as an entity separate from its owner (a disregarded entity). See Regulations section 301.7701-2(c)(2). A disregarded entity should check the appropriate box for the tax classification of its owner. Enter the owner's name on line 1. The name of the owner entered on line 1 should never be a disregarded entity. The name on line 1 should be the name shown on the income tax return on which the income should be reported. For example, if a foreign LLC that is treated as a disregarded entity for U.S. federal tax purposes has a single owner that is a U.S. person, the U.S. owner's name is required to be provided on line 1. If the direct owner of the entity is also a disregarded entity, enter the first owner that is not disregarded for federal tax purposes. Enter the disregarded entity's name on line 2. If the owner of the disregarded entity is a foreign person, the owner must complete an appropriate Form W-8 instead of a Form W-9. This is the case even if the foreign person has a U.S. TIN.

Line 2

If you have a business name, trade name, DBA name, or disregarded entity name, enter it on line 2.

Line 3a

Check the appropriate box on line 3a for the U.S. federal tax classification of the person whose name is entered on line 1. Check only one box on line 3a.

IF the entity/individual on line 1 is a(n) . . .	THEN check the box for . . .
• Corporation	Corporation.
• Individual or • Sole proprietorship	Individual/sole proprietor.
• LLC classified as a partnership for U.S. federal tax purposes or • LLC that has filed Form 8832 or 2553 electing to be taxed as a corporation	Limited liability company and enter the appropriate tax classification: P = Partnership, C = C corporation, or S = S corporation.
• Partnership	Partnership.
• Trust/estate	Trust/estate.

Line 3b

Check this box if you are a partnership (including an LLC classified as a partnership for U.S. federal tax purposes), trust, or estate that has any foreign partners, owners, or beneficiaries, and you are providing this form to a partnership, trust, or estate, in which you have an ownership interest. You must check the box on line 3b if you receive a Form W-8 (or documentary evidence) from any partner, owner, or beneficiary establishing foreign status or if you receive a Form W-9 from any partner, owner, or beneficiary that has checked the box on line 3b.

Note: A partnership that provides a Form W-9 and checks box 3b may be required to complete Schedules K-2 and K-3 (Form 1065). For more information, see the Partnership Instructions for Schedules K-2 and K-3 (Form 1065).

If you are required to complete line 3b but fail to do so, you may not receive the information necessary to file a correct information return with the IRS or furnish a correct payee statement to your partners or beneficiaries. See, for example, sections 6698, 6722, and 6724 for penalties that may apply.

Line 4 Exemptions

If you are exempt from backup withholding and/or FATCA reporting, enter in the appropriate space on line 4 any code(s) that may apply to you.

Exempt payee code.

• Generally, individuals (including sole proprietors) are not exempt from backup withholding.

• Except as provided below, corporations are exempt from backup withholding for certain payments, including interest and dividends.

• Corporations are not exempt from backup withholding for payments made in settlement of payment card or third-party network transactions.

• Corporations are not exempt from backup withholding with respect to attorneys' fees or gross proceeds paid to attorneys, and corporations that provide medical or health care services are not exempt with respect to payments reportable on Form 1099-MISC.

The following codes identify payees that are exempt from backup withholding. Enter the appropriate code in the space on line 4.

1—An organization exempt from tax under section 501(a), any IRA, or a custodial account under section 403(b)(7) if the account satisfies the requirements of section 401(f)(2).

2—The United States or any of its agencies or instrumentalities.

3—A state, the District of Columbia, a U.S. commonwealth or territory, or any of their political subdivisions or instrumentalities.

4—A foreign government or any of its political subdivisions, agencies, or instrumentalities.

5—A corporation.

6—A dealer in securities or commodities required to register in the United States, the District of Columbia, or a U.S. commonwealth or territory.

7—A futures commission merchant registered with the Commodity Futures Trading Commission.

8—A real estate investment trust.

9—An entity registered at all times during the tax year under the Investment Company Act of 1940.

10—A common trust fund operated by a bank under section 584(a).

11—A financial institution as defined under section 581.

12—A middleman known in the investment community as a nominee or custodian.

13—A trust exempt from tax under section 664 or described in section 4947.

The following chart shows types of payments that may be exempt from backup withholding. The chart applies to the exempt payees listed above, 1 through 13.

IF the payment is for . . .	THEN the payment is exempt for . . .
• Interest and dividend payments	All exempt payees except for 7.
• Broker transactions	Exempt payees 1 through 4 and 6 through 11 and all C corporations. S corporations must not enter an exempt payee code because they are exempt only for sales of noncovered securities acquired prior to 2012.
• Barter exchange transactions and patronage dividends	Exempt payees 1 through 4.
• Payments over $600 required to be reported and direct sales over $5,000[1]	Generally, exempt payees 1 through 5.[2]
• Payments made in settlement of payment card or third-party network transactions	Exempt payees 1 through 4.

[1] See Form 1099-MISC, Miscellaneous Information, and its instructions.

[2] However, the following payments made to a corporation and reportable on Form 1099-MISC are not exempt from backup withholding: medical and health care payments, attorneys' fees, gross proceeds paid to an attorney reportable under section 6045(f), and payments for services paid by a federal executive agency.

Exemption from FATCA reporting code. The following codes identify payees that are exempt from reporting under FATCA. These codes apply to persons submitting this form for accounts maintained outside of the United States by certain foreign financial institutions. Therefore, if you are only submitting this form for an account you hold in the United States, you may leave this field blank. Consult with the person requesting this form if you are uncertain if the financial institution is subject to these requirements. A requester may indicate that a code is not required by providing you with a Form W-9 with "Not Applicable" (or any similar indication) entered on the line for a FATCA exemption code.

A—An organization exempt from tax under section 501(a) or any individual retirement plan as defined in section 7701(a)(37).

B—The United States or any of its agencies or instrumentalities.

C—A state, the District of Columbia, a U.S. commonwealth or territory, or any of their political subdivisions or instrumentalities.

D—A corporation the stock of which is regularly traded on one or more established securities markets, as described in Regulations section 1.1472-1(c)(1)(i).

E—A corporation that is a member of the same expanded affiliated group as a corporation described in Regulations section 1.1472-1(c)(1)(i).

F—A dealer in securities, commodities, or derivative financial instruments (including notional principal contracts, futures, forwards, and options) that is registered as such under the laws of the United States or any state.

G—A real estate investment trust.

H—A regulated investment company as defined in section 851 or an entity registered at all times during the tax year under the Investment Company Act of 1940.

I—A common trust fund as defined in section 584(a).

J—A bank as defined in section 581.

K—A broker.

L—A trust exempt from tax under section 664 or described in section 4947(a)(1).

M—A tax-exempt trust under a section 403(b) plan or section 457(g) plan.

Note: You may wish to consult with the financial institution requesting this form to determine whether the FATCA code and/or exempt payee code should be completed.

Line 5

Enter your address (number, street, and apartment or suite number). This is where the requester of this Form W-9 will mail your information returns. If this address differs from the one the requester already has on file, enter "NEW" at the top. If a new address is provided, there is still a chance the old address will be used until the payor changes your address in their records.

Line 6

Enter your city, state, and ZIP code.

Part I. Taxpayer Identification Number (TIN)

Enter your TIN in the appropriate box. If you are a resident alien and you do not have, and are not eligible to get, an SSN, your TIN is your IRS ITIN. Enter it in the entry space for the Social security number. If you do not have an ITIN, see *How to get a TIN* below.

If you are a sole proprietor and you have an EIN, you may enter either your SSN or EIN.

If you are a single-member LLC that is disregarded as an entity separate from its owner, enter the owner's SSN (or EIN, if the owner has one). If the LLC is classified as a corporation or partnership, enter the entity's EIN.

Note: See *What Name and Number To Give the Requester*, later, for further clarification of name and TIN combinations.

How to get a TIN. If you do not have a TIN, apply for one immediately. To apply for an SSN, get Form SS-5, Application for a Social Security Card, from your local SSA office or get this form online at *www.SSA.gov*. You may also get this form by calling 800-772-1213. Use Form W-7, Application for IRS Individual Taxpayer Identification Number, to apply for an ITIN, or Form SS-4, Application for Employer Identification Number, to apply for an EIN. You can apply for an EIN online by accessing the IRS website at *www.irs.gov/EIN*. Go to *www.irs.gov/Forms* to view, download, or print Form W-7 and/or Form SS-4. Or, you can go to *www.irs.gov/OrderForms* to place an order and have Form W-7 and/or Form SS-4 mailed to you within 15 business days.

If you are asked to complete Form W-9 but do not have a TIN, apply for a TIN and enter "Applied For" in the space for the TIN, sign and date the form, and give it to the requester. For interest and dividend payments, and certain payments made with respect to readily tradable instruments, you will generally have 60 days to get a TIN and give it to the requester before you are subject to backup withholding on payments. The 60-day rule does not apply to other types of payments. You will be subject to backup withholding on all such payments until you provide your TIN to the requester.

Note: Entering "Applied For" means that you have already applied for a TIN or that you intend to apply for one soon. See also *Establishing U.S. status for purposes of chapter 3 and chapter 4 withholding*, earlier, for when you may instead be subject to withholding under chapter 3 or 4 of the Code.

Caution: A disregarded U.S. entity that has a foreign owner must use the appropriate Form W-8.

Part II. Certification

To establish to the withholding agent that you are a U.S. person, or resident alien, sign Form W-9. You may be requested to sign by the withholding agent even if item 1, 4, or 5 below indicates otherwise.

For a joint account, only the person whose TIN is shown in Part I should sign (when required). In the case of a disregarded entity, the person identified on line 1 must sign. Exempt payees, see *Exempt payee code*, earlier.

Signature requirements. Complete the certification as indicated in items 1 through 5 below.

1. Interest, dividend, and barter exchange accounts opened before 1984 and broker accounts considered active during 1983. You must give your correct TIN, but you do not have to sign the certification.

2. Interest, dividend, broker, and barter exchange accounts opened after 1983 and broker accounts considered inactive during 1983. You must sign the certification or backup withholding will apply. If you are subject to backup withholding and you are merely providing your correct TIN to the requester, you must cross out item 2 in the certification before signing the form.

3. Real estate transactions. You must sign the certification. You may cross out item 2 of the certification.

4. Other payments. You must give your correct TIN, but you do not have to sign the certification unless you have been notified that you have previously given an incorrect TIN. "Other payments" include payments made in the course of the requester's trade or business for rents, royalties, goods (other than bills for merchandise), medical and health care services (including payments to corporations), payments to a nonemployee for services, payments made in settlement of payment card and third-party network transactions, payments to certain fishing boat crew members and fishermen, and gross proceeds paid to attorneys (including payments to corporations).

5. Mortgage interest paid by you, acquisition or abandonment of secured property, cancellation of debt, qualified tuition program payments (under section 529), ABLE accounts (under section 529A), IRA, Coverdell ESA, Archer MSA or HSA contributions or distributions, and pension distributions. You must give your correct TIN, but you do not have to sign the certification.

What Name and Number To Give the Requester

For this type of account:	Give name and SSN of:
1. Individual	The individual
2. Two or more individuals (joint account) other than an account maintained by an FFI	The actual owner of the account or, if combined funds, the first individual on the account[1]
3. Two or more U.S. persons (joint account maintained by an FFI)	Each holder of the account
4. Custodial account of a minor (Uniform Gift to Minors Act)	The minor[2]
5. a. The usual revocable savings trust (grantor is also trustee)	The grantor-trustee[1]
b. So-called trust account that is not a legal or valid trust under state law	The actual owner[1]
6. Sole proprietorship or disregarded entity owned by an individual	The owner[3]
7. Grantor trust filing under Optional Filing Method 1 (see Regulations section 1.671-4(b)(2)(i)(A))**	The grantor*
8. Disregarded entity not owned by an individual	The owner
9. A valid trust, estate, or pension trust	Legal entity[4]
10. Corporation or LLC electing corporate status on Form 8832 or Form 2553	The corporation
11. Association, club, religious, charitable, educational, or other tax-exempt organization	The organization
12. Partnership or multi-member LLC	The partnership
13. A broker or registered nominee	The broker or nominee
14. Account with the Department of Agriculture in the name of a public entity (such as a state or local government, school district, or prison) that receives agricultural program payments	The public entity
15. Grantor trust filing Form 1041 or under the Optional Filing Method 2, requiring Form 1099 (see Regulations section 1.671-4(b)(2)(i)(B))**	The trust

[1] List first and circle the name of the person whose number you furnish. If only one person on a joint account has an SSN, that person's number must be furnished.

[2] Circle the minor's name and furnish the minor's SSN.

[3] You must show your individual name on line 1, and enter your business or DBA name, if any, on line 2. You may use either your SSN or EIN (if you have one), but the IRS encourages you to use your SSN.

[4] List first and circle the name of the trust, estate, or pension trust. (Do not furnish the TIN of the personal representative or trustee unless the legal entity itself is not designated in the account title.)

* **Note:** The grantor must also provide a Form W-9 to the trustee of the trust.

** For more information on optional filing methods for grantor trusts, see the Instructions for Form 1041.

Note: If no name is circled when more than one name is listed, the number will be considered to be that of the first name listed.

Secure Your Tax Records From Identity Theft

Identity theft occurs when someone uses your personal information, such as your name, SSN, or other identifying information, without your permission to commit fraud or other crimes. An identity thief may use your SSN to get a job or may file a tax return using your SSN to receive a refund.

To reduce your risk:

- Protect your SSN,
- Ensure your employer is protecting your SSN, and
- Be careful when choosing a tax return preparer.

If your tax records are affected by identity theft and you receive a notice from the IRS, respond right away to the name and phone number printed on the IRS notice or letter.

If your tax records are not currently affected by identity theft but you think you are at risk due to a lost or stolen purse or wallet, questionable credit card activity, or a questionable credit report, contact the IRS Identity Theft Hotline at 800-908-4490 or submit Form 14039.

For more information, see Pub. 5027, Identity Theft Information for Taxpayers.

Victims of identity theft who are experiencing economic harm or a systemic problem, or are seeking help in resolving tax problems that have not been resolved through normal channels, may be eligible for Taxpayer Advocate Service (TAS) assistance. You can reach TAS by calling the TAS toll-free case intake line at 877-777-4778 or TTY/TDD 800-829-4059.

Protect yourself from suspicious emails or phishing schemes. Phishing is the creation and use of email and websites designed to mimic legitimate business emails and websites. The most common act is sending an email to a user falsely claiming to be an established legitimate enterprise in an attempt to scam the user into surrendering private information that will be used for identity theft.

The IRS does not initiate contacts with taxpayers via emails. Also, the IRS does not request personal detailed information through email or ask taxpayers for the PIN numbers, passwords, or similar secret access information for their credit card, bank, or other financial accounts.

If you receive an unsolicited email claiming to be from the IRS, forward this message to *phishing@irs.gov*. You may also report misuse of the IRS name, logo, or other IRS property to the Treasury Inspector General for Tax Administration (TIGTA) at 800-366-4484. You can forward suspicious emails to the Federal Trade Commission at *spam@uce.gov* or report them at *www.ftc.gov/complaint*. You can contact the FTC at *www.ftc.gov/idtheft* or 877-IDTHEFT (877-438-4338). If you have been the victim of identity theft, see *www.IdentityTheft.gov* and Pub. 5027.

Go to *www.irs.gov/IdentityTheft* to learn more about identity theft and how to reduce your risk.

Privacy Act Notice

Section 6109 of the Internal Revenue Code requires you to provide your correct TIN to persons (including federal agencies) who are required to file information returns with the IRS to report interest, dividends, or certain other income paid to you; mortgage interest you paid; the acquisition or abandonment of secured property; the cancellation of debt; or contributions you made to an IRA, Archer MSA, or HSA. The person collecting this form uses the information on the form to file information returns with the IRS, reporting the above information. Routine uses of this information include giving it to the Department of Justice for civil and criminal litigation and to cities, states, the District of Columbia, and U.S. commonwealths and territories for use in administering their laws. The information may also be disclosed to other countries under a treaty, to federal and state agencies to enforce civil and criminal laws, or to federal law enforcement and intelligence agencies to combat terrorism. You must provide your TIN whether or not you are required to file a tax return. Under section 3406, payors must generally withhold a percentage of taxable interest, dividends, and certain other payments to a payee who does not give a TIN to the payor. Certain penalties may also apply for providing false or fraudulent information.

FOOD LIABILITY INSURANCE PROGRAM

http://www.fliprogram.com
844-520-6992
Powered by Veracity Insurance Solutions, LLC

ACCELERANT

Accelerant National Insurance Company
400 Northridge Rd.
Suite 800
Sandy Springs, GA 30350
Tel: (833) 284-9200

COMMERCIAL GENERAL LIABILITY COVERAGE PART - OCCURRENCE FORM CERTIFICATE PAGE

IT IS AGREED THAT THIS CERTIFICATE IS ISSUED TO THE CERTIFICATE HOLDER LISTED BELOW TO CERTIFY COVERAGE UNDER THE COMMERCIAL GENERAL LIABILITY INSURANCE MASTER POLICY LISTED BELOW.

INSURANCE COMPANY: ACCELERANT NATIONAL INSURANCE COMPANY
NAMED INSURED: HOSPITALITY & ENTERTAINMENT TRADE ALLIANCE
CERTIFICATE HOLDER: Spyc Babe Catering, DBA Spyc Babe Catering
ADDRESS: 154 Harold St, HARTFORD, Connecticut 06112
POLICY PERIOD: 06/04/2026 to 06/04/2027 6:52 PM MDT at the Address of The Certificate Holder

POLICY NUMBER:
N0276GL00000100

CERTIFICATE NUMBER:
F384003

LIMITS OF INSURANCE

General Aggregate Limit (Other than Products-Completed Operations)	$	2,000,000	
Products-Completed Operations Aggregate Limit	$	2,000,000	
Personal and Advertising Injury Limit	$	1,000,000	
General Each Occurrence Limit	$	1,000,000	
Damage to Premises Rented to You Limit	$	300,000	Any One Premises
Medical Expense Limit	$	5,000	Any One Person
Professional Coverage Extension	$	Not Purchased	Each Claim
	$	Not Purchased	Aggregate
Professional Coverage Deductible	$	Not Purchased	Each Claim
Liability Deductible		None	

FORM OF BUSINESS: LLC
BUSINESS DESCRIPTION: ; Catering; Private / Personal Chef

PREMIUM: $169.00
TOTAL POLICY COST: $169.00

CODE NUMBER: 11168 **PREMIUM BASIS:** Gross Sales **EXPOSURE:** Up to $50,000
BUSINESS DESCRIPTION: Vendor, Distributor, or Manufacturer of food products; Catering,Private / Personal Chef

THIS INSURANCE IS SUBJECT TO ALL THE TERMS AND CONDITIONS, INCLUDING APPLICABLE ENDORSEMENTS, OF THE COMMERCIAL GENERAL LIABILITY INSURANCE MASTER POLICY. A COPY OF THE COMMERCIAL GENERAL LIABILITY INSURANCE MASTER POLICY ACCOMPANIES THIS CERTIFICATE. ADDITIONAL COPIES WILL BE PROVIDED TO THE CERTIFICATE HOLDER. PLEASE READ THE POLICY AND ALL ENDORSEMENTS.

NO ADMISSION OF LIABILITY MAY BE MADE EITHER VERBALLY OR IN WRITING

FULL DETAIL OF ANY INCIDENT SHOULD BE SENT IMMEDIATELY BY EMAIL TO CLAIMS@VOPINS.COM OR BY LETTER TO VERACITY INSURANCE SOLUTIONS, LLC 260 SOUTH 2500 WEST SUITE 303, PLEASANT GROVE, UT 84062.

FORMS AND ENDORSEMENTS applicable to all Coverage Parts and made part of this Policy at time of issue are listed on the attached Forms and Endorsements Schedule IL 88 01 (11/85).

ADMINISTRATED BY

Veracity Insurance Solutions, LLC
260 South 2500 West Suite 303
Pleasant Grove Utah 84062
888-568-0548
info@fliprogram.com

ADMINISTRATOR'S SIGNATURE:

City of Norwalk RFQ Submission

Catering Services at Gallaher Mansion and South Norwalk Recreation Center

Project #4512

Submitted By:

Winfield Street Food Concepts LLC

Prepared For:

City of Norwalk – Recreation & Parks Department

Prepared By:

Breno Donatti

Winfield Street Food Concepts LLC

COVER LETTER

May 2026

City of Norwalk

Recreation & Parks Department

125 East Avenue

Norwalk, CT 06851

RE: RFQ #4512 – Catering Services at Gallaher Mansion and South Norwalk Recreation Center

Dear Selection Committee,

Winfield Street Food Concepts LLC is pleased to submit this proposal in response to the City of Norwalk's Request for Qualifications for Catering Services at Gallaher Mansion and the South Norwalk Recreation Center.

For more than a decade, Winfield has operated hospitality-focused food and beverage businesses throughout Connecticut and New York, specializing in elevated café dining, premium coffee service, corporate catering, private events, brunch experiences, and specialty espresso bar activations.

Our company currently operates multiple locations and provides catering services throughout Fairfield County, Westchester County, New York City, and Southwest Florida. Our catering program serves businesses, schools, organizations, production companies, and private clients with an emphasis on hospitality, presentation, consistency, food quality, and operational professionalism.

We believe Winfield is uniquely positioned to support the City's vision for these facilities by offering:

· Modern and flexible catering services

· Reliable and professional event execution

· Premium coffee and espresso bar experiences

· Elevated breakfast, brunch, lunch, and casual upscale catering

· Environmentally conscious operations and sourcing practices

Our team understands the importance of maintaining event facilities professionally, operating safely and cleanly within commercial kitchens, and delivering a positive guest experience that reflects well on both the venue and the City.

While our company can support a broad range of private and corporate events, our specialty lies in elevated café-style catering, daytime hospitality, office and institutional catering, and specialty espresso bar experiences for weddings and celebrations.

We appreciate the opportunity to be considered and look forward to potentially partnering with the City of Norwalk.

Sincerely,

Breno Donatti

Winfield Street Food Concepts LLC

bdonatti@winfieldcoffee.com

203-343-7948

SECTION 1 – EXPERIENCE AND HISTORY OF THE FIRM

Company Overview

Winfield Street Food Concepts LLC is a hospitality and food service company specializing in elevated café dining, premium coffee, catering, and event hospitality.

Founded in Connecticut, Winfield has grown into a multi-location hospitality brand serving customers throughout Fairfield County, Westchester County, New York City, and Southwest Florida.

The company operates café locations focused on:

· Breakfast and lunch service

· Specialty coffee

· Pastry and bakery offerings

· Healthy and elevated menu items

· Corporate catering

· Private events

· Hospitality-driven customer experiences

Winfield's catering division provides:

· Corporate catering

· School and institutional catering

· Private event catering

· Breakfast and brunch catering

· Boxed lunches

· Platters and family-style offerings

· Specialty espresso bar activations for weddings and celebrations

The company's catering operations emphasize:

· Food quality

· Presentation

· Operational consistency

· Reliable delivery

· Professionalism

· Hospitality-focused service

Winfield regularly serves:

· Schools

· Nonprofit organizations

· Healthcare organizations

· Production companies

· Local businesses

· Private clients throughout the region

Relevant Experience

Winfield Street Food Concepts LLC has extensive experience providing catering services for businesses, schools, nonprofit organizations, healthcare-related organizations, and private clients.

The company's catering operations include:

· Daily corporate catering

· Large-format sandwich and pastry platters

· Breakfast and brunch catering

· Office meetings and retreats

· School and nonprofit catering

· Espresso bar catering experiences

· Private celebrations and events

· Staffed and drop-off catering services

Winfield has developed systems and operational procedures designed to ensure consistency, food safety, cleanliness, and timely execution across multiple locations and catering formats.

The company also maintains experience operating within commercial kitchen environments and coordinating food service logistics for a variety of event sizes.

Staff Qualifications

Winfield's operations are managed by experienced hospitality professionals with backgrounds in:

· Café operations

· Catering logistics

· Specialty coffee service

· Food preparation and food safety

· Customer service and hospitality

· Event coordination

· Multi-unit food and beverage operations

The company maintains a hospitality-first culture focused on professionalism, consistency, and guest experience.

SECTION 2 – MENU OPTIONS

Winfield Street Food Concepts LLC offers a wide range of catering options designed for business meetings, brunch events, private celebrations, school functions, corporate retreats, and community gatherings.

Current offerings include:

· Breakfast sandwich platters

· Breakfast burrito platters

· Croissant platters

· Muffin platters

· Bagel platters

· Fruit platters

· Boxed lunches

· Sandwich platters

· Wrap platters

· Salad and grain bowl platters

· Dessert platters

· Coffee service

· Tea service

· Specialty espresso cart experiences

The company specializes in elevated café-style catering and premium coffee service with an emphasis on fresh ingredients, presentation, flexibility, and hospitality.

Winfield also provides customizable catering options tailored to the nature and size of the event.

A copy of Winfield's current catering menu is attached as part of this submission.

SECTION 3 – REFERENCES / STATEMENT OF QUALIFICATIONS

Reference 1

Client/Agency Name:

New York Blood Center

Contact Name and Title:

Louisa Duffy

Telephone:

914-760-3177

Email:

lduffy@nybc.org

Project Description:

Recurring corporate catering services including breakfast, lunch, pastries, coffee service, and meeting catering.

Project Approach and Methodology:

Consistent and timely catering execution for office and organizational meetings with emphasis on reliability, presentation, and food quality.

Years of Service:

2025–2026

Reference 2

Client/Agency Name:

Norwalk Public Schools

Contact Name and Title:

Catalina Estrada

Telephone:

203-690-2871

Email:

estradac@norwalkps.org

Project Description:

Catering services for school and administrative functions.

Project Approach and Methodology:

Flexible catering coordination and reliable delivery for educational and institutional environments.

Years of Service:

2020–2026

Reference 3

Client/Agency Name:

Ice 9 Productions

Contact Name and Title:

Chris Hubbard

Telephone:

401-228-4026

Email:

chris.h@icenineproductions.com

Project Description:

Event and production-related catering services.

Project Approach and Methodology:

Professional catering support for production schedules and event-related food service needs.

Years of Service:

2017–2026

Reference 4

Client/Agency Name:

YMCA Westport Weston

Contact Name and Title:

Nabil Atweh

Telephone:

203-383-9965

Email:

nabilatweh@gmail.com

Project Description:

Catering support for community and organizational functions.

Project Approach and Methodology:

Flexible and hospitality-driven catering services tailored to organizational and community needs.

Years of Service:

2026

SECTION 4 – LICENSES AND CERTIFICATIONS

The following documents will be attached separately as part of the final submission:

· Business registration documents

· W-9 Form

· Certificate of Insurance

· Applicable food service licenses and permits

· Food safety certifications, if applicable

SECTION 5 – SUSTAINABILITY AND SOURCING PRACTICES

Winfield Street Food Concepts LLC strives to incorporate environmentally responsible practices throughout its operations whenever feasible.

Current sustainability and sourcing practices include:

· Use of recyclable and environmentally responsible packaging products

· Waste reduction efforts through controlled production and ordering

· Partnerships with regional and local suppliers

· Seasonal menu offerings

· Local coffee roasting partnerships

· Efforts to minimize food waste through operational forecasting and inventory management

The company continues to evaluate opportunities to further improve sustainability practices as operations expand.

SECTION 6 – RESPONSE FORMS

PROPOSER'S INFORMATION AND ACKNOWLEDGMENT FORM

Proposer's Name:

Winfield Street Food Concepts LLC

Street Address:

96 Broad St, Stamford, CT 06901

City / State / Zip:

Stamford, CT 06901

Business Telephone:

203-343-7948

Email Address:

bdonatti@winfieldcoffee.com

Printed Name and Title of Individual Submitting Proposal:

Breno Donatti – Managing Member

Signature:

Date:

EXCEPTIONS

Winfield Street Food Concepts LLC has no exceptions at this time.

PROPOSAL RESPONSE FORM

Firm Name:

Winfield Street Food Concepts LLC

Address:

96 Broad St, Stamford, CT 06901

Phone:

203-343-7948

Email:

bdonatti@winfieldcoffee.com

Manager:

Breno Donatti

Fed ID#:

81-3847578

Percentage of Gross Revenues

Caterer Fee Based on Gross Revenue Per Event:

10%

Percentage in Words:

Ten Percent

Submitted By:

Breno Donatti

Authorized Agent of Company:

Managing Member

Signature:

Date: 05/23/2026

STATEMENT OF QUALIFICATIONS

Number of Years in Business

10+

Number of Personnel Employed

Part Time: 18

Full Time: 27

Organizational Structure

Limited Liability Corporation

Status with Secretary of State

Yes

Connecticut Business Registration

US-CT.BER: 1216827

Insurance Agency

Insurance Agency: The Hartford

Coverage includes a $2,000,000 umbrella policy and all required insurance coverage is current and in good standing.

FINAL SUBMISSION CHECKLIST

Attach the following before submission:

□ Catering Menu PDF

□ W-9

□ Certificate of Insurance

□ Business Registration Documents

□ Food Service Permits

□ Food Safety Certifications

□ Signature Pages Signed

□ Employee Counts Added

□ EIN Added

□ Business Address Added

□ Insurance Agency Information Added

MORNING 12 UNITS EACH

BREAKFAST SANDWICH PLATTER
assortment **99.95**

TOAST PLATTER
avocado mash, roasted tomatoes, marinated feta, boiled egg, EVOO **89.95**

SCRAMBLED EGGS WITH BACON & SAUSAGE
79.95 (half-tray)

SEASONAL FRUIT BOWL
80oz **49.95** 160oz **89.95**

CROISSANT PLATTER
seasonal assortment **49.95**

SCONE PLATTER
seasonal assortment **49.95**

COOKIE TRAY
fresh chocolate chip cookies **44.95**

EL BAGEL PLATTER
side of cream cheese, jam, butter **49.95**

LOAF CAKE PLATTER
seasonal assortment **49.95**

MUFFIN PLATTER
seasonal assortment **49.95**

BREAKFAST BURRITO PLATTER
assortment **134.95**

PACKAGES

BRING IT ALL *minimum 8ppl*
includes sandwiches (choose up to 3 from regular menu), choice of salad (choose from salad section), chips, drinks (sodas, water, seltzer), desserts (cookies, brownies) – all family style
44.95/per person

WRAPPED BOX LUNCH
individual bagged lunches including a choice of wrap/sandwich (choose up to 3 from regular menu), choice of side (choose from side section), and small fruit salad
29.95/per person
(+3.00 for drinks, +3.00 for chips, +3.00 for cookies)

Utensils are charged separately and only provided upon request

MIDDAY

COLD SANDWICH PLATTER
assortment, 12 minimum
14.95/per person
(+3.00 for wraps)

HOT SANDWICH PLATTER
assortment, 12 minimum
15.95/per person
(+3.00 for burritos)

DESSERT PLATTER
assortment
4.50/per person

CHEESE PLATTER:
domestic & imported assortment 12"
89.95 16" **129.95**

ANTIPASTO PLATTER
assortment of smoked & cured meats
12" **99.95** or 16" **149.95**

CRUDO
raw veggies. hummus, house ranch
12" **59.95** 16" **89.95**

DRINKS

DRIP COFFEE
side of milk, sugar, cups
34.95 (FOR 10) **149.95** (FOR up to 75)
+25.00 dispenser rental

HOT COCOA
side of milk, sugar, cups
34.95 (FOR 10) **149.95** (FOR up to 75)
+25.00 dispenser rental

TEA SERVICE
black, herbal, green **32.95** (FOR 10)

SPECIALTY BOWLS & SALADS

Small **59.95** Large **99.95**

CHICKEN CAESAR
romaine, croutons, parmesan

PECAN FRIED CHICKEN
pecan encrusted chicken, oranges, avocado, toasted almonds, romaine, honey mustard vin

BRING ME JOY
roasted chicken, romaine, corn, mango, avocado, almond slice, honey mustard dressing

BREAK MY HEART (GF)
salmon, sweet potato, white rice, pickled red onion, avocado, chimichurri **+10.00**

FEEL THE LOVE (GF)
grilled chicken, rice, corn, fresh parsley, avocado, roasted garlic aioli, sriracha aioli

ROASTED ROOT (V, GF)
beets, sweet potato, avocado, curry hummus, pickled onion, spinach, quinoa, pumpkin seeds, white balsamic vin

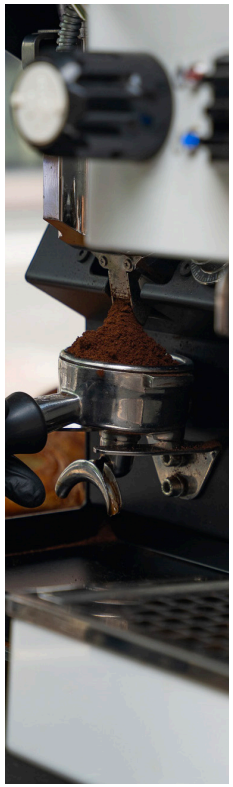
WAITING ALL NIGHT (GF)
rice, roasted pork, pico de gallo, chile garlic cucumber, avocado, white balsamic vin

Espresso Cart EXPERIENCE

Elevate your event with our café on wheels.

Packages start at $1,500 for up to 75 guests and includes barista-crafted drinks, fresh pastries, and a full setup. Perfect for offices, weddings & celebrations.

+$7.50 per guest over 75.



Winfield

CATERING

@WINFIELDSTREETCOFFEE
WINFIELDCOFFEE.COM
CATERING@WINFIELDCOFFEE.COM

AVAILABLE IN
- FAIRFIELD COUNTY, CT
- NYC
- WESTCHESTER COUNTY, NY
- COLLIER COUNTY, FL

SCAN ME

CITY OF NORWALK
PURCHASING DEPARTMENT
PROPOSER'S INFORMATION AND ACKNOWLEDGMENT FORM

Proposer's Name

MUNCH Eatery LLC 560 Main Street Ansonia, CT 06401 Street Address

City	State	Zip

Business Telephone: 203-668-0685

Email Address: muncheateryansonia@gmail.com

Anthony Esposito - member
Printed Name and Title of Individual Submitting Proposal

The undersigned acknowledges that the terms, conditions and specifications of this RFQ are understood and unconditionally accepted.

Signature	Date: 6/16/26

CITY OF NORWALK
PURCHASING DEPARTMENT

Exceptions: Note any vendor(s) responding to this proposal shall indicate any/all exceptions (if any) taken to language in this proposal. BIDDERS MAY NOT TAKE EXCEPTION TO SUBSTANTIVE TERMS OF STANDARD CONTRACT FORMS PROVIDED IN THE RFP/RFQ/ITB. Exceptions must be declared below in order to be considered by the City:

none

CITY OF NORWALK
PURCHASING DEPARTMENT

1.1 PROPOSAL RESPONSE FORM

Firm Name -	MUNCH Eatery LLC		
Address -	560 Main Street Ansonia, CT 06401		
Phone - 203-608-0685	Fax -	Email - muncheateryansonia@gmail.com	
Manager - Michael Cotela		Fed ID# 92-1379558	

In submitting this submittal the undersigned declares that this submission is made without any connection with any persons making another bid or the same contract; that the proposed fees are in all respects fair and without collusion, fraud or mental reservation; and that no official of the City, or any person in the employ of the City is directly or indirectly interested in said proposal or in the supplies or work to which it relates, or in any portion of the profits thereof.

The undersigned also hereby declares that they have carefully considered objectives of each task of this project, professional services, requirements and deliverables required, and are satisfied and understood that in signing this proposal all right to plead any misunderstanding regarding the same is waived.

The undersigned further understands and agrees that he/she on behalf of the submitting firm will furnish and provide all the necessary staffing, sub-consultant services, office support, and other items of whatever nature, and to do and perform all design services necessary under the aforesaid conditions, to carry out the contract and to accept in full compensation therefore the amount of the contract as agreed to by the Firm and the City.

A. Percentage of Gross Revenues

Caterer Fee Based On Gross Revenue Per Event	% 8%
Percentage in Words	eight

CERTIFICATION

Submitted By:	**Signature:**
Authorized Agent of Company (name and title)	**Date:** 6/6/24

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

Addendum # 1		Dated	5/22/24	Addendum #		Dated	
Addendum #		Dated		Addendum #		Dated	

CITY OF NORWALK
PURCHASING DEPARTMENT

1.2 STATEMENT OF QUALIFICATIONS

Please answer the following questions regarding your company's past performance. Failure to reply to this instruction may be regarded as justification for rejecting a bid.

1.	**Number of years in business:**	3	
2.	**Number of personnel employed:**	**Part Time**	**Full Time**
		2	7

3. List six contracts of this type/size your firm has completed within the last four years:

Project	Date	Contact Person	Phone No.
Macadonia Church Tea party	5/23/26	Deacon Dave Bishop	203-305-0695
Ruth's House Annual Brunch	4/25/26	Jeanne	203-253-0053
Boys & Girls Club State wide training	1/24/26	Jen DeLeone	203 243-4740
Exchange Club mini golf tournament	4/26/25	Rob VanEgghen	203 560-4842
Kayla + Greggs Wedding	Sept 2025	Kayla	203-305-5520

4. **SUBCONTRACTORS:** If subcontractors are to be used, please list firm name, address, name of principal, and phone number below or on a separate sheet. Also indicate portion or section of work subcontractor will be performing.

COMPANY NAME	ADDRESS	PRINCIPAL	PHONE	PORTION/SECTION OF WORK
none				

5. ORGANIZATIONAL		general partnership

CITY OF NORWALK
PURCHASING DEPARTMENT

STRUCTURE OF BIDDER (check which applies)		limited partnership
	X	limited liability corporation
		limited liability partnership
		corporation doing business under a trade name
		individual doing business under a trade name
		other (specify)

6. STATUS OF THE BUSINESS AND ITS CURRENT STANDING WITH THE SECRETARY OF STATE'S OFFICE; e.g., are all required filings current and in good standing or has the entity been withdrawn or canceled	Connecticut corporations - Will the Secretary of State be able to issue a Certificate of Good Standing within 30 days of the bid opening?	Yes	No
		X	
	Out-of-State corporations - Do you have a valid license to do business in the State of Connecticut? (Evidence in the form of a Certificate of Authority from the Connecticut Secretary of State will be required within 30 days of the bid opening.)	Yes	No

7. CT eLICENSE (https://www.elicense.ct.gov) / Business Registration (https://business.ct.gov/?language=en_US) :

BAK - 0017907

8. Is your local organization an affiliate of a parent company? If so, Indicate the principal place of business of your company and the name of the agent for service if different from what has been indicated on the response form:

Business Name	N/A
Address	
City. State & Zip	
Name of Agent	

NOTE: In the case of a Limited Liability Corporation or a Limited Liability Partnership a certified copy of the Articles of Organization certified as valid and in effect as of the date of the bid opening will be required within 30 days of the bid opening. A listing of the corporate officers, in the case of a corporation; the general or managing partners, in the case

of a partnership; or the managers and members in the case of either a limited liability partnership or company will be required within 30 days of the bid opening.

9. Your company may be asked to submit the following information relative to your company's financial statements prior to receiving an award. This information will not be part of the public bidding record and will remain confidential.

All information should be supported with appropriate audited financials

a. Book Value (Total Assets (-) Total Liabilities)
b. Working Capital (Current Assets (-) Current Liabilities
c. Current Ratio (Current Assets/Current Liabilities)
d. Debt to Equity Ratio (Long Term Debt/Shareholder's Equity)
e. Return on Assets (Net Income/Total Assets)
f. Return on Equity (Net Income/Shareholder's Equity)
g. Return on Invested Capital (Net Income/Long Term Debt = Shareholders' Equity)

All responses to this questionnaire are understood to be proprietary to the vendor, and will be considered confidential.

Additional information may be requested subsequent to your responding to this bid request.

1.3 CITY OF NORWALK VENDOR RECORDS

If you have not done business with the City of Norwalk as a vendor, your business information needs updating or your City of Norwalk vendor record has not been updated over three (3) years. Please complete and include **the latest version of Internal Revenue Service (IRS) W-9 Form** with your submission. Here is the URL to the IRS website: https://www.irs.gov/forms-pubs/about-form-w-9

1.4 INSURANCE

Insurance Agency Name: MANZI Insurance	**Tel:** 203 426-2273
Agency Address: MANZI INSURANCE 14 Church Hill Rd Newtown, CT 06470	**Email:** Sue @ manziins.com

1.5 CITY OF NORWALK VENDOR QUESTIONNAIRE – IT INFORMATION SECURITY

WEDDING COLLECTIONS

Thoughtfully designed. Beautifully served.

Our collections are built with care and creativity to help you celebrate your day with unforgettable food and warm hospitality.

Pricing is based on a 75-guest foundation.

THE INTIMATE *Celebration*

$10,000

- Chef-curated menu
- Reception hors d'oeuvres
- Plated or buffet service
- Assorted desserts
- Professional service staff
- Setup & breakdown

THE SIGNATURE *Celebration*

$15,000

Everything in The Intimate, plus:

- Enhanced menu selections
- Culinary stations or upgrades
- Premium dessert options
- Wedding party hospitality
- Tastings for up to four guests

THE GRAND *Celebration*

$25,000+

Everything in The Signature, plus:

- Elevated entrée selections
- Expanded culinary experiences
- Late-night Munch experience
- Premium desserts & displays
- Upgraded table presentation
- Additional service enhancements

INCLUDED WITH SIGNATURE & GRAND

Wedding Party Hospitality

A special meal experience for your wedding party so they can relax, recharge, and enjoy the celebration right alongside you.

FOOD & DESSERTS ONLY
NO ALCOHOL INCLUDED
Additional guests available at an adjusted per-person rate.

CUSTOM MENUS
Dietary needs accommodated

TASTINGS AVAILABLE
We invite you to experience Munch before your big day.

RECEPTION HORS D'OEUVRES

- Passed Hors d'Oeuvres
- Display Tables
- Carving Stations
- Seafood Displays
- International & Themed Stations

SIGNATURE ENTRÉES

- Chicken
- Beef
- Seafood
- Vegetarian

PASTA & COMFORT

- Italian Classics
- Creamy Favorites
- Mac & Cheese Experiences
- Comfort Food Stations

MUNCH DESSERT COLLECTION

- Fresh Baked Cookies
- Cakes & Cupcakes
- Italian Pastries
- Dessert Displays
- Mini Desserts

BREAKFAST & BRUNCH

Starting at $40 per guest

- Hot Breakfast Favorites
- Continental Selections
- Brunch Classics
- Sweet Treats

FULL SERVICE CATERING

Starting at $75 per guest

- Corporate Events
- Private Celebrations
- Milestone Moments
- Fundraisers
- Holiday Parties
- And More

BEVERAGE & BAR EXPERIENCES

Enhance your celebration with our non-alcoholic offerings and full-service bar.

NON-ALCOHOLIC EXPERIENCES

- Fresh Coffee Service
- Espresso Bar
- Fresh Lemonade Station
- Infused Water Displays
- Specialty Mocktails
- Hot Chocolate Bar

BAR EXPERIENCES

(Available as an additional investment)

- Beer & Wine Packages
- Signature Cocktails
- Premium Spirits
- Champagne Toasts
- Professional Bartending Services

MUNCH EVENT SPACES

Celebrate with us
We've got the perfect space

INDOOR EVENT SPACE
Up to 64 Guests

COVERED PATIO
Up to 50 Guests

THE DETAILS BEHIND THE EXPERIENCE

- Professional Event Staffing
- Event Management & Coordination
- Rental Coordination
- Tables & Chairs
- Delivery, Setup & Removal
- Equipment Transportation
- Specialty Rentals & Décor

KIDS PARTY MENU

Delicious Food. Happy Kids. Memorable Moments.

From birthday parties to school celebrations, we make it easy with food kids love and parents appreciate.

All menus include eco-friendly plates, napkins, utensils & professional service.

FUN FAVORITES

- Cheeseburgers
- Chicken Tenders
- Mac & Cheese Bites
- Mini Corn Dogs
- Grilled Cheese Bites
- Mozzarella Sticks

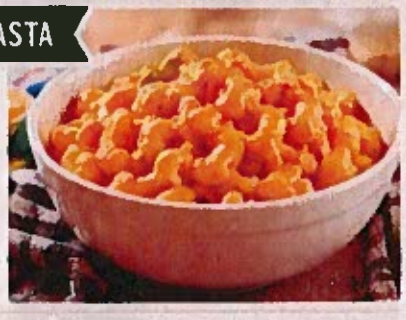
TASTY SIDES

- Crispy French Fries
- Tater Tots
- Soft Pretzels with Cheese
- Veggie Cups with Ranch Dip
- Fresh Fruit Cups

PIZZA PERFECTION

We serve **real, full-size pizzas** with fresh ingredients and crowd-pleasing flavors!

KID-APPROVED PASTA



- Penne with Butter or Marinara
- Cheesy Baked Ziti
- Mac & Cheese

SWEET TREATS

- Mini Chocolate Chip Cookies
- Brownie Bites
- Funfetti Cupcakes
- Rice Krispie Treats
- Assorted Donut Holes

BEVERAGES

Fruit Punch | Lemonade | Iced Tea | Chocolate Milk | Bottled Water

MAKE IT EXTRA FUN!

- Popcorn Station
- Cotton Candy
- DIY Ice Cream Bar
- Balloon Decor & More!

PERFECT FOR ANY CELEBRATION!

BIRTHDAYS | SCHOOL PARTIES | SPORTS TEAM CELEBRATIONS | GRADUATIONS | & MORE!

We Handle the Details. You Enjoy the Celebration.

CATERING

THE MUNCH CATERING PARTNERSHIP PROGRAM

WORKPLACE LUNCH SOLUTIONS FOR VALLEY BUSINESSES & BEYOND

THE MUNCH PROMISE
Every Order Matters.

Whether you're feeding five employees or five hundred guests, every order receives the same attention, care, and commitment to quality.

GREAT MEETINGS DESERVE GREAT FOOD.

Great food helps your team feel appreciated, encourages connection, and creates a more enjoyable and productive experience.

WE DON'T JUST DELIVER FOOD.
We Become Part of Your Team.

We care about your success as much as you do.

Meet the Team Behind Munch

CRISTINA ESPOSITO
Co-Owner & Head Baker

The creative force behind Munch's homemade baked goods, desserts, specialty treats, and many of the recipes that have helped make Munch a local favorite.

MIKEY
Your Direct Contact

Your personal connection for workplace catering, partnership development, event planning, and customer support.

CHEF ADAM

A key part of the team responsible for helping ensure every order reflects the quality, consistency, and care that Munch is known for.

HOW WE SUPPORT OUR PARTNERS

- Team Lunches
- Staff Meetings
- Training Sessions
- Employee Appreciation
- Client Meetings
- Open Houses
- Community Events
- Workplace Celebrations

SOLUTIONS INCLUDE

- Individual Boxed Lunches
- Sandwich Platters
- Fresh Salads
- Homemade Cookies & Brownies
- Beverage Service
- Custom Catering Options

Made fresh.
Made from scratch.
Made for you.

AS SEEN ON WTNH CT BUZZ

Proudly featured for our commitment to quality food, homemade baking, and community involvement throughout Connecticut.

SCAN TO WATCH OUR FEATURE

or search "Munch Eatery" on YouTube!

EXPERIENCE MUNCH BEFORE YOU ORDER

The Munch First Bite Box™

Request a complimentary First Bite Box™ for your workplace!

INCLUDES:

- Sandwich Samples
- Side Samples
- Bakery Samples
- Partnership Information

One box. One experience.
See why businesses trust Munch.

BEYOND WORKPLACE LUNCHES

Private Spaces for Your Events

Perfect for company parties, celebrations, trainings, fundraisers, and special events.

HOW ORDERING WORKS

At Munch Catering, we believe every successful event begins with a conversation.

- All catering orders must be confirmed directly with a member of our team.
- Orders are not accepted through email.
- Orders are not accepted through voicemail.
- Every order is personally reviewed to confirm menu selections, guest counts, dietary needs, pricing, delivery details, and event timing.
- A member of our team will provide confirmation before your order is considered complete.

Every Order Matters.
Every Detail Matters.

Let's Build a Partnership

Whether you're planning lunch for five employees, coordinating a staff meeting, recognizing your team, or exploring long-term catering support for your organization,

MIKEY
Your Direct Contact
203-668-0685

MUNCH CATERING
203-516-5870
Ext. 2

munchcatering.com
facebook.com/muncheatery

Risk Management Assessment &
Accreditation Support

Project Number: 4519
Prepared for: City of Norwalk Recreation and Parks Department
Prepared by: Keystone Civic Strategies DBA Keystone Civics
Submission Date: JUN 09, 2026

Keystone Civics
3833 Central Ave
St. Petersburg, FL 33710
850-628-2164

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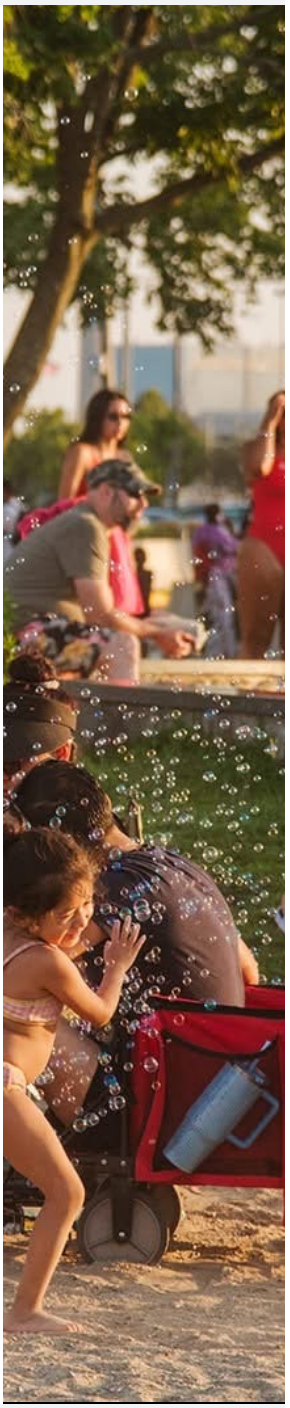

Section 1: Executive Summary

Keystone Civics is pleased to submit this proposal to support the City of Norwalk Department of Recreation & Parks in advancing its Risk Management Program and achieving CAPRA Accreditation.

Our team recognizes that effective risk management extends beyond compliance. Successful organizations embed safety, accountability, operational consistency, and continuous improvement into everyday practice. Norwalk's commitment to CAPRA Accreditation presents an opportunity to strengthen organizational systems, improve risk mitigation efforts, and establish a sustainable culture of safety throughout the Department.

Keystone Civic offers a unique combination of municipal parks and recreation leadership, CAPRA accreditation expertise, resilience planning, and public-sector organizational improvement. Our team includes Dr. Kesia Blenn, CPRE, an NRPA CAPRA Accreditation Reviewer and former municipal parks leader, and Cynthia Ammerman, a resilience planning and emergency preparedness specialist with extensive experience supporting risk-informed planning and federal coordination initiatives. With the combined experience of NRPA CAPRA Accreditation Reviewer and risk-informed planning, this team recognizes that effective risk management systems are among the most visible indicators of organizational excellence during accreditation review. Our approach is specifically designed to strengthen safety practices while advancing the City's CAPRA accreditation objectives.

Our approach is designed to move beyond a traditional assessment by providing practical implementation support, staff engagement, committee facilitation, policy development, and long-term operational guidance. Through collaborative engagement with leadership and staff, we will help Norwalk establish a sustainable framework that supports both immediate risk-management objectives and successful CAPRA accreditation.

We look forward to partnering with the City of Norwalk to strengthen safety practices, improve organizational resilience, and support the Department's vision of achieving national accreditation excellence.

Keystone Civics is located at 3833 Central Ave, St. Petersburg, FL, 33713.

Section 2: Project Team Organization & Staffing

The Keystone Civics team combines municipal park and recreation leadership, accreditation expertise, risk-informed planning, resilience strategy, emergency preparedness, and public-sector organizational improvement experience.

DR. KESIA BLENN, CPRE

Principal-in-Charge | Project Manager | CAPRA Risk Management & Organizational Systems Lead

Responsible for project leadership, accreditation-readiness integration, governance review, Safety Action Committee development, policy evaluation, safety manual oversight, and implementation planning.

- Certified Park and Recreation Executive (CPRE)
- NRPA CAPRA Accreditation Reviewer
- Doctor of Education (Ed.D.)
- Graduate Certificate | Program Evaluation
- Graduate Certificate | Human Performance Technology
- Former municipal parks and recreation leader
- Civil Affairs Officer, U.S. Army Reserve
- Experience leading operational assessments, stakeholder engagement, and organizational improvement initiatives

CYNTHIA AMMERMAN

Risk & Resilience Planning Lead | Safety Systems Specialist

Responsible for risk assessment, vulnerability analysis, preparedness planning, safety systems review, training support, and risk mitigation recommendations.

- More than 20 years of public-sector planning experience
- FEMA resilience and recovery experience
- Emergency preparedness and hazard mitigation expertise
- Organizational resilience and risk-management planning
- Strategic planning and stakeholder engagement specialist
- Experience supporting implementation of complex public-sector initiatives

PERSONNEL ALLOCATION

Dr. Kesia Blenn will serve as the Principal-in-Charge and Project Manager and is anticipated to provide approximately 58% of total project effort. Cynthia Ammerman will serve as Risk & Resilience Planning Lead and is anticipated to provide approximately 42% of total project effort. Responsibilities and level of effort are distributed according to each phase of work and subject matter expertise. Hourly costs are provided on Pricing page.

Relevant Experience

MUNICIPAL PARKS & RECREATION OPERATIONS

Representative Experience

City of Panama City Parks, Culture & Recreation; operational planning, policy development, capital projects, recreation programming, community facilities, and organizational systems improvement.

Relevance to Norwalk

Understanding of municipal recreation operations, risk exposure, policy implementation, and organizational accountability.

CAPRA ACCREDITATION & ORGANIZATIONAL ASSESSMENT

Representative Experience

NRPA CAPRA Accreditation Reviewer; evaluation of municipal agencies against national accreditation standards, including risk management, safety systems, governance, documentation, and continuous improvement.

Relevance to Norwalk

Direct experience evaluating accreditation readiness and CAPRA risk-management requirements.

RISK ASSESSMENT & RESILIENCE PLANNING

Representative Experience

FEMA resilience planning, hazard mitigation, emergency preparedness, vulnerability assessment, and post-disaster recovery support.

Relevance to Norwalk

Support risk identification, mitigation strategies, emergency preparedness, and organizational resilience.

GOVERNANCE, COMMITTEES & STRATEGIC IMPLEMENTATION

Representative Experience

Public-sector consulting involving policy development, stakeholder engagement, committee facilitation, organizational assessment, and implementation planning.

Relevance to Norwalk

Supports Safety Action Committee development, governance frameworks, and long-term implementation.

TRAINING & CONTINUOUS IMPROVEMENT SYSTEMS

Representative Experience

Program evaluation, performance improvement, staff development, operational review, and organizational systems improvement.

Relevance to Norwalk

Supports training frameworks, documentation systems, corrective-action tracking, and continuous improvement.

CONTACT

850 628 2164

DrK@keystonecivics.com

www.linkedin.com/in/dr-kesia-blenn

Saint Petersburg / Florida

EDUCATION

Doctorate (Ed.D) | FSU

Educational Leadership & Policy

Dissertation: Community Partnership Schools & Interagency Coordination

Master (M.Ed.) | FSU

Instructional Systems & Learning Tech

Focus: Program Evaluation, Performance Improvement, and Systems Analysis

AREAS OF EXPERTISE

- CAPRA ACCREDITATION READINESS
- PARKS OPERATIONS & SYSTEMS
- MUNICIPAL STRATEGIC PLANNING
- STAKEHOLDER ENGAGEMENT
- RESILIENCE PLANNING
- COMMUNITY PARTNERSHIPS
- CULTURAL RESOURCE INITIATIVES

DR KESIA BLENN, CPRE

PRINCIPAL CONSULTANT | KEYSTONE CIVICS

CAPRA ACCREDITATION | MUNICIPAL SYSTEMS | PARKS OPERATIONS & RESILIENCE

PROFILE

Strategic consultant bringing more than a decade of experience leading municipal parks, recreation, cultural initiatives, resilience efforts, and cross-sector partnerships. Certified Park and Recreation Executive (CPRE) and NRPA CAPRA Accreditation Reviewer with experience supporting accreditation readiness, operational assessment, and systems improvement initiatives. Civil Affairs Officer specializing in resilience, interagency coordination, and risk-informed planning methodologies.

PROPOSED ROLE ON PROJECT

PRINCIPAL-IN-CHARGE | PROJECT MANAGER

- Project leadership and client coordination
- CAPRA risk-management alignment
- Operational systems assessment
- Safety manual oversight
- Stakeholder engagement and facilitation
- Implementation strategy and recommendations

SELECTED QUALIFICATIONS

- Certified Park and Recreation Executive (CPRE)
- NRPA CAPRA Accreditation Reviewer
- Doctor of Education (Ed.D.)
- TS/SCI Security Clearance
- U.S. Army Civil Affairs Officer
- Graduate Certificate in Program Evaluation
- Graduate Certificate in Human Performance Technology
- Florida District Teacher of the Year
- Florida Governor's Shine Award

RELEVANT PROFESSIONAL EXPERIENCE

PARKS, CULTURE & RECREATION COORDINATOR

City of Panama City – Panama City, FL *2020 - 2026*

Led planning, coordination, and implementation of municipal parks, cultural heritage and placemaking initiatives supporting system modernization and community revitalization.

- Supported operational documentation and systems improvements aligned with NRPA CAPRA accreditation standards.
- Managed and coordinated municipal initiatives involving 60M+ in capital investments, including a $20M MLK Recreation Complex and $40M Martin Theatre renovation.
- Led cross-departmental and stakeholder coordination efforts involving municipal capital departments, elected officials, nonprofit partners, and community organizations.
- Developed post-disaster community recovery initiatives, including coordination of urban canopy restoration and large-scale tree planting efforts (10,000+ trees).
- Directed cultural heritage, public art, and community engagement initiatives, including 50+ placemaking projects and municipal historic marker program.

DR KESIA BLENN, CPRE

PRINCIPAL CONSULTANT | KEYSTONE CIVICS

ACCREDITATION | MUNICIPAL SYSTEMS | CULTURAL HERITAGE

CONTACT

850 628 2164

DrK@keystonecivics.com

www.linkedin.com/in/dr-kesia-blenn

Saint Petersburg / Florida

EDUCATION

Doctorate (Ed.D) | FSU

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- CAPRA ACCREDITATION READINESS
- PARKS OPERATIONS & SYSTEMS
- MUNICIPAL STRATEGIC PLANNING
- STAKEHOLDER ENGAGEMENT
- RESILIENCE PLANNING
- COMMUNITY PARTNERSHIPS
- CULTURAL RESOURCE INITIATIVES

RELEVANT PROFESSIONAL EXPERIENCE

CIVIL AFFAIRS OFFICER (38G/35A PRESERVATION/MILITARY INTEL)

United States Army Reserve – Pensacola, FL *2023 - Present*

Specializing in cultural property protection, resilience planning, civil-military coordination, and interagency operational support.

- Supports planning activities involving stakeholder networks, emergency environments, and public-sector coordination.
- Leads planning efforts involving governmental, military, nonprofit, and community stakeholders.
- Coordinates with governmental and non-governmental partners supporting operational objectives.

Security Clearance: Active TS/SCI

PRINCIPAL CONSULTANT

Keystone Civic Strategies – St. Petersburg, FL *2026 - Present*

Provides advisory services to municipal governments and civic organizations focused on park system improvement, accreditation readiness, and strategic community development.

Representative work includes:

- Conducting CAPRA readiness assessments aligned with NRPA national standards.
- Advising municipalities on parks systems planning, policy, and operational improvement.
- Supporting cultural heritage planning and development of community partnerships and volunteer initiatives.
- Providing strategic guidance on capital projects and system modernization.

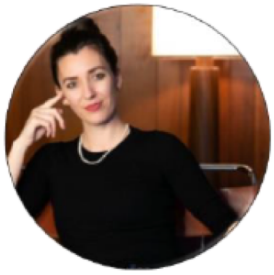
EDUCATOR & CURRICULUM SPECIALIST

Bay District Schools – Panama City, FL *2013 - 2019*

- Florida District Teacher of the Year.
- Recipient, Governor's Shine Award – Office of the Governor of Florida, recognizing exceptional contributions to education and student success.
- Selected by Florida Department of Education to revise and redevelop Teacher Certification Exam.

SELECTED MUNICIPAL & RESILIENCE PROJECTS

- CAPRA Readiness Assessment – City of Panama City Parks, Culture & Recreation
- Sustainable Coastal Park Maintenance Framework
- Municipal Historic Marker Program
- ReTreePC Community Resilience Initiative
- Cultural Heritage Preservation Planning



CONTACT

816 529 2681

cynthia.ammerman@gmail.com

www.linkedin.com/in/cynthia-ammerman

Kansas City / Missouri

EDUCATION

Master of Liberal Arts |
University of Missouri-Kansas City
Public Administration & Historic Preservation

Bachelor of Liberal Arts |
University of Missouri-Kansas City
Philosophy & History

TECHNICAL PROFICIENCIES

- ArcGIS
- Google Earth
- Bluebeam
- CRIS
- Adobe Creative Suite
- Fulcrum

CYNTHIA AMMERMAN

RISK, RESILIENCE & COMPREHENSIVE PLANNING SPECIALIST

Emergency Preparedness | Resilience Planning | Public Sector Strategy | Federal Planning & Coordination

Kansas City, Missouri | Multi-State Operations

PROFILE

Ms. Ammerman brings more than 20 years of experience spanning resilience planning, emergency preparedness, historic preservation, public administration, placemaking, and strategic planning. She has served as a technical advisor and strategist across public, private, federal, and nonprofit sectors, supporting complex initiatives involving risk mitigation, stakeholder coordination, comprehensive planning, and federal compliance.

Her experience includes engagement with federal agencies including FEMA, the National Park Service, the Department of Defense, the Department of the Interior, and the Department of State. Through planning and advisory roles, she has supported multidisciplinary projects involving hazard mitigation, post-disaster recovery, community engagement, resilience strategies, and environmental planning.

Ms. Ammerman's background uniquely combines systems thinking, public-sector planning, and resilience methodologies to help organizations strengthen operational readiness, improve coordination frameworks, and support sustainable implementation strategies. Her experience includes supporting multidisciplinary projects involving disaster recovery, environmental planning, public engagement, and risk-informed decision-making across federal, state, and local environments.

AREAS OF EXPERTISE

RISK & RESILIENCE PLANNING
- Hazard Mitigation Planning (HMP)
- Disaster preparedness and response
- Post-disaster assessments
- Climate adaptation strategies
- Infrastructure documentation
- Asset mapping

EMERGENCY MANAGEMENT
- Federal disaster recovery operations
- Tabletop exercises and training
- Emergency preparedness planning
- Crisis-response coordination
- Interagency coordination

COMPREHENSIVE PLANNING
- Master planning and land-use strategy
- Public engagement facilitation
- Planning and zoning support
- Community and stakeholder coordination
- Policy development

FEDERAL COMPLIANCE
- NEPA
- Section 106
- SHPO/THPO coordination
- Environmental and cultural review processes

PROPOSED ROLE ON PROJECT

RISK & RESILIENCE PLANNING SME
- Safety Action Committee support
- Emergency operations planning
- Risk identification and mitigation strategies
- Training and tabletop exercises
- Comprehensive planning support

CYNTHIA AMMERMAN

RISK, RESILIENCE & COMPREHENSIVE PLANNING SPECIALIST

Technical SME | Emergency Preparedness | Resilience Planning | Public Sector Strategy

CONTACT

816 529 2681

cynthia.ammerman@gmail.com

www.linkedin.com/in/cynthia-ammerman

Kansas City / Missouri

EDUCATION

Master of Liberal Arts |
University of Missouri-Kansas City
Public Administration & Historic Preservation

Bachelor of Liberal Arts |
University of Missouri-Kansas City
Philosophy & History

TECHNICAL PROFICIENCIES

- ArcGIS
- Google Earth
- Bluebeam
- CRIS
- Adobe Creative Suite
- Fulcrum

RELEVANT PROFESSIONAL EXPERIENCE

FEDERAL EMERGENCY MANAGEMENT AGENCY (FEMA)

Historic Preservation Specialist – Office of Environmental Planning & Historic Preservation/Resilience *2017-2022 | 2024-Present*

- Supported disaster recovery and resilience planning initiatives across federal, state, and local stakeholder environments.
- Participated in environmental and historic review processes associated with disaster response and recovery operations.
- Assisted with hazard mitigation assessments and post-disaster planning activities.
- Coordinated with multidisciplinary partners to support preparedness and resilience objectives.
- Contributed to risk-informed planning and implementation efforts supporting long-term community recovery.
- Supported planning activities related to emergency preparedness and operational resilience.

POLIS: CULTURAL PLANNING, LLC/AMMERMAN & ASSOCIATES

Principal Consultant *2014 - Present*

- Leads multidisciplinary projects involving strategic planning, economic development, and public-sector initiatives.
- Managed project budgets up to approximately $8.7M.
- Conducted policy research, planning analyses, and stakeholder engagement efforts.
- Led planning and research efforts supporting public-space and community initiatives.
- Facilitated public engagement and organizational strategy efforts.
- Supported planning efforts involving parks, public spaces, and community assets.

DEPARTMENT OF THE ARMY – U.S. ARMY RESERVE

Military Government Officer – Heritage and Preservation *2024 - Present*

- Supports planning and coordination activities involving cultural resources, interagency collaboration, and operational planning.
- Participates in multidisciplinary environments supporting preservation and public-sector coordination initiatives.

REPRESENTATIVE CLIENTS

- FEMA
- National Park Service
- Department of Defense
- Department of Veterans Affairs
- City of Las Vegas
- Unified Government of Kansas City

Pricing

Keystone Civics proposes a phased approach aligned with the City's requested scope of services. Fees are based upon the anticipated level of effort required to complete each phase, provide implementation support, and assist the Department in advancing CAPRA accreditation readiness. One on-site visit is included during each project phase. The project team

	Team Member	Tasks	Hours	Cost
Stage 1: Discovery & Baseline Assessment (Aug-Oct 2026)				
	Kesia Blenn $175/hr	Kickoff meeting, leadership interviews, program review, policy review, facility inventory review, CAPRA review, baseline memo	70	$12,250
	Cynthia Ammerman $150/hr	Risk inventory review, emergency preparedness review, safety systems review, documentation review, findings support	50	$7,500
Total			120	$19,750
Stage 2: Analysis & Recommendations (Oct-Dec 2026)				
	Kesia Blenn $175/hr	Gap analysis, CAPRA mapping, governance review, safety committee framework, safety manual oversight, recommendations report	90	$15,750
	Cynthia Ammerman $150/hr	Risk analysis, vulnerability assessment, emergency planning review, training recommendations, safety manual development	70	$10,500
Total			160	$26,250
Stage 3: Implementation, Continuous Improvement & CAPRA Alignment (Jan 2027-Dec 2027)				
	Kesia Blenn $175/hr	Monthly meetings, committee support, CAPRA alignment, safety manual finalization, staff consultation, implementation coaching	190	$33,250
	Cynthia Ammerman $150/hr	Committee participation, training sessions, tabletop exercises, emergency planning support, implementation support	130	$19,500
Total			320	$52,750
TOTAL			**600**	**$98,750**

TRAVEL AND ON-SITE SUPPORT

The proposed fee includes one on-site visit during each project phase. These visits will support assessment activities, stakeholder engagement, committee facilitation, training, implementation support as appropriate to each phase. Additional travel requested by the City beyond the three included visits may be reimbursed at actual cost with prior City authorization.

OPTIONAL CONTINUING SUPPORT/EXTENSION

Year 1 Extension: 60 Hours = ~$9,875
- Quarterly committee participation
- CAPRA support
- Annual review

Year 2 Extension: 40 Hours = ~$6,600
Year 3 Extension: 40 Hours = ~$6,600

Section 3: Project Approach

The City of Norwalk Department of Recreation & Parks has established a clear objective of achieving CAPRA Accreditation by December 31, 2027. The Department seeks a consultant capable of evaluating existing risk management practices, supporting the development of Safety Action Committee, facilitating implementation of risk-reduction strategies, developing a comprehensive safety manual, and serving as an ongoing technical resource throughout the accreditation process.

We understand that the Department operates a diverse portfolio of services that includes recreation programming, athletic activities, facility rentals, special events, beaches, parks, public spaces, athletic facilities, and community programs. These varied operations create unique risk exposures that require a coordinated, department-wide approach to safety and risk management.

We further recognize that CAPRA accreditation requires not only documented policies and procedures, but evidence of implementation, evaluation, staff engagement, and continuous improvement. As such, our approach focuses on building practical systems that become integrated into daily operations rather than creating stand-alone compliance documents.

We recognize that the Department is not seeking a traditional risk-management audit. Rather, the Department seeks a practical implementation partner capable of helping establish sustainable systems, governance structures, and operational practices that support both risk reduction and accreditation readiness.

Our team will work collaboratively with Department leadership, operational staff, and stakeholders to identify strengths, assess vulnerabilities, prioritize improvements, and implement sustainable risk management practices that support long-term organizational success.

Project Approach, Methodology & Schedule

KEYSTONE CAPRA RISK MANAGEMENT & ACCREDITATION READINESS FRAMEWORK

Keystone Civics will conduct a comprehensive Recreation and Parks Risk Management Assessment utilizing a three-layer methodology integrating CAPRA accreditation standards, municipal loss-prevention best practices including principles reflected in Connecticut municipal risk-management guidance and parks and recreation loss-prevention frameworks, and risk-informed operational assessment techniques.

This methodology is specifically designed to support the City of Norwalk Department of Recreation & Parks in achieving CAPRA Accreditation while simultaneously strengthening organizational safety culture, operational consistency, and long-term risk management capacity.

LAYER ONE: OPERATIONAL RISK INVENTORY

The project team will conduct a comprehensive review of Recreation & Parks operations utilizing recognized municipal risk-management best practices. Assessment activities will evaluate six primary operational domains:

- Governance and Administration
- Human Resources and Staff Training
- Facilities and Infrastructure
- Recreation Programs and Operations
- Vendor and Contractor Management
- Emergency Preparedness and Organizational Resilience

This review will establish a baseline understanding of existing policies, procedures, training systems, documentation practices, inspection protocols, emergency procedures, and operational controls.

LAYER TWO: RISK EVALUATION AND PRIORITIZATION

Following the baseline assessment, operational areas will be evaluated utilizing a standardized risk matrix that measures:

- Severity: The potential impact of an incident on participants, staff, facilities, operations, finances, or public trust.
- Exposure Frequency: The frequency and volume of participant, staff, volunteer, and public interaction with a specific activity, facility, program, or operational process.
- Mitigation Capacity: The extent to which existing policies, training programs, inspections, documentation systems, supervision practices, and operational controls reduce or manage identified risks.

This process allows the project team to identify operational vulnerabilities, prioritize corrective actions, and focus organizational resources on areas presenting the greatest potential risk exposure.

LAYER THREE: CAPRA ALIGNMENT

Assessment findings will be mapped to applicable CAPRA standards and accreditation expectations. This process ensures that recommendations support both risk reduction and accreditation readiness.

The project team will identify documentation gaps, operational deficiencies, policy needs, training opportunities, and continuous-improvement measures necessary to strengthen compliance with CAPRA risk-management standards.

Project Approach, Methodology & Schedule

continued…

KEYSTONE CAPRA RISK MANAGEMENT & ACCREDITATION READINESS FRAMEWORK

Keystone Civics will conduct a comprehensive Recreation and Parks Risk Management Assessment utilizing a three-layer methodology integrating CAPRA accreditation standards, municipal loss-prevention best practices, and risk-informed operational assessment techniques.

This methodology is specifically designed to support the City of Norwalk Department of Recreation & Parks in achieving CAPRA Accreditation while simultaneously strengthening organizational safety culture, operational consistency, and long-term risk management capacity.

LAYER FOUR: ACCREDITATION READINESS INTEGRATION

While this engagement is focused on risk management program assessment and implementation support, all project activities will be conducted through the lens of accreditation readiness.

The project team will evaluate policies, procedures, training systems, committee activities, documentation practices, and operational controls to identify opportunities that strengthen compliance with applicable CAPRA standards. Findings and recommendations will be organized in a manner that supports future accreditation documentation, continuous improvement efforts, and successful accreditation review.

Rather than treating risk management and accreditation as separate initiatives, Keystone Civics integrates both objectives into a unified implementation framework that strengthens organizational performance while advancing CAPRA readiness.

Activity	Aug	Sep	Oct	Nov	Dec	Jan-Dec 27
Kickoff	●					
Discovery	●	●				
Baseline Assessment	●	●				
Risk Analysis		●	●			
Safety Committee Formation		●	●			
Draft Safety Manual			●	●		
Training & Workshops				●	●	●
Implementation Support					●	●
CAPRA Alignment & Support					●	●

Project Stages

1 STAGE ONE: DISCOVERY AND BASELINE ASSESSMENT

During Stage One, the project team will establish a comprehensive understanding of Department operations through leadership interviews, document review, facility and program inventories, and evaluation of current risk-management practices.

Deliverables include:

- Leadership and stakeholder interviews
- Program and facility inventory
- Existing policy and procedure review
- Staff training assessment
- Risk-management baseline assessment
- Preliminary CAPRA risk-management review
- Baseline Findings Memorandum

2 STAGE TWO: ANALYSIS AND RECOMMENDATIONS

Stage Two focuses on translating assessment findings into actionable recommendations and implementation strategies.

Deliverables include:

- Comprehensive Risk Assessment Report
- Risk Prioritization Matrix
- Operational Gap Analysis
- Safety Action Committee Charter and Governance Structure
- Staff Training Framework
- Incident Reporting and Documentation Recommendations
- Draft Department Safety Manual

3 STAGE THREE: IMPLEMENTATION, CONINUOUS IMPROVEMENT, AND CAPRA ALIGNMENT

Stage Three supports implementation of recommendations, staff engagement, and long-term sustainability.

Deliverables include:

- Safety Action Committee facilitation
- Staff training workshops
- Tabletop exercises and emergency preparedness activities
- Safety Manual finalization
- CAPRA accreditation support
- Continuous-improvement framework
- Annual risk-management review process

Committee Support & Outcomes

SAFETY ACTION COMMITTEE SUPPORT

Keystone Civics will assist the Department in establishing a sustainable Safety Action Committee that serves as the central coordinating body for risk-management and safety initiatives. Committee activities will be structured to support both organizational risk-management objectives and ongoing CAPRA-related continuous-improvement efforts.

Committee responsibilities will include:

- Review of incidents and trends
- Monitoring corrective actions
- Evaluation of training compliance
- Oversight of safety inspections
- Tracking CAPRA-related risk management standards
- Annual review of policies and procedures
- Continuous improvement planning

This structure helps ensure that risk-management practices remain active, measurable, and sustainable long after completion of the consulting engagement.

EXPECTED OUTCOMES

Upon completion of this engagement, the City of Norwalk Department of Recreation & Parks will possess:

- A comprehensive understanding of organizational risk exposure and operational vulnerabilities
- A prioritized roadmap for risk reduction and safety-system improvement
- A department-wide Safety Manual aligned with municipal best practices
- A functioning Safety Action Committee with clearly defined governance responsibilities
- Enhanced staff training, documentation, and incident-management procedures
- Improved consistency across facilities, programs, events, and operational functions
- Risk-management systems that support CAPRA accreditation readiness
- Documentation and evaluation processes that support continuous improvement and future accreditation efforts
- A sustainable framework for organizational resilience, safety culture, and operational excellence

Why Keystone Civics?

The City of Norwalk is not seeking a traditional risk-management audit. The Department is seeking a partner capable of strengthening organizational systems, improving operational systems, improving operational consistency, supporting a culture of safety, and advancing CAPRA accreditation readiness.

Keystone Civics offers a unique combination of municipal parks and recreation leadership, accreditation expertise, organizational systems improvement, resilience planning, and public-sector implementation experience specifically aligned with the objectives of this engagement.

Unlike traditional risk-management consultants, our team brings direct experience working within municipal recreation environments. We understand the operational realities of parks, recreation programs, special events, athletic facilities, public spaces, volunteer programs, and community services. Our recommendations are designed to be practical, implementable, and sustainable within the day-to-day operations of a public recreation agency.

As an NRPA CAPRA Accreditation Reviewer and Certified Park and Recreation Executive (CPRE), Dr. Kesia Blenn provides direct insight into nationally recognized standards for risk management, documentation, continuous improvement, and organizational accountability. This experience allows our team to evaluate risk-management systems not only through the lens of safety and operational effectiveness, but also through the lens of accreditation readiness.

Complementing this expertise, Cynthia Ammerman brings more than two decades of experience supporting resilience planning, emergency preparedness, hazard mitigation, stakeholder coordination, and public-sector implementation initiatives. Her background strengthens the Department's ability to identify vulnerabilities, improve preparedness, and establish long-term resilience strategies that support organizational sustainability.

Together, our team offers a rare combination of municipal operations expertise, accreditation knowledge, resilience planning, organizational assessment, and implementation support specifically tailored to the needs of parks and recreation agencies.

Value-Added Services

As a value-added component of this engagement, Keystone Civics will provide the following services at no additional cost:

Accreditation Readiness Observations Memorandum

Throughout the engagement, the project team will document opportunities observed that may support broader CAPRA accreditation readiness beyond the formal scope of work. These observations will be provided in a summary memorandum to assist Department leadership in future accreditation planning efforts.

Safety Action Committee Sustainability Framework

In addition to committee establishment and facilitation, the project team will develop a long-term governance framework designed to help the Safety Action Committee remain active and effective beyond the conclusion of the project.

Executive Implementation Roadmap

The final report will include a prioritized implementation roadmap identifying immediate, short-term, and long-term actions designed to support leadership decision-making and resource allocation.

Risk Management Tools and Templates

The Department will receive practical templates and tools developed during the engagement that may include inspection forms, risk-assessment tools, committee tracking resources, corrective-action logs, and implementation tracking documents to support ongoing program management.

On-Call Technical Consultation

For a period of sixty (60) days following delivery of the final report, Keystone Civics will remain available for limited remote consultation regarding implementation questions, clarification of recommendations, and transition support.

Section 4: References & Qualifications

Representative Project Profile

PANAMA CITY CAPRA READINESS ASSESSMENT

- **Client:** City of Panama City Parks, Culture and Recreation,
- **Contact:** Former Director Keith Mefford - Phone: 812-292-4639 | Email: kmefford@firststarfl.com & Current Director Keith Meyerl – Phone: 850-348-3754 | Email: kmeyerl@panamacity.gov /
- **Number of Projects:** 1
- **Dates:** April 2025-April 2026
- **Project Description:** Led a department-wide assessment of policies, procedures, operational systems, documentation practices, training programs, performance measures, and accreditation readiness in preparation for future CAPRA accreditation efforts. The assessment included evaluation of risk-management documentation, operational accountability systems, staff responsibilities, policy development needs, continuous-improvement processes, and organizational alignment with nationally recognized parks and recreation standards. Findings were translated into implementation recommendations designed to strengthen organizational performance, improve documentation practices, and support future accreditation readiness.
- **Project Approach & Methodology:** Utilized a comprehensive organizational assessment approach incorporating CAPRA standards, operational best practices, policy review, staff interviews, performance evaluation, documentation assessment, and continuous-improvement principles. Evaluated risk-management practices, governance structures, training systems, operational controls and documentation processes to identify gaps and prioritize recommendations. Findings were organized into actionable implementation strategies designed to improve organizational effectiveness while supporting accreditation objectives.
- **Budget:** Department Budget
- **Team members:** Dr. Kesia Blenn, Project Lead and Department Operations Manager
- **Relevance to Norwalk:** This experience directly relates to the City of Norwalk's objective of advancing CAPRA accreditation while strengthening risk-management systems. The project involved evaluating operational practices, identifying documentation and policy gaps, supporting organizational improvement initiatives, and developing practical recommendations aligned with accreditation standards. The experience provides firsthand understanding of the challenges recreation agencies face when integrating risk management, continuous improvement, governance structures, staff training, and accreditation readiness into day-today operations. This assessment included review of departmental policies, safety-related procedures, documentation systems, training practices, and operational controls many of the same organizational elements identified within the City of Norwalk's Risk Management Program Assessment and Accreditation Support scope of work.

Representative Project Profile

BEAVERCREEK CAPRA REVIEW TEAM ASSIGNMENT

- **Client:** National Recreation and Parks Association
- **Contact:** CAPRA Advisor Michael Morris - Phone: 928-777-1435 | Email: michael.morris@prescott-az.gov
- **Number of projects:** 1 with Michael Morris, 3 with NRPA
- **Dates:** August 2025-May 2026
- **Project description:** Served as a member of the National Recreation and Park Association Commission for Accreditation of Park and Recreation Agencies (CAPRA) Review Team responsible for evaluating departmental compliance with nationally recognized accreditation standards. Activities included review of policies, procedures, documentation systems, operational practices, governance structures, performance evaluation processes, and risk-management-related standards. Participated in document review, staff interviews, validation of accreditation evidence, assessment of continuous improvement practices, and development of findings and recommendations supporting accreditation compliance.
- **Project Approach & Methodology:** Conducted systematic review of accreditation evidence, policies, procedures, operational documentation, governance practices, evaluation systems, and risk-management standards. Participated in interviews, documentation validation, compliance assessment, and development of accreditation findings.
- **Budget:** Not Applicable – NRPA CAPRA Accreditation Review Assignment
- **Team members:** Dr. Kesia Blenn, CAPRA Accreditation Reviewer
- **Relevance to Norwalk:** This assignment provides direct experience evaluating the same accreditation framework that underpins the City of Norwalk's Risk Management Program Assessment and Accreditation Support initiative. The review included examination of risk-management documentation, policy implementation, staff training systems, governance practices, performance evaluation processes, and continuous-improvement measures. This experience provides firsthand knowledge of accreditation expectations, common compliance challenges, and practical strategies for helping agencies strengthen operational systems while advancing CAPRA readiness.

Representative Project Profile

PARKLAND DISTRICT STUDY
(KCMO Park Land Use Study)

- **Client/Agency:** Kansas City, Missouri (KCMO) Parks & Recreation for Shockey Consulting, Led by Cynthia Ammerman
- **Contact:** Richard Sanchez, Lead Planner, KCMO Parks - Phone: 816-513-7679 | Email: Richard.sanchez@kcmo.org
- **Number of Projects:** 1
- **Dates:** 2023 | 6 Months
- **Project Description:** Lead a parks planning initiative for Kansas City Parks and Recreation focused on evaluating future land-use opportunities, community priorities, and implementation considerations for public park resources. The project involved stakeholder engagement, policy review, spatial analysis, and coordination among public-sector partners to support informed planning and decision-making.
- **Project Approach & Methodology:** Supported data collection, stakeholder coordination, policy review, and evaluation of planning alternatives. Worked with project partners to assess opportunities, identify implementation considerations, and develop recommendations aligned with organizational goals and community priorities.
- **Budget:** $75,000
- **Team Members:** Cynthia Ammerman, Consultant Lead
- **Relevance to Norwalk:** Demonstrates proven experience supporting public-sector assessment processes, stakeholder engagement, policy evaluation, and implementation planning. Relevant experience includes facilitation, organizational analysis, governance considerations, and development of practical recommendations that support long-term organizational objectives.

Representative Project Profile

POST-DISASTER HAZARD MITIGATION & RECOVER PLANS

- **Client/Agency:** FEMA
- **Contact:** Lynn Starnes, Environmental Planning & Historic Preservation Manager - Phone: 505-238-5445 | Email: lynn.starnes@fema.dhs.gov
- **Number of Projects:** 8+
- **Dates:** 2024-2026
- **Project Description:** Cynthia Ammerman, as a FEMA Environmental & Historic Preservation Resilience Planner, supported the development of post-disaster hazard mitigation and recovery plans for Tribal Nations and local governments. These plans supported community resilience, risk reduction, preparedness, and long-term recovery through evaluation of vulnerabilities, infrastructure considerations, and implementation strategies.
- **Project Approach & Methodology:** Conducted risk-informed planning through vulnerability assessment, stakeholder coordination, review of existing conditions, identification of mitigation opportunities, and development of implementation recommendations. Collaborated with multidisciplinary teams to support practical, actionable planning solutions designed to strengthen organizational and community resilience.
- **Budget:** Federal Disaster Budgets
- **Team Members:** Cynthia Ammerman
- **Relevance to Norwalk:** This experience demonstrates expertise in risk identification, vulnerability assessment, mitigation strategy development, stakeholder engagement, and implementation planning. These skills directly support Norwalk's objectives related to risk management assessment, Safety Action Committee development, organizational preparedness, and long-term operational resilience.

Section 5: Other Information

N/A

Section 6: Forms & Documents

Form **W-9**
(Rev. March 2024)
Department of the Treasury
Internal Revenue Service

Request for Taxpayer Identification Number and Certification

Go to *www.irs.gov/FormW9* for instructions and the latest information.

Give form to the requester. Do not send to the IRS.

Before you begin. For guidance related to the purpose of Form W-9, see *Purpose of Form*, below.

Print or type. See ***Specific Instructions*** on page 3.

1 Name of entity/individual. An entry is required. (For a sole proprietor or disregarded entity, enter the owner's name on line 1, and enter the business/disregarded entity's name on line 2.)

Kesia Blenn

2 Business name/disregarded entity name, if different from above.

Keystone Civic Strategies, LLC

3a Check the appropriate box for federal tax classification of the entity/individual whose name is entered on line 1. Check only **one** of the following seven boxes.

☐ Individual/sole proprietor ☐ C corporation ☐ S corporation ☐ Partnership ☐ Trust/estate

☑ LLC. Enter the tax classification (C = C corporation, S = S corporation, P = Partnership) . . . . .

Note: Check the "LLC" box above and, in the entry space, enter the appropriate code (C, S, or P) for the tax classification of the LLC, unless it is a disregarded entity. A disregarded entity should instead check the appropriate box for the tax classification of its owner.

☐ Other (see instructions)

4 Exemptions (codes apply only to certain entities, not individuals; see instructions on page 3):

Exempt payee code (if any)

Exemption from Foreign Account Tax Compliance Act (FATCA) reporting code (if any)

(Applies to accounts maintained outside the United States.)

3b If on line 3a you checked "Partnership" or "Trust/estate," or checked "LLC" and entered "P" as its tax classification, and you are providing this form to a partnership, trust, or estate in which you have an ownership interest, check this box if you have any foreign partners, owners, or beneficiaries. See instructions . . . . . ☐

5 Address (number, street, and apt. or suite no.). See instructions.

3833 Central Ave

6 City, state, and ZIP code

St. Petersburg, FL 33713

Requester's name and address (optional)

7 List account number(s) here (optional)

Part I Taxpayer Identification Number (TIN)

Enter your TIN in the appropriate box. The TIN provided must match the name given on line 1 to avoid backup withholding. For individuals, this is generally your social security number (SSN). However, for a resident alien, sole proprietor, or disregarded entity, see the instructions for Part I, later. For other entities, it is your employer identification number (EIN). If you do not have a number, see *How to get a TIN*, later.

Note: If the account is in more than one name, see the instructions for line 1. See also *What Name and Number To Give the Requester* for guidelines on whose number to enter.

Social security number

2	5	2	–	6	7	–	5	3	2	2

or

Employer identification number

		–							

Part II Certification

Under penalties of perjury, I certify that:

1. The number shown on this form is my correct taxpayer identification number (or I am waiting for a number to be issued to me); and
2. I am not subject to backup withholding because (a) I am exempt from backup withholding, or (b) I have not been notified by the Internal Revenue Service (IRS) that I am subject to backup withholding as a result of a failure to report all interest or dividends, or (c) the IRS has notified me that I am no longer subject to backup withholding; and
3. I am a U.S. citizen or other U.S. person (defined below); and
4. The FATCA code(s) entered on this form (if any) indicating that I am exempt from FATCA reporting is correct.

Certification instructions. You must cross out item 2 above if you have been notified by the IRS that you are currently subject to backup withholding because you have failed to report all interest and dividends on your tax return. For real estate transactions, item 2 does not apply. For mortgage interest paid, acquisition or abandonment of secured property, cancellation of debt, contributions to an individual retirement arrangement (IRA), and, generally, payments other than interest and dividends, you are not required to sign the certification, but you must provide your correct TIN. See the instructions for Part II, later.

Sign Here | **Signature of U.S. person** | **Date** 4-22-26

General Instructions

Section references are to the Internal Revenue Code unless otherwise noted.

Future developments. For the latest information about developments related to Form W-9 and its instructions, such as legislation enacted after they were published, go to *www.irs.gov/FormW9*.

What's New

Line 3a has been modified to clarify how a disregarded entity completes this line. An LLC that is a disregarded entity should check the appropriate box for the tax classification of its owner. Otherwise, it should check the "LLC" box and enter its appropriate tax classification.

New line 3b has been added to this form. A flow-through entity is required to complete this line to indicate that it has direct or indirect foreign partners, owners, or beneficiaries when it provides the Form W-9 to another flow-through entity in which it has an ownership interest. This change is intended to provide a flow-through entity with information regarding the status of its indirect foreign partners, owners, or beneficiaries, so that it can satisfy any applicable reporting requirements. For example, a partnership that has any indirect foreign partners may be required to complete Schedules K-2 and K-3. See the Partnership Instructions for Schedules K-2 and K-3 (Form 1065).

Purpose of Form

An individual or entity (Form W-9 requester) who is required to file an information return with the IRS is giving you this form because they

CITY OF NORWALK
PURCHASING DEPARTMENT

SECTION 1 – RESPONSE FORMS

CITY OF NORWALK
PURCHASING DEPARTMENT
PROPOSER'S INFORMATION AND ACKNOWLEDGMENT FORM

KEYSTONE CIVIC STRATEGIES DBA KEYSTONE CIVICS
Proposer's Name

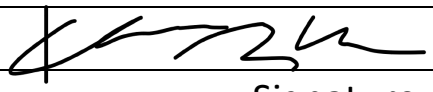
3833 Central Ave
Street Address

St. Petersburg, FL 33713		
City	State	Zip

Business Telephone: 850-628-2164

Email Address: DrK@keystonecivics.com

Kesia Blenn; Owner/Managing Member/Authorized Representative
Printed Name and Title of Individual Submitting Proposal

The undersigned acknowledges that the terms, conditions and specifications of this RFP are understood and unconditionally accepted.	
	08 JUNE 2026
Signature	Date

CITY OF NORWALK
PURCHASING DEPARTMENT

Exceptions: Note any vendor(s) responding to this proposal shall indicate any/all exceptions (if any) taken to language in this proposal. BIDDERS MAY NOT TAKE EXCEPTION TO SUBSTANTIVE TERMS OF STANDARD CONTRACT FORMS PROVIDED IN THE RFP/RFQ/ITB. Exceptions must be declared below in order to be considered by the City:

NA

CITY OF NORWALK
PURCHASING DEPARTMENT

1.1 PROPOSAL RESPONSE FORM

Vendor Name - Keystone Civics		
Address - 3833 Central Ave, St. Petersburg, FL 33713		
Phone - 850-628-2164	**Fax -**	**Email -** DrK@keystonecivics.com
Manager - Kesia Blenn		**Fed ID#** 41-5197548

The undersigned hereby declares that they have carefully examined the plans, specifications and project sites and has satisfied themselves as to all the quantities and conditions and understands that in signing this proposal they waives all right to plead any misunderstanding regarding the same.

The undersigned further understands and agrees that they will furnish and provide all the necessary material, machinery, implements, tools, labor, services, and other items of whatever nature, and to do and perform all the work necessary under the aforesaid conditions, to carry out the contract and to accept in full compensation therefore the amount of the contract as agreed to by the Contractor and the City.

It is further understood and agreed that all information included in, attached to, or required by the Request for Proposal shall be public record upon delivery to the City.

A. PROPOSED FEES

Please provide a cost for Loss Control Services. This cost should be an hourly cost with a "stage" fee that is based on the total projected hours. The contract costs will be capped at the total "stage" fees for internal budget purposes.

STAGES	DATES	PRICE $
Stage One Costs: Discovery and Baseline Assessment	**8/1/2026 through 10/1/2026**	**$** 19,750
Stage Two Costs: Analysis & Recommendations	**10/1/2026 through 12/31/2026**	**$** 26,250
Stage Three Costs: Implementation, Continuous Improvement & CAPRA Alignment	**12/31/2026 through 12/31/2027**	**$** 52,750
Year One Extension	**(12/31/2027 through 12/31/2028**	**$** 9,875
Year Two Extension	**(12/31/2028 through 10/1/2029**	**$** 6,600
Year Three Extension	**12/31/2029 through 12/31/2030**	**$** 6,600
TOTAL AMOUNT		**$** 121,825
TOTAL (written in words) one hundred twenty-one thousand, eight hundred and twenty-five dollars		

B. Identify the key project team members who will provide these services. Quantify their level of involvement (X%). Give an hourly rate for each member.

CITY OF NORWALK
PURCHASING DEPARTMENT

Name	Title	% Involved	Hourly Rate
A Kesia Blenn	**Principal-In-Charge**	58%	$175
B Kesia Blenn	**Project Manager**	58%	$175
C Cynthia Ammerman	**Other**	42%	$150
D			

C. CERTIFICATION

Submitted By: Kesia Blenn	**Signature:**
Authorized Agent of Company (Name & Title): Kesia Blenn, Owner/Managing Member	
	Date: 08 JUNE 2026

D. 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 #		Dated		Addendum #		Dated	
Addendum #		Dated		Addendum #		Dated	

CITY OF NORWALK
PURCHASING DEPARTMENT

1.2 STATEMENT OF QUALIFICATIONS

Please answer the following questions regarding your company's past performance. Failure to reply to this instruction may be regarded as justification for rejecting a bid.

1.	**Number of years in business:** less than 1 year		
2.	**Number of personnel employed:**	**Part Time**	**Full Time**
		1	1

3. **List six contracts of this type/size your firm has completed within the last four years:**

Project	Date	Contact Person	Phone No.
CAPRA Readiness Assessment	MAR 2025-MAR 2026	Keith Mefford	812-292-4639
Parkland Dedication Study	MAR 2023-AUG 2023	Richard Sanchez	816-513-7678
Post-Disaster Hazard Mitigation & Recovery Plans	JAN 2024-JUN 2026	Lynn Starnes	505-238-5445
CAPRA Accreditation Review	AUG 2025-MAR 2026	Michael Morris	928-777-1435
Parks & Recreation Advisory Committee - Parks Consolidation	AUG 2025-MAR 2026	Keith Meyerl	850-348-3754
Panama City Serves Volunteer Program Development	OCT 2025-APR 2026	Keith Meyerl	850-348-3754

*Please note: Keystone Civics is a recently established consulting practice. The projects listed above represent the combined relevant experience of the project team and demonstrate qualifications directly related to accreditation readiness risk management, resilience planning, organizational assessment, and public-ssector consulting services.

4. **SUBCONTRACTORS:** If subcontractors are to be used, please list firm name, address, name of principal, and phone number below or on a separate sheet. Also indicate portion or section of work subcontractor will be performing.

COMPANY NAME	ADDRESS	PRINCIPAL	PHONE	PORTION/SECTION OF WORK

5. ORGANIZATIONAL STRUCTURE OF BIDDER (check which applies)		general partnership
		limited partnership
	X	limited liability corporation
		limited liability partnership
		corporation doing business under a trade name
		individual doing business under a trade name
		other (specify)

6. STATUS OF THE BUSINESS AND ITS CURRENT STANDING WITH THE SECRETARY OF STATE'S OFFICE; e.g., are all required filings current and in good standing or has the entity been withdrawn or canceled	Connecticut corporations - Will the Secretary of State be able to issue a Certificate of Good Standing within 30 days of the bid opening?	**Yes**	**No**	
		X		
	Out-of -State corporations - Do you have a valid license to do business in the State of Connecticut? (Evidence in the form of a Certificate of Authority from the Connecticut Secretary of State will be required within 30 days of the bid opening.)	**Yes**	**No**	
			Keystone Civics LLC is an out-of-state Florida business and is not currently registered in Connecticut. If awarded the contract, the firm will obtain the required Certificate of Authority and complete all applicable Connecticut business registration requirements within the requied timeframe.	

7. CT eLICENSE (https://www.elicense.ct.gov) / Business Registration (https://business.ct.gov/?language=en_US) :

NA

8. Is your local organization an affiliate of a parent company? If so, Indicate the principal place of business of your company and the name of the agent for service if different from what has been indicated on the response form:

Business Name	NA
Address	
City. State & Zip	
Name of Agent	

NOTE: In the case of a Limited Liability Corporation or a Limited Liability Partnership a certified copy of the Articles of Organization certified as valid and in effect as of the date of the bid opening will be required within 30 days of the bid opening. A listing of the corporate officers, in the case of a corporation; the general or managing partners, in the case of a partnership; or the managers and members in the case of either a limited liability partnership or company will be required within 30 days of the bid opening.

9. Your company may be asked to submit the following information relative to your company's financial statements prior to receiving an award. This information will not be part of the public bidding record and will remain confidential.

All information should be supported with appropriate audited financials

a. Book Value (Total Assets (-) Total Liabilities)
b. Working Capital (Current Assets (-) Current Liabilities
c. Current Ratio (Current Assets/Current Liabilities)
d. Debt to Equity Ratio (Long Term Debt/Shareholder's Equity)
e. Return on Assets (Net Income/Total Assets)
f. Return on Equity (Net Income/Shareholder's Equity)
g. Return on Invested Capital (Net Income/Long Term Debt = Shareholders' Equity)

All responses to this questionnaire are understood to be proprietary to the vendor, and will be considered confidential.

Additional information may be requested subsequent to your responding to this bid request.

1.3 CITY OF NORWALK VENDOR RECORDS

If you have not done business with the City of Norwalk as a vendor, your business information needs updating or your City of Norwalk vendor record has not been updated over three (3) years. Please complete and include **the latest version of Internal Revenue Service (IRS) W-9 Form** with your submission. Here is the URL to the IRS website: https://www.irs.gov/forms-pubs/about-form-w-9

1.4 INSURANCE

Insurance Agency Name: Hiscox Insurance Company, Inc	**Tel:** 866-424-8508
Agency Address: 5 Concourse Pkwy, Ste 2150, Atlanta, GA 30328	**Email:** contact@hiscox.com

CITY OF NORWALK
PURCHASING DEPARTMENT

1.5 CITY OF NORWALK VENDOR QUESTIONNAIRE – IT INFORMATION SECURITY

City of Norwalk Vendor Questionnaire
IT Information Security

Rev 8.4.22

1. **Third-Party Contact Information (please provide the POC for follow-up questions to this questionnaire):** Vendor Name, Address, Point-of-Contact Name, Phone Number and Email

Keystone Civic Strategies LLC DBA Keystone Civics
3833 Central Ave, St Petersburg, FL 33713
Kesia Blenn, Managing Member/Owner
850-628-2164 DrK@keystonecivics.com

2. **Description of Services/Products:** Please provide a detailed description of services/products your organization aims to provide to the City?

Keystone Civics will provide risk management program assessment, accreditation support consulting, operational assessment, policy and procedure review, Safety Action Committee development, safety manual development, staff training support, risk mitigation recommendations, and CAPRA accreditation readiness assistance for the City of Norwalk Department of Recreation and Parks.

3. **System and Equipment Access:** Will your organization use your own systems and equipment to perform the services, or will your organization need access to the City's systems, equipment and network? (Yes or No, If Yes, please explain)

YES ☐ NO ■

Keystone Civic Strategies will utilize its own computers, software, and equipment to perform consulting services. Direct access to City systems, networks, or IT infrastructure is not anticipated.

4. **Description of Data:** Are you using data from the City in order provide the services/product to the City (Yes or No, if Yes proceed to 3.1)
    a. What data is needed to provide the services/products to the City?

Example: Name, Social Security Number, Trade Information, Source Code, Payroll or Accounts Payable data, student or patient data, Law Enforcement data, any Personally Identifiable Information (PII), etc.

YES ☐ NO ■

If your answers to Questions 3 and 4 are BOTH "*NO*", thank you for completing the IT Information Security Questionnaire.

If one or both questions are "*YES*", please complete the remaining questions.

---

5. **Office Locations:** How many office locations does your organization have? *Please include the locations of your organization.*

6. **Data Center Locations:** How many data centers does your organization utilize to provide services/products to the City? *Please include the locations of the data centers utilized by your organization.*

7. **Business Entity:** What is your business entity type?
**Example: Sole Proprietorship, Partnership, C Corporation, S Corporation, Limited Liability Corporation (LLC), Limited Liability Partnership (LLP)*

8. **How many employees and contingent workers do you have in your organization**?

1-10 ☐ 10-50 ☐ 50-100 ☐ 100-500 ☐ 500-1000 ☐ 1000 or more ☐

9. **Physical Access:** Does your organization need to be onsite or offsite to provide services/products to the City?

YES ☐ NO ☐

10. **Access to Data:** How is your organization accessing City data?
**Example: Is the data supposed to be sent to your organization via email or will the data need to be uploaded to an application?*

**Note: For third-parties that are providing an application to perform the services, please specify whether the application will be an internally hosted solution, cloud-based solution (i.e. SaaS, IaaS, PaaS), or a traditional web-based application (i.e. eBay, WebEx, online banking application)*

11. **Data Storage:** Does your organization outsource data storage or does your organization utilize its own databases to store data? Does your organization store data outside of the United States?

YES ☐ NO ☐

12. **Segregation of Data:** Does your organization's database structure allow segregation of sensitive client data?

YES ☐ NO ☐

13. **Independent Attestations:** Does your organization have independent attestations such as (i.e. ISO 27001, SSAE-18 SOC-1, SOC-2, PCI- DSS, ISO 9001)?

14. Information Security

a. Does your organization have written information security policies and procedures (WISP)?

YES ☐ NO ☐

b. How often are the information security policies and procedures reviewed and updated?

c. Who in the organization is responsible for reviewing and updating the information security policies and procedures?

d. Does your organization have privacy policies and procedures?

YES ☐ NO ☐

e. How often are the privacy policies and procedures updated?

f. Who in the organization is responsible for reviewing and updating the privacy policies and procedures?

g. What methods of encryption are utilized for data at rest and in transit?

h. Are the encryption methods utilized FIPS 140-2 approved?

YES ☐ NO ☐

i. Does your organization utilize firewalls to filter incoming data and information from the internet into your company network?

YES ☐ NO ☐

j. Does your organization perform penetration testing at least once per year to determine if unauthorized access to the computer network and malicious activity is possible externally?

YES ☐ NO ☐

k. Does your organization perform vulnerability testing at least once per year in order to identify vulnerabilities within the internal network?

YES ☐ NO ☐

l. Does your organization perform background checks on employees and contingent workers prior to onboarding them? Describe the nature of these background checks (i.e., criminal, credit, international, etc.).

YES ☐ NO ☐

m. Does your organization utilize multi-factor authentication?

YES ☐ NO ☐

n. Does your organization utilize scan cards or biometric scans to grant employees and contingent workers access to the building and data centers where data is stored?

YES ☐ NO ☐

o. If offering a technology product, does the organization utilize software development life cycle (SDLC) or Agile to build and maintain technological product?

YES ☐ NO ☐

p. Does the technological product undergo information security testing and quality assurance testing prior to deployment?

YES ☐ NO ☐

q. Does the Vendor provide annual Cybersecurity Awareness training to their employee?

YES ☐ NO ☐

r. Does the Vendor provide annual phishing simulations for their employee?

YES ☐ NO ☐

s. Have users been educated on how to report suspected security violations or vulnerabilities?

YES ☐ NO ☐

t. Does the Vendor have an employee identified as the Chief Information Security Officer?

YES ☐ NO ☐

u. Are all the Vendor laptops encrypted?

YES ☐ NO ☐

v. Are all Vendor computers (workstations, notebooks) required to join the Company's domain and receive Group Policies?

YES ☐ NO ☐

w. Does the Vendor meet the NIST 800-63 password guidelines?

YES ☐ NO ☐

15. Risk Management

a. Does your organization have an enterprise risk management framework implemented at your organization?

YES ☐ NO ☐

b. Does your organization have documented enterprise risk management policies and procedures?

YES ☐ NO ☐

c. Who in the organization is responsible for reviewing the enterprise risk management policies and procedures?

d. Does your organization utilize an outside third-party to provide services/products to the client?

YES ☐ NO ☐

e. Does your organization have a third-party risk management program (TPRM)?

YES ☐ NO ☐

f. Does your organization include right-to audit clauses in contracts with third parties?

YES ☐ NO ☐

g. Does your organization have a certificate of insurance (COI)? *Please attach a copy of your COI.*

YES ☐ NO ☐

Business Continuity/Disaster Recovery

a. Does your organization have a business continuity plan?

YES ☐ NO ☐

b. How often is the business continuity plan updated?

c. Does your organization conduct business continuity tests once per year?

YES ☐ NO ☐

d. Does your organization have a disaster recovery plan?

YES ☐ NO ☐

e. How often is the disaster recovery plan updated?

f. Does your organization conduct disaster recovery tests once per year?

YES ☐ NO ☐

g. Does your organization have business continuity and/or disaster recovery sites?

YES ☐ NO ☐

h. Are the business continuity/disaster recovery sites located in the United States or outside the United States? *Please include the locations of business continuity/disaster recovery sites?*

YES ☐ NO ☐

Norwalk Department of Police Service

Memo

To:	City Council and Public Safety and General Government Committee
From:	Deputy Chief Melissa Lepore
CC:	
Re:	Sole Source Procurement of Whelen Cloud Platform- Master Service Agreement
Date:	June 18, 2026

The Norwalk Police Department (NPD) is requesting the purchase of a master service agreement with Whelen Engineering Company. NPD currently runs a Whelen Cloud based platform (WCP) in all our front-line patrol vehicles. The WCP is a software that extends Whelen technology beyond the vehicle. WCP gives the patrol fleet cloud-based access to visibility, diagnostics, and actionable insights. WCP monitors the systems health, understands the vehicle and equipment usage, and identifies opportunities to improve efficiency, consistency, and operational decision-making across individual vehicles or the entire fleet.

The software includes live maps providing precise vehicle locations, generates reports with vehicle stats, and essential service/maintenance schedules. The WCP software interfaces with all the Whelen emergency lights and sirens installed in all fleet vehicles.

We are requesting the following authorization:

1. Authorize the Norwalk Police Department to utilize a Noncompetitive Procurement Justification Form with Whelen Engineering Company for the purchase of a master service agreement commencing on May 22, 2026 and ending on May 21, 2027, in the amount of $23,570.64. Funding is currently available in Munis Account #013022-5329.

THE WHELEN CLOUD PLATFORM®

THE WHELEN CLOUD PLATFORM®

Setting the Standard in Emergency Scene Safety

Elevate your emergency response with the Whelen Cloud Platform – a state-of-the-art, cloud-based solution that brings total control to your fleet and safety to every scene. Designed for first responders and fleet managers, WCP® provides real-time connectivity across vehicles and agencies, ensuring a unified response when every second matters.

With WCP, experience full oversight and control of your fleet in real time. From instant digital alerts to geofence-controlled technology and traffic preemption, our safety features are designed to mitigate risks for first responders and other motorists while reducing response times. Remotely update vehicle settings, track precise vehicle locations, and manage firmware updates with ease using secure data access from any device, anytime, anywhere.

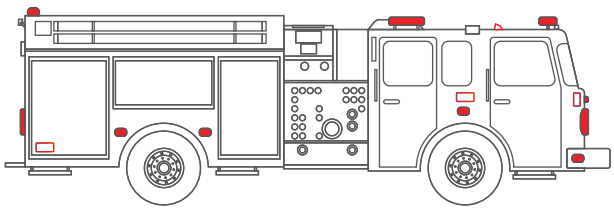
With the Whelen Cloud Platform, you're equipped with the ultimate fleet management solution, enabling seamless coordination and advanced automation so you can respond with precision and confidence in any situation.

EFFORTLESS INTEGRATION, ENHANCED SAFETY

WITH ANY DEVICE

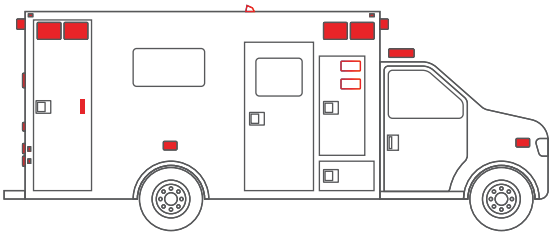
The Whelen Cloud Platform® connects with any device or system to form a larger safety solution. Built to adapt to your unique needs, WCP® seamlessly integrates your fleet's technology into a powerful network that prioritizes safety and efficiency. No matter the setup, WCP keeps your fleet ready for any challenge, focused on the goal that matters most: protecting the people you serve.

COMPATIBLE WITH ANY VEHICLE, ANY LIGHTING SYSTEM, ANY FLEET.

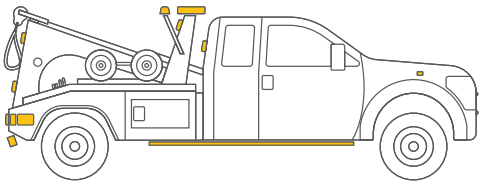


Fire Apparatus

Law Enforcement



EMS



Commercial/DOT/Utility Trucks

ENHANCING INTERSECTION SAFETY WITH TRAFFIC PREEMPTION

Through partnerships with leaders in traffic management technology, our traffic preemption solutions empower first responders with the ability to request green lights at intersections. This capability reduces response times, improves intersection safety, and clears the way for emergency vehicles. Preemption requests ensure that first responders navigate traffic more safely and efficiently, helping protect both motorists and emergency personnel on the road.

Traffic preemption technology grants first responders the power to request green lights, enhancing intersection safety and response times.

BUILDING A STRONGER PLATFORM THROUGH PARTNERSHIPS

Our commitment to protect first responders drives us to partner with other industry leaders who also prioritize safety, reliability, and innovation. By collaborating with top companies across various fields, we're able to expand the capabilities of the Whelen Cloud Platform®, integrating advanced tools and technologies that meet the evolving needs of first responders. Each partnership strengthens our platform, ensuring we can offer the most comprehensive, effective solutions to keep teams connected and communities protected.

OUR TRUSTED PARTNERS

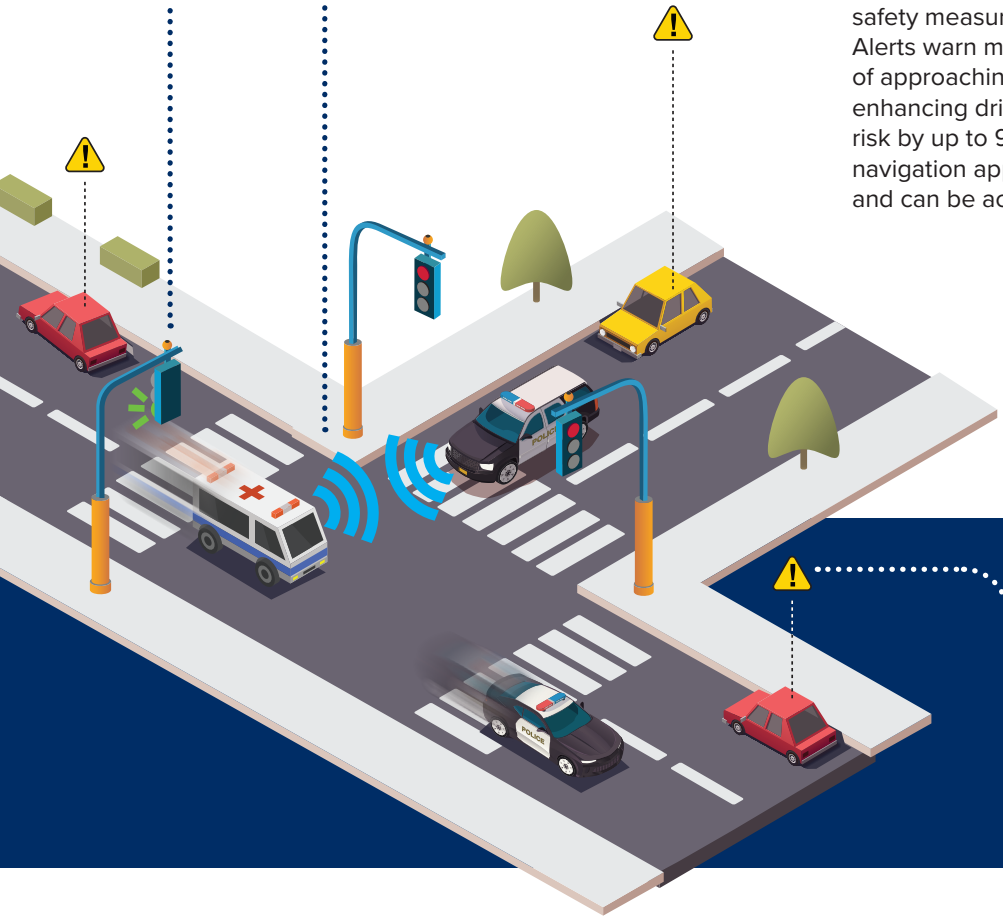
APPLIED INFORMATION
ECONOLITE part of Umovity
FASTER
Fleetio
GEOTAB
LYT.
MIOVISION
SAFETY CLOUD® POWERED BY HAAS ALERT
ThruGreen

PROACTIVE PROTECTION ON THE ROAD WITH RESPONDER-TO-RESPONDER ALERTS

Responder-to-Responder Alerts provide automatic, real-time notifications to emergency vehicles in active response mode, reducing intersection collision risks and enhancing first responder safety.

Responder-to-Responder (R2R) Alerts revolutionize emergency response safety by enabling real-time communication between vehicles in active response mode. When multiple responders are en route to a scene, R2R Alerts automatically detect and notify them as they approach the same intersections, significantly reducing the risk of collisions. This proactive safety measure enhances situational awareness for all emergency personnel, ensuring every first responder arrives safely. R2R Alerts operate seamlessly in the background, requiring no manual activation, allowing responders to focus on their mission without distraction. By prioritizing collaboration and coordination, this technology not only saves time but also protects lives in high-stakes situations.

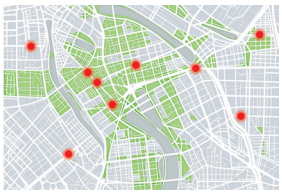
Additionally, WCP® integrates with HAAS Alert's Safety Cloud® to provide Digital Alerts, which extend safety measures to the broader public. Digital Alerts warn motorists up to 30 seconds in advance of approaching or stopped emergency vehicles, enhancing driver awareness and reducing collision risk by up to 90%. These alerts are delivered via navigation apps and in-vehicle infotainment systems and can be activated or deactivated as needed.



Safety Cloud delivers digital alerts that notify motorists of approaching or upcoming emergency response vehicles.

WHY WCP®

FLEET MANAGEMENT SIMPLIFIED



LIVE MAP

Gain real-time insights with the Whelen Cloud Platform® Live Map, giving you precise vehicle locations for faster responses and heightened situational awareness.

ANALYTICS & REPORTING

Effortlessly store, analyze, and visualize fleet data. Generate custom reports with key stats like vehicle status, travel heatmaps, speed, and location to keep your team informed.

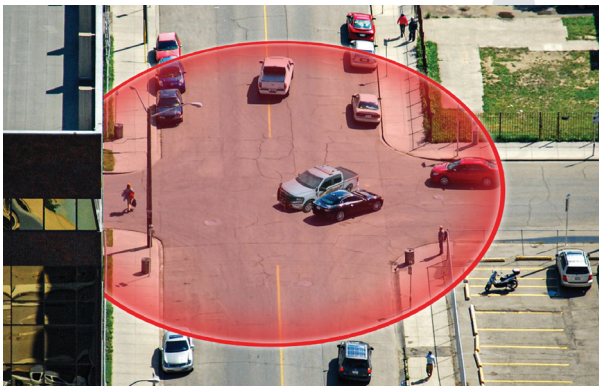
MAINTENANCE

Stay on top of essential vehicle data, from service schedules to fuel levels. With detailed insights for 2019-2025 Ford, GM, and Stellantis vehicles, maintenance decisions have never been easier.

AUTOMATED SAFETY SOLUTIONS

GEOFENCE CONTROLLED TECH

Automatically activate safety functions based on location, like adjusting flash patterns at dangerous intersections or reducing sirens near schools and hospitals – keeping responders and motorists safer.



PLATFORM ALERTS

Set custom alerts to notify teams of custom events, from vehicle maintenance reminders to K9 deployments and overheat alerts, ensuring your team stays informed and ready.

DIGITAL ALERTS

Provide motorists with real-time alerts of nearby emergency vehicles, increasing their awareness and reducing collision risk by up to 90%.

STREAMLINED EQUIPMENT MANAGEMENT

FIRMWARE & CONFIGURATION OTA

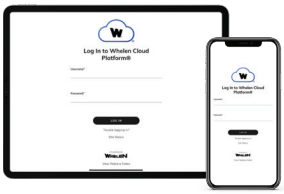
Push firmware updates fleet-wide over the air and receive instant notifications. Manage all configurations in one central library.

FLEET VEHICLE REGISTRY

Easily add, modify, view, and organize all vehicles from a user-friendly dashboard, keeping fleet details at your fingertips.

WHELEN DEVICE REGISTRY

Keep a complete, organized list of all installed devices for efficient tracking and maintenance.



MOBILE READY

Quickly register hardware and fleet vehicles right from your smartphone or tablet, ensuring your fleet is always connected.

USER ACCOUNTS

Create and manage multiple user profiles, with customizable roles and access for streamlined team management.

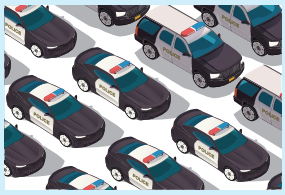
DEVICE LOCK

Prevent unauthorized changes by locking configuration and firmware updates on individual vehicles or your entire fleet with a simple workflow.

We're Always Adding New Features!
Visit whelen.com/cloud to learn more.

WHAT'S NEXT FOR WCP®

We're committed to delivering the most effective, reliable tools and technology that will keep you safe and prepared for any challenge. We're continuously enhancing the Whelen Cloud Platform® by expanding its capabilities and improving its functionality to support your critical missions.



FLEET SNAPSHOT

Easily access specific dates and times for a detailed snapshot of your fleet's locations on a map, providing enhanced oversight and control over fleet operations.

FLEET MANAGEMENT API

Connect the Whelen Cloud Platform® with your agency's asset management system for automatic, seamless synchronization of vehicle information across platforms.

THE CORE® ADVANTAGE

FEATURES COMPARISON

Whelen Core enhances the power of the Whelen Cloud Platform® by seamlessly integrating vehicle control with advanced connectivity. This integration streamlines fleet operations, improves situational awareness, and allows for enhanced real-time system updates and diagnostics. With Core, responders benefit from faster communication, optimized coordination, and the ability to adapt quickly to changing scenarios, ensuring exceptional performance in every response.

WITHOUT CORE

- Live Map with “Responding” Indicators
- Configurable Input Flags
- Fleet Vehicle Registry
- Over-the-Air (OTA) FirmwareUpdates for VSG®
- Traffic Preemption
- Fleet Analytics Dashboard
- Activity Logs and Playback
- Heatmaps
- Digital Alerts via HAAS Alert Safety Cloud®
- Vehicle Maintenance
- Real-Time Text and Email Notifications

WITH CORE

- **Whelen Device Registry**
- **OTA Firmware Updates for Core and Peripherals**
- **OTA Core Configurations**
- **Device Lock**
- **Geofence Controlled Tech**
- **Responder-to-Responder Alerts via HAAS Alert Safety Cloud®**
- Live Map with “Responding” Indicators
- Configurable Input Flags
- Fleet Vehicle Registry
- Over-the-Air (OTA) Firmware Updates for VSG®
- Traffic Preemption
- Fleet Analytics Dashboard
- Activity Logs and Playback
- Heatmaps
- Digital Alerts via HAAS Alert Safety Cloud®
- Vehicle Maintenance
- Real-Time Text and Email Notifications

ENGINEERED FOR EVERY FLEET

Our Core control systems are designed to meet the unique demands of any fleet. From compact vehicles with limited space to large-scale operations requiring advanced automation, Core offers scalable solutions that provide precision, reliability, and seamless integration.

CENCOM CORE®

CORE-S®

CORE-R®

Learn more about our Core Control Systems by visiting us at **whelen.com/core**

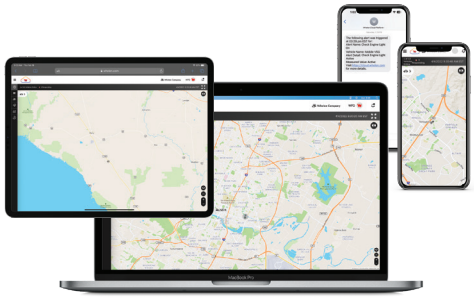
NEXT-LEVEL SECURITY FOR YOUR DATA

Your data's safety is our top priority. The Whelen Cloud Platform® is engineered with cutting-edge security to ensure your information—vehicle registries, real-time Live Map data, and configuration libraries—is protected every step of the way. We leverage Amazon Web Services (AWS) infrastructure for unmatched reliability, layering in our strict, industry-leading security policies.

And our commitment goes even further: an independent third-party security audit and verification of our full network, from cloud to device, underscore our dedication to safeguarding your data. With security embedded directly into the VSG® hardware, Whelen delivers a fortified IoT environment you can trust.

EFFORTLESS FLEET MANAGEMENT AT YOUR FINGERTIPS

With the Whelen Cloud Platform, you're always in control. Access and manage your fleet and registries seamlessly from your computer, smartphone, or tablet for real-time oversight and flexibility on the go. Stay connected and responsive, no matter where you are.



SEAMLESS CONNECTIVITY FOR YOUR FLEET

THE VEHICLE SAFETY GATEWAY®

Compact yet powerful, the Vehicle Safety Gateway® (VSG®) connects your fleet to the Whelen Cloud Platform with seamless, over-the-air communication. Equipped with its own SIM card and a discreet, low-profile antenna, the VSG enables real-time updates and remote management of your Core® and WeCanX® devices. For qualifying users, Verizon Frontline support adds another layer of connectivity and reliability, ensuring your fleet stays mission-ready.

Vehicle Safety Gateway®

Exterior Antenna

Interior Antenna

VSG SPECS

- GPS location (integrated within the cellular modem)
- CenCom Core system inputs (via ethernet)
- 8 logic inputs
- OBD2 port
- 7.1" L x 4.6" W x 1.1" D

ANTENNA SPECS

- Aerodynamic design (exterior)
- Low-loss, high-quality cables from the antenna to the VSG provide a strong signal
- IP67 rated (exterior)
- Exterior antenna: 7.08" L x 2.76" W x 2.41" D
- Interior antenna: 7.01" L x 2.36" W x 0.75" D

Whelen Cloud Platform®

For more information
or to schedule a quick call
or demo with a Whelen
sales representative,
visit whelen.com/cloud or
scan the QR code below.

WHELEN®
ENGINEERING COMPANY INC.

@WhelenENG

Whelen Engineering Company
(860) 526-9504
www.whelen.com

Whelen Engineering reserves the right to upgrade and improve products without notice.

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All products proudly designed, manufactured, and assembled in the U.S.A.
• ISO 9001 Registered QMS

CUSTOMER CERTIFICATION FOR MOBILE BROADBAND PRIORITY SERVICE

BACKGROUND

A. [Norwalk Police Departmen] ("*Customer*") and Whelen Engineering Company, Inc. ("*Whelen*") are parties to that certain Order Form, dated [12/6/2024] ("*Order Form*"), which is governed by the Master Services Agreement attached to the Order Form ("*Master Services Agreement*"). Capitalized terms used herein and not otherwise defined herein shall have the respective meanings ascribed to them in the Order Form or Master Services Agreement.

B. As part of the Application Services purchased by Customer pursuant to the Order Form, Customer desires to obtain Mobile Broadband Priority ("*MBP*") Service.

C. At all times during the Term, Customer's receipt of MBP Service is conditioned upon Customer's eligibility based on the criteria set forth herein. This Customer Certification for MBP Service (this "*Customer Certification*") sets forth Customer's certification regarding Customer's eligibility to receive MBP Service.

D. Upon execution hereof by Customer's authorized representative, the terms set forth in this Customer Certification shall be deemed incorporated into the Master Services Agreement in their entirety and for so long as (i) Customer remains eligible to receive MBP Service and (ii) MBP Service is offered by Whelen, the Application Services will be deemed to include MBP Service.

CUSTOMER CERTIFICATION

1. Customer hereby represents, warrants and certifies that, as of the date hereof and at all times during the Term, Customer is and shall remain: (a) a federal, state or local governmental, regulatory or public sector department, agency, bureau or other authority, or a public education entity; and (b) classified pursuant to the North American Industry Classification System ("*NAICS*") as one or more of the following industries (check all that apply):

☐ 485111 Mixed Mobile Transit Systems (Rail and Buses)	☐ 921150 American Indian and Alaska Native Tribal Governments
☐ 485112 Commuter Rail Systems	☐ 928110 National Security
☐ 621910 Ambulance Services	☐ 926120 Regulation and Administration of Transportation Programs
☐ 922110 Courts	☐ 926150 Regulation, Licensing, and Inspection of Misc. Commercial Sectors
☒ 922120 Police Protection	☐ 926130 Regulation and Administration of Comms, Electric, Gas, and Other Utilities
☐ 922130 Legal Counsel and Prosecution	☐ 921190 Other General Government Support
☐ 922140 Correctional Institutions	☐ 921110 Executive Offices
☐ 922150 Parole Offices and Probation Offices	
☐ 922160 Fire Protection	
☐ 922190 Other Justice, Public Order, and Safety Activities	
☐ 923120 Administration of Public Health Programs	

2. Customer shall notify Whelen promptly if at any time during the Term Customer is no longer (a) a federal, state or local governmental, regulatory or public sector department, agency, bureau or other authority, or a public education entity; and (b) classified pursuant to the NAICS as one or more of the foregoing industries.

3. Any breach by Customer of the representation, warranty and certification set forth in Section 1 above or failure of Customer to notify Whelen in accordance with Section 2 above (if applicable) shall constitute a material breach of the Master Services Agreement.

4. Customer acknowledges and agrees that Whelen may disclose Customer's name and applicable NAICS code(s), and/or provide a copy of this Customer Certification to Whelen's broadband services provider.

The Customer has caused its duly authorized representative to execute this Customer Certification as of the date set forth below.

Customer	Signed by:
Signature	Joseph Dinho 560A33067F3E40C...
Name	Joseph Dinho
Title	Deputy Chief of Police
Date	12/6/2024

CONFIDENTIAL

Order Form

Customer Information:
Name/Customer: Norwalk Police Departmen
Address: 1 Monroe Street
Norwalk, CT. 06854

Principal Contact Person: Joseph Dinho
Title: Deputy Chief of Police
Phone: 203-854-3053
Fax:
Email Address: jdinho@norwalkct.gov

Billing Information:
Name/Customer: Norwalk Police Departmen
Address: 1 Monroe Street
Norwalk, CT.)6854

Shipping Information (if different from billing):
Name/Customer: Norwalk Police Departmen
Address: 1 Monroe Street
Norwalk, CT. 06854

ORDER DETAILS

This order form (the "***Order Form***") is entered by and between Whelen Engineering Company, Inc. ("***Whelen***") and the customer set forth on this Order Form ("***Customer***") as of the last date of signature below. Each of Whelen and Customer may be referred to herein individually as a "***Party***" and collectively as the "***Parties***." The terms and conditions set forth in the Master Services Agreement attached hereto, including all exhibits and attachments thereto (the "***Master Services Agreement***"), govern the relationship between the Parties with respect to the Application Services ordered pursuant to this Order Form and are hereby incorporated herein by reference. Any capitalized terms used, but not defined, in this Order Form have the same meaning ascribed to them in the Master Services Agreement. By executing this Order Form Customer accepts and is bound by the terms and conditions set forth in the Master Services Agreement.

Application Services: Whelen Cloud Platform, a cloud-based vehicle communication platform that sends and receives data through cellular networks and provides the following functionality: fleet tracking, equipment configuration management and remote equipment control.

Subscription Term: The subscription term of the Application Services commences on the last date of signature below (the "***Effective Date***") and, unless earlier terminated in accordance with the terms and conditions of the Master Services Agreement, expires on the date that is [1.00] years from the Effective Date (the "***Initial Term***"). Upon expiration of the Initial Term, the subscription for the Application Services will automatically renew for additional successive terms of one year each (a "***Renewal Term***" and collectively with the Initial Term, the "***Subscription Term***"), unless: (i) either Party provides written notice of non-renewal to the other Party at least sixty (60) days prior to the expiration of the Initial Term or then-current Renewal Term, as applicable; or (ii) earlier terminated in accordance with the terms and conditions of the Master Service Agreement.

Subscription Fees: While this Subscription remains in effect, Customer shall pay Whelen Engineering Company, Inc. the Subscription Fees set forth below:

	Subscription Type	# Vehicles	Fee/Vehicle/Yr	Contract Total
1.	Whelen Cloud Platform - Standard	60.00	$360.00	$21,600.00
2.	Whelen Cloud Platform - Premium	0.00	$540.00	$ 0.00

Minimum Subscription Term/Fees: If Customer has already separately purchased the required equipment (the Vehicle Safety Gateway (VSG), Antenna, and Installation Kit, collectively referred to as "***WCP Equipment***") or if Customer is separately purchasing the WCP Equipment in connection with this Order Form, the provisions of this Section (Minimum Subscription Term/Fees) are not applicable. If the WCP Equipment is bundled with the Application Services subscription (as indicated by a zero-charge for any WCP Equipment on the applicable quotation), Customer acknowledges and understands that the minimum Subscription Term allowable is two (2) years. Therefore, in the event Customer terminates this Order Form prior to the date that is two (2) years from the Effective Date, Customer shall pay Whelen an early termination fee equal to $195.00 per vehicle, which shall be due and payable immediately by Customer on the effective date of termination of the Order Form.

Whelen Field Solutions Engineer: Alex Chopskie

Other Information: Whelen continues to improve and enhance the Whelen Cloud Platform and may offer additional services or features during the Subscription Term (the "***Platform Enhancements***"). In Whelen's sole discretion, Platform Enhancements may be included as standard features of the Application Services or as premium features, whereby Whelen may charge a separate fee and require Customer to execute an

additional Order Form and/or terms and conditions to receive access to, or use of, such Platform Enhancements. During the Subscription Term, Whelen reserves the right to determine which features or Platform Enhancements of the Application Services are included in the standard feature set or offered as premium features and may re-classify any such features of the Application Services in its discretion, provided, however if Whelen begins charging additional fees for a feature that was included as a standard feature as of the Effective Date, such change will be deemed a price escalation subject to Customer's rights under Section 6.2 of the Master Services Agreement.

The Parties have caused their duly authorized representatives to execute this Order Form as of the dates set forth below.

Customer	Signed by:
Signature	Joseph Dinho 560A33967F3E40C...
Name	Joseph Dinho
Title	Deputy Chief of Police
Date	12/6/2024

Whelen Engineering Company, Inc.	
Signature	
Name	Ashish Jain
Title	CFO
Date	2.25.25

CONFIDENTIAL

Master Services Agreement

This Master Services Agreement, including all exhibits and attachments hereto (collectively, this "***Agreement***") governs the relationship between Whelen Engineering Company, Inc., ("***Whelen***") and the customer identified in the Order Form ("***Customer***") (each of Whelen and Customer, a "***Party***" and together, the "***Parties***"). This Agreement will become effective when the Order Form referencing this Agreement is executed by authorized representatives of both Parties (the "***Effective Date***").

1. **DEFINITIONS.** Certain capitalized terms, not defined elsewhere in this Agreement, have the meanings set forth below.

1.1. "***Access Protocols***" means the passwords, access codes, technical specifications, connectivity standards or protocols, or other relevant procedures, as may be necessary to allow Customer to access the Application Services.

1.2. "***Application Documentation***" means the user manuals, published specifications, online guides, and other materials and documentation provided to Customer or Authorized Users by Whelen or its third party vendors relating to the Application Services, as may be changed from time to time with or without notice to Customer.

1.3. "***Application Services***" means the hosted software-as-a-service services ordered by Customer hereunder as set forth in the Order Form and provided by Whelen by means of access to certain content and use of the features and functionality of software applications available and accessible within the website designated by Whelen, solely to the extent set forth and further described in, and as limited by, the applicable terms of this Agreement.

1.4. "***Authorized User***" means any individual who is an employee, consultant, contractor, or agent of Customer who is authorized by Customer, to access and use the Application Services pursuant to Customer's rights, and subject to the restrictions, under this Agreement.

1.5. "***Confidential Information***" means all written or oral information, disclosed by either Party to the other, related to the business or operations of either Party or a third party that has been identified as confidential or proprietary or that by the nature of the circumstances surrounding disclosure ought reasonably to be treated as confidential or proprietary, regardless of whether such information was disclosed intentionally or unintentionally or marked as "confidential" or "proprietary", including, without limitation: (a) source and object code, prices, trade secrets, mask works, databases, hardware, software, designs and techniques, programs, engine protocols, models, displays and manuals, and the selection, coordination, and arrangement of the contents of such materials, and (b) any unpublished information concerning research activities and plans, customers, marketing or sales plans, sales forecasts or results of marketing efforts, pricing or pricing strategies, costs, operational techniques, strategic plans, and unpublished financial information, including information concerning revenues, profits, and profit margins.

1.6. "***Customer Content***" means all data, media, content, and other information provided or made available by Customer to Whelen, including any data, media, content, and other information input, made available or included in, any communications sent through the Application Services, including vehicle identifiable data which may include precise geolocation information collected through global positioning system or similar technologies relating to one or more vehicles owned or leased by Customer and used by its employees, consultants, contractors, agents or other users it authorizes, including Authorized Users. Customer Content does not include aggregated or anonymized data derived from Customer Content or Customer's use of the Services, provided that Whelen only uses such aggregated or anonymized data for internal purposes.

1.7. "***Customer Systems***" means Customer's information technology infrastructure, including the computers, software, databases, electronic systems (including database management systems) and networks, of Customer or any of its designees.

1.8. "***Intellectual Property Rights***" means any and all now known or hereafter existing (a) rights associated with works of authorship throughout the universe, including exclusive exploitation rights, copyrights, Moral Rights, and mask works; (b) trademark and trade name rights; (c) trade secret rights; (d) patents, designs, algorithms, and other industrial property rights; (e) other intellectual property and proprietary rights of every kind and nature throughout the universe, whether arising by operation of law, by contract or license, or otherwise; and (f) all registrations, applications, renewals, extensions, combinations, divisions, or reissues of the foregoing.

1.9. "***Moral Rights***" means any right to claim authorship of a work, any right to object to any distortion or other modification of a work, and any similar right, existing under the law of any country in the world, or under any treaty.

1.10. "***Objectionable Content***" means any viruses, malware, spyware, or similar harmful, destructive, or malicious code, as well as any content or links to web sites that contain content (or further links to content) which may be construed as illegal, unethical, defamatory, obscene, hateful, libelous, or that otherwise may reflect negatively upon Whelen's reputation or that of Whelen's customers or vendors, or that infringes upon the rights of any third party.

1.11. "***Services***" means the Application Services and Support Services.

1.12. "***Third Party Items***" means third party data, products, and services made available to Customer through the Application Services, as may be changed from time to time by Whelen in its sole discretion.

1.13. "***Third Party Terms***" means the terms and conditions that govern use of Third Party Items.

2. **SUBSCRIPTION; SERVICES**

2.1. **Order Form.** Customer has requested a subscription to the Application Services on the terms and subject to the conditions set forth in this Agreement by executing an Order Form that references and incorporates this Agreement ("***Order Form***").

2.2. **Application Services**

(a) **Provision of Access.** Subject to the terms and conditions contained in the Order Form and this Agreement, and Customer's payment of all relevant fees, Whelen hereby grants to Customer and its Authorized Users a non-exclusive, non-transferable right to access the features and functions of the Application Services during the Term in accordance with the Application Documentation, the Order Form, and the terms and conditions of this Agreement solely for Customer's internal business purposes. As soon as commercially practicable after the Effective Date, Whelen shall provide to Customer the necessary Access Protocols.

(b) **Usage Restrictions.** Customer and its Authorized Users may only use the Application Services as described in this Agreement and in the then-current Application Documentation. Customer is responsible for ensuring its Authorized Users comply with all relevant terms of this Agreement and any failure to comply will constitute a breach by Customer. Customer will not, and will not allow any Authorized User or other third party to, (i) decompile, disassemble, reverse engineer, or otherwise attempt to obtain, perceive, or derive the trade secrets embodied in the

Application Services or the source code from which any software component of the Application Services are compiled or interpreted, and Customer acknowledges that nothing in this Agreement will be construed to grant Customer or any Authorized User any right to obtain or use such code; (ii) create any derivative product from any of the foregoing, or use the Application Services or any of Whelen's Confidential Information to develop or build, exploit, sell or offer to sell, license or offer to license, or use a competing product or service, except with the express prior written consent of Whelen; (iii) allow third parties other than Authorized Users to gain access to the Application Services or use the Application Services as a service bureau; (iv) assign, sublicense, sell, resell, lease, rent or otherwise transfer or convey, or pledge as security or otherwise encumber, Customer's rights under this Agreement; (v) remove any copyright, trademark, proprietary rights, disclaimer, or warning notice included on or embedded in any part of the Application Documentation and/or Application Services, including any screen displays, etc., or any other products or materials provided by Whelen hereunder; (vi) access the Application Services for purposes of monitoring availability, performance, or functionality of the Application Services, performing security penetration tests or stress tests on the Application Services, or for any other benchmarking or competitive purposes; (vii) do anything that could disable, overburden, or impair the proper working or appearance of the Application Services; or (viii) use the Services or Application Documentation in any manner or for any purpose that infringes, misappropriates, or otherwise violates any intellectual property right or other right of any person, or that violates any applicable law. Unless otherwise specifically agreed by the Parties in writing, Customer hereby agrees that the Application Services are not authorized for use as, and Customer shall not use the Application Services as critical components in any device, application, system, or service where it is reasonably foreseeable that failure of the Application Services would cause death, bodily injury or catastrophic property damage, such as (x) any medical, life-saving or life support device, system, or service, (y) any air or other traffic control device, application, system, or service, or (z) any weapons device, application, system, or service (the "**Life Critical Applications**"). Certain features of the Application Services may allow Customer or Authorized Users to connect and/or permit communication with one or more vehicles or equipment in one or more vehicles (each a "Connected Vehicle"). Customer acknowledges and agrees that at any time the information provided by the Application Services with respect to a Connected Vehicle may be incomplete, incorrect, or out of date. Except as otherwise set forth herein, Customer's use of the Application Services, including Customer's or its Authorized Users reliance on any information provided by the Application Services with respect to any Connected Vehicle is at Customer's sole risk and discretion. Customer and its Authorized Users are solely responsible at all times for the acts or omissions of Customer's Authorized Users with respect to Connected Vehicles. Use of the Application Services does not relieve Customer or any Authorized User of responsibility for safe vehicle operation or observation of relevant traffic laws. If safe operation of a Connected Vehicle is not possible while using the Application Services, the Authorized User should not use the Application Services while operating the Connected Vehicle. Further, use of the Application Services does not relieve Customer or any Authorized User of responsibility for vehicle maintenance. Notwithstanding anything to the contrary herein, Whelen shall have no responsibility or liability for any failure of Customer or any Authorized User to safely operate or properly maintain a Connected Vehicle. Customer will ensure that its and its Authorized Users' access to and use of the Application Services and the Application Documentation complies with all applicable laws, statutes, regulations, and rules. Under no circumstances will Whelen be liable or responsible for any use, or any results obtained by the use, of the Application Services in conjunction with any products, services, software, or hardware that are not provided by Whelen. All such use will be at Customer's sole risk and Customer shall bear full responsibility for liability with respect thereto. Whelen reserves all rights not expressly granted to Customer in this Agreement.

(c) Third Party Terms. The Application Services may provide Customer with access to Third Party Items. Customer acknowledges and agrees that certain Third Party Terms may apply with respect to the Third Party Items. Whelen will use commercially reasonable efforts to identify any applicable Third Party Terms and Customer shall be responsible for compliance with such Third Party Terms to the extent any are identified by Whelen.

(d) Communications Responsibilities. Customer shall not, and shall not permit its Authorized Users or any third party to, directly or indirectly use the Application Services to communicate on its behalf, by way of electronic communication or otherwise, any message or material that (a) is libelous, harmful to minors, obscene, or constitutes pornography; (b) infringes the copyrights, patents, trade secrets, trademarks, trade names, or other proprietary rights of a third party, or is otherwise unlawful; or (c) would otherwise give rise to civil liability, or that constitutes or encourages conduct that could constitute a criminal offence, under any applicable law or regulation. Customer is solely responsible for the content of any communications sent by or on behalf of Customer or its Authorized Users through Customer's or any Authorized Users' use of the Application Services and, without limiting the foregoing, Customer agrees that such communications will comply with all laws.

(e) Future Functionalities. From time to time Whelen, in its sole discretion, may offer new or additional features subject to the payment of additional fees. Such new or additional features may not be made available to all customers of Whelen. Customer agrees that its purchase of a subscription to the Application Services is neither contingent upon the delivery of any future functionality or features nor dependent upon any oral or written public comments made by Whelen with respect to future functionality or features.

2.3. Support Services; Updates. Whelen will provide support services for the Application Services in accordance with its standard support offerings during Whelen's regular business hours solely for the particular Application Services ordered under this Agreement ("***Support Services***"), provided that all fees due under this Agreement have been paid. Such Support Services will only be provided to Customer's administrative users (who are Authorized Users) and Customer will identify by written notice to Whelen in accordance with Section 13.3 the names of such administrative users to whom Whelen will supply the support, which names may be changed by Customer upon reasonable notice to Whelen. Customer can request Support Services by contacting the applicable Whelen Field Solutions Engineer identified in the Order Form. Any support requested by Customer in excess of Whelen's standard support offerings or outside of Whelen's regular business hours may incur additional fees that will be billed to client pursuant to Whelen's standard billing practices at Whelen's then-current pricing. The Parties acknowledge and agree that Whelen will have no obligation to provide support to Customer with respect to use of the Application Services other than according to the then-current Application Documentation or the terms of this Agreement. Customer acknowledges that the Application Services may be updated by Whelen from time to time and that updates may result in changes to the Application Services, including changes in the appearance, functionality, and/or the

addition, modification, or removal of functionality or features. Whelen shall provide reasonable prior notice to Customer of any updates that are intended to result in the removal of any material functionality or feature.

3. PROPRIETARY RIGHTS

3.1. Ownership of Application Services. Subject to the express rights granted to Customer in this Agreement, and Customer's rights in its Customer Content as set forth herein, Whelen and its licensors and suppliers retain all right, title, and interest in and to the Application Services, including any upgrades, enhancements, new releases, changes, or modifications made to the Application Services performed in connection with this Agreement, together with all Intellectual Property Rights embodying the Application Services or related thereto, and Customer acknowledges that it neither owns nor acquires any right, title, or interest in or to the Application Services or the related Intellectual Property Rights not expressly granted by this Agreement. Customer will preserve all Services from any liens, encumbrances, and claims of any individual or entity. Customer will not use any Confidential Information disclosed by Whelen to Customer in connection with this Agreement to contest the validity of any Intellectual Property Rights of Whelen or its licensors. Any such use of Whelen's Confidential Information will constitute a material, non-curable breach of this Agreement.

3.2. Data Rights.

(a) Customer Content.

(i) Customer has and will retain sole responsibility for all Customer Content, including, the collection, accuracy, currency, quality, legality, completeness, and use of the Customer Content, and including Customer Content that is transmitted, processed, stored, accessed, and/or used by or on behalf of Customer or any Authorized User through or in connection with the Application Services. For the avoidance of doubt, Customer is solely responsible for providing any legally required notices and obtaining any legally required consents from Authorized Users or other individuals about whom information, including Customer Content or Usage Data (see below), may be collected by, transferred to, received, or otherwise used by Whelen or Customer in conjunction with the Application Services. Customer shall not provide or make available to Whelen any Objectionable Content in connection with this Agreement.

(ii) Except for the licenses granted under this Agreement, as between the Parties, Customer retains all right, title, and interest in and to the Customer Content and any usage data generated by Whelen in the performance of the Services ("***Usage Data***"), and Whelen acknowledges that it neither owns nor acquires any additional rights in and to the Customer Content and Usage Data not expressly granted by this Agreement. Whelen further acknowledges that Customer retains the right to use the Customer Content for any purpose in Customer's sole discretion. Subject to the foregoing, Customer hereby grants to Whelen and its third party service providers a non-exclusive, irrevocable, world-wide, fully-paid-up, royalty-free right and license to use the Customer Content and Usage Data to perform Whelen's obligations hereunder. In addition to sharing Customer Content with its service providers, Whelen may disclose Customer Content to other entities with whom it partners to create customer offerings that are part of, or in addition to, the Application Services, including jointly branded offerings available to Customer. The Parties further acknowledge and agree that no valuable consideration, monetary or otherwise, is being provided by Whelen to Customer in exchange for Customer Content and Usage Data. However, in addition to the uses of Customer Content authorized in this Agreement, Whelen may remove all personally identifiable and vehicle identifiable information from the Customer Content and Usage Data to create "***Sanitized Data***" or aggregate the Customer Content and Usage Data in an anonymous or deidentified manner to create "***Aggregate Data***." Customer grants Whelen a perpetual, non-exclusive, world-wide, fully-paid-up, royalty-free, sublicensable, transferable right and license to commercialize and otherwise use the Sanitized Data and the Aggregate Data to perform Whelen's obligations hereunder and for Whelen's business purposes (which, for clarity, includes but is not limited to enhancing or improving the Services or other products and services of Whelen or its affiliates, and for analytical and marketing purposes). Customer also grants Whelen the right to disclose the Customer Content to Whelen's third party service providers and grant such third party service providers the right (i) to use the Customer Content to perform the applicable service and (ii) to use the Sanitized Data and Aggregate Data for Whelen's or such third party's internal business purposes. Notwithstanding the foregoing, nothing in this Section 3.2 shall limit Whelen's rights to comply with the order of a court or other governmental body, or as otherwise necessary to comply with applicable law or to address an emergency situation or as set forth in Section 7.3 below. For all of the purposes above, Customer consents to Whelen's tracking of Customer owned or leased vehicles through global positioning system technology as Customer understands such tracking is part of the Application Services. Customer shall not include within the Customer Content any personally or individually identifiable information of any natural person ("***PII***"). The inclusion of PII within the Customer Content may be considered by Whelen to be a material breach of this Agreement in accordance with Section 11.2 hereof. Customer acknowledges and agrees that it is solely responsible for compliance with the requirements of this Section and that Whelen has no affirmative obligation to review or audit Customer's compliance with this Section. Whelen shall have no obligations whatsoever in the event Customer includes PII in the Customer Content, including but not limited to with respect to notifications.

(b) Data Models. Notwithstanding anything to the contrary in this Agreement, to the extent that Whelen develops models, analytics, and/or algorithms ("***Analytical Tools***") during the Term and in the course of providing Services under this Agreement (such as propensity models, etc.), Whelen shall retain all right, title, and interest in and to such Analytical Tools.

(c) Feedback. Customer may provide suggestions, comments, or other feedback (collectively, "**Feedback**") to Whelen with respect to its products and services, including the Services. Feedback is voluntary. Whelen may use Feedback for any purpose without obligation of any kind. To the extent a license is required under Customer's Intellectual Property Rights to make use of the Feedback, Customer grants Whelen a non-exclusive, perpetual, irrevocable, world-wide, fully-paid-up, royalty-free license to use the Feedback in connection with Whelen's business, including the enhancement of the Services.

4. ADDITIONAL WHELEN OBLIGATIONS

4.1. Access to Application Services; Implementation. The applicable Whelen Field Solutions Engineer identified in the Order Form will provide reasonable assistance to Customer to enable initial access to Customer's account, but Whelen is not responsible for any implementation, supplementation, modification, or configuration of Customer Systems or equipment, or the Application Services, for or on behalf of Customer.

4.2. Responsibility for Application and Content Hosting. Whelen shall, at its own expense, provide for the hosting of the Application Services which is accessible as part of the Application Services, provided that nothing herein shall be construed to require Whelen to provide for, or bear any responsibility with respect to, any telecommunications or computer network hardware required by Customer to provide access from the Internet to the Application Services. Customer and Authorized Users are solely responsible

for all telecommunication or Internet connections required to access the Services, as well as all Customer Systems and other hardware and software at Customer's site. Except for the costs to Whelen for the hosting of the Application Services as set forth above, in addition to other third party costs that may apply, Customer agrees to pay for all telecommunications, Internet, and other connectivity costs, fees, and services required for and dedicated to Customer's access to the Services.

4.3. Third Party Hosting Provider Requirements. Customer understands and agrees that (i) Whelen uses a third-party hosting provider in connection with the Services; (ii) the security of the Services is limited by the terms offered by such third-party hosting provider; and (iii) Whelen's agreement with the hosting provider cannot be modified regarding the requirements of this Agreement, nor can Whelen grant any audit or other access rights to the facilities or systems of the host. As such, the provisions of this Agreement shall apply only to Whelen's systems and facilities, not those of the hosting provider.

5. ADDITIONAL CUSTOMER OBLIGATIONS.

5.1. Authorized Users' Access to Services. Customer may permit any Authorized Users to access and use the features and functions of the Application Services as contemplated by this Agreement. Customer will ensure that any such Authorized Users will be obligated, by contract or otherwise, to protect Whelen's Confidential Information, and to comply with the access and use restrictions for the Application Services and the Application Documentation, as are provided by the terms hereof.

5.2. Provision of Support to Authorized Users. Except as expressly set forth in Section 2.3, Customer will provide all maintenance and technical support services as may be required by its Authorized Users, with respect to provision of access to, and use of, the Application Services.

5.3. Customer Control and Responsibility for Data, Access, and Security. Customer and its Authorized Users shall have access to the Customer Content and Customer shall be responsible for all changes to and/or deletions of Customer Content. Furthermore, Customer has and will retain sole responsibility for: (a) the security and use of all of Customer's and its Authorized Users' passwords and other Access Protocols; (b) all information, instructions, and materials provided by or on behalf of Customer or any Authorized User in connection with the Services; (c) Customer Systems; and (d) all access to and use of the Services and Application Documentation directly or indirectly by or through the Customer Systems or its or its Authorized Users' passwords or other Access Protocols, with or without Customer's knowledge or consent, including all results obtained from, and all conclusions, decisions, and actions based on, such access or use. Customer shall employ all physical, administrative, and technical controls, screening, and security procedures and other safeguards necessary to securely administer the distribution and use of all Access Protocols and protect against any unauthorized access to or use of the Application Services.

6. FEES AND EXPENSES; PAYMENTS.

6.1. Fees. In consideration for the access and use rights granted to Customer and the Services performed by Whelen under this Agreement, Customer will pay to Whelen without offset or deduction, all fees set forth in the Order Form (or Whelen's then-current pricing as applicable for certain support services as set forth herein) invoiced in accordance with this Section 6.1. Whelen will submit invoices to Customer with respect to such fees, and each invoiced amount will be due and payable within thirty (30) days of Customer's receipt of the relevant invoice. All fees are non-cancelable and non-refundable.

6.2. Price Escalations. Whelen shall have the right to increase the fees for the Services at any time after the Effective Date to reflect any increase in Whelen's costs to provide the Services. Whelen shall provide Customer with written notice of such price adjustments at least thirty (30) days prior to the date any such price adjustment is to become effective. If Customer does not agree to such increase in fees, Customer may terminate this Agreement with written notice to Whelen effective upon the day prior to the date that such price adjustment would have taken effect.

6.3. Taxes. Unless Customer is a tax-exempt organization, Customer will be responsible for payment of any applicable sales, use, and other taxes and all applicable export and import fees, customs duties, and similar charges (other than taxes based on Whelen's income), and any related penalties and interest for the grant of access rights hereunder, or the delivery of related services. Customer will make all required payments to Whelen free and clear of, and without reduction for, any withholding taxes. Any such taxes imposed on payments to Whelen will be Customer's sole responsibility, and Customer will, upon Whelen's request, provide Whelen with official receipts issued by appropriate taxing authorities, or such other evidence as Whelen may reasonably request, to establish that such taxes have been paid. If customer is exempt from taxation under this Section 6.3, Customer shall supply Whelen with documentation from the IRS or other relevant taxing authority evidencing Customer's exemption from taxation..

6.4. Late Payments; Interest. Any portion of any amount payable hereunder that is not paid when due will accrue interest at one and one-half percent (1.5%) per month or the maximum rate permitted by applicable law, whichever is less, from a date thirty (30) days after the due date until paid. In the event any invoice remains unpaid forty-five (45) or more days from the due date, Whelen may, in its discretion, suspend the Services until the invoice is paid in full.

6.5. Auditing Rights and Required Records. Customer agrees to maintain complete and accurate records in accordance with generally accepted accounting principles during the Term and for a period of two (2) years after the termination or expiration of this Agreement with respect to matters necessary for accurately determining amounts due hereunder. Whelen may, at its own expense, on reasonable prior notice, periodically inspect and audit Customer's records with respect to matters covered by this Agreement, provided that if such inspection and audit reveals that Customer has underpaid Whelen with respect to any amounts due and payable during the Term, Customer shall promptly pay the amounts necessary to rectify such underpayment, together with interest in accordance with Section 6.3. Customer shall pay for the costs of the audit if the audit determines that Customer's underpayment equals or exceeds ten percent (10%) for any quarter. Such inspection and auditing rights will extend throughout the Term of this Agreement and for a period of two (2) years after the termination or expiration of this Agreement.

7. TREATMENT OF CONFIDENTIAL INFORMATION.

7.1. Ownership of Confidential Information. The Parties acknowledge that during the performance of this Agreement, each Party will have access to certain of the other Party's Confidential Information or Confidential Information of third parties that the disclosing Party is required to maintain as confidential and/or proprietary. Both Parties agree that all items of Confidential Information are confidential and/or proprietary to the disclosing Party or such third party, as applicable, and will remain the sole property of the disclosing Party or such third party.

7.2. Mutual Confidentiality Obligations. Each Party agrees as follows: (a) to use Confidential Information disclosed by the other Party only for the purposes of meeting its obligations or exercising its rights under this Agreement; (b) that such Party will not reproduce Confidential Information disclosed by the other Party, and will hold in confidence and protect such Confidential Information from dissemination to, and use by, any third party except as necessary for the purposes of meeting its obligations or

exercising its rights under this Agreement; (c) to restrict access to the Confidential Information disclosed by the other Party to such of its personnel, agents, and/or consultants, if any, who have a need to have access for the purposes of meeting its obligations or exercising its rights under this Agreement and who have been advised of and have agreed in writing to treat such information in accordance with terms substantially similar to the terms of this Agreement; and (d) subject to Section 12, to the extent practicable and except to the extent the receiving Party has continuing rights with respect to such Confidential Information, return or destroy, all Confidential Information disclosed by the other Party that is in its possession upon termination or expiration of this Agreement for any reason, provided that to the extent a Party retains Confidential Information of the other Party as permitted under this part (d) such Party shall maintain the confidentiality of such retained Confidential Information for so long as it is retained.

7.3. Confidentiality Exceptions. Notwithstanding the foregoing, the provisions of Sections 7.1 and 7.2 will not apply to Confidential Information that (a) is publicly available or in the public domain at the time disclosed; (b) is or becomes publicly available or enters the public domain through no fault of the recipient; (c) is rightfully communicated to the recipient by persons not bound by confidentiality obligations with respect thereto; (d) is already in the recipient's possession free of any confidentiality obligations with respect thereto at the time of disclosure; (e) is independently developed by the recipient without reference to the Confidential Information of the discloser; or (f) is approved in writing for such use, release or disclosure by the disclosing Party. Notwithstanding the foregoing, each Party may disclose Confidential Information to the limited extent required (x) in order to comply with the order of a court or other governmental body, or as otherwise necessary to comply with applicable law, provided that the Party making the disclosure pursuant to the order shall first have given written notice to the other Party to enable the other Party to attempt to obtain a protective order; or (y) to establish a Party's rights under this Agreement, including to make such court filings as it may be required to do. Notwithstanding any such compelled disclosure by the receiving Party, such compelled disclosure will not otherwise affect the receiving Party's obligations hereunder with respect to Confidential Information so disclosed.

7.4. Non-Exclusive Equitable Remedy. Customer acknowledges and agrees that due to the unique nature of Whelen's Confidential Information, there is no adequate remedy at law for any breach of its obligations hereunder, that any such breach or threatened breach may allow Customer or third parties to unfairly compete with Whelen, resulting in irreparable harm to Whelen, and therefore, that upon any such breach or any threat thereof, Whelen shall be entitled to appropriate equitable and injunctive relief from a court of competent jurisdiction without the necessity of proving actual loss or posting a bond, in addition to whatever remedies Whelen might have at law or in equity under this Agreement. Any breach of this Section 7 by Customer or an Authorized User will constitute a material breach of this Agreement and be grounds for immediate termination of this Agreement in the exclusive discretion of Whelen.

8. REPRESENTATIONS AND WARRANTIES.

8.1. Mutual Representations and Warranties. Each Party hereby represents and warrants (a) that it is duly organized, validly existing, and in good standing under the laws of its jurisdiction of incorporation or organization; (b) that the execution and performance of this Agreement will not conflict with or violate any provision of any law having applicability to such Party; and (c) that this Agreement, when executed and delivered, will constitute a valid and binding obligation of such Party and will be enforceable against such Party in accordance with its terms.

8.2. Whelen Representations and Warranties. Whelen hereby represents and warrants that (a) Whelen will use commercially reasonable efforts to prevent the transmission of any virus or malicious code through the Application Services; (b) as accessed and used by Customer or any Authorized User in accordance with this Agreement, the Application Services will perform substantially in accordance with the Application Documentation; and (c) the Support Services will be performed in a professional and workmanlike manner in accordance with generally accepted industry standards and practices for similar services using personnel with the requisite skill, experience, and qualifications.

8.3. Customer Representations and Warranties. Customer hereby represents and warrants that (a) Customer has and will have all necessary licenses, approvals, and consents required to perform its obligations hereunder, (b) without limiting the foregoing, Customer has and will have adequate authority to share the Customer Content with Whelen as set forth herein and permit Whelen to use and disclose the Customer Content as contemplated herein, and (c) any Customer Content provided by Customer to Whelen for use in connection with the Services does not and will not infringe the intellectual property, publicity, or privacy rights of any person and is not defamatory, obscene, or in violation of applicable foreign, federal, state, municipal, and local laws, rules, regulations, and judicial orders (including, but not limited to, applicable policies, laws, and orders related to spamming, privacy, and consumer protection).

9. DISCLAIMERS, EXCLUSIONS, AND LIMITATIONS OF LIABILITY.

9.1. Disclaimer. EXCEPT AS EXPRESSLY REPRESENTED OR WARRANTED IN SECTION 8, TO THE MAXIMUM EXTENT PERMITTED BY APPLICABLE LAW, THE APPLICATION SERVICES, THE APPLICATION DOCUMENTATION, AND ALL SERVICES ARE PROVIDED "AS IS" AND "AS-AVAILABLE", WITH ALL FAULTS, AND WHELEN DISCLAIMS ANY AND ALL OTHER PROMISES, REPRESENTATIONS, AND WARRANTIES, WHETHER EXPRESS OR IMPLIED, INCLUDING, BUT NOT LIMITED TO, ANY IMPLIED WARRANTIES OF MERCHANTABILITY, FITNESS FOR A PARTICULAR PURPOSE, NON-INFRINGEMENT, UPTIME, QUIET ENJOYMENT, SYSTEM INTEGRATION, AND/OR DATA ACCURACY. NO ORAL OR WRITTEN INFORMATION OR ADVICE GIVEN BY WHELEN OR ITS AUTHORIZED REPRESENTATIVES (INCLUDING FIELD SOLUTIONS ENGINEERS) WILL CREATE A WARRANTY OR IN ANY WAY INCREASE THE SCOPE OF WHELEN'S OBLIGATIONS HEREUNDER. WHELEN DOES NOT WARRANT THAT THE APPLICATION SERVICES OR ANY OTHER SERVICES WILL MEET CUSTOMER'S REQUIREMENTS OR THAT THE OPERATION OF THE APPLICATION SERVICES WILL BE UNINTERRUPTED OR ERROR-FREE, OR THAT ALL ERRORS WILL BE CORRECTED. THE SERVICES MAY BE USED TO ACCESS AND TRANSFER INFORMATION OVER THE INTERNET. CUSTOMER ACKNOWLEDGES AND AGREES THAT WHELEN AND ITS VENDORS AND LICENSORS DO NOT OPERATE OR CONTROL THE INTERNET AND THAT: (I) VIRUSES, WORMS, TROJAN HORSES, OR OTHER UNDESIRABLE DATA OR SOFTWARE; OR (II) UNAUTHORIZED USERS (*E.G.*, HACKERS) MAY ATTEMPT TO OBTAIN ACCESS TO AND DAMAGE CUSTOMER CONTENT, CUSTOMER'S DATA, OR CUSTOMER SYSTEMS. WHELEN WILL NOT BE RESPONSIBLE FOR SUCH ACTIVITIES. CUSTOMER IS RESPONSIBLE FOR PRESERVING AND MAKING

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ADEQUATE BACKUPS OF ITS DATA AND CUSTOMER CONTENT.

9.2. Exclusions of Remedies; Limitation of Liability. EXCEPT WITH RESPECT TO CUSTOMER'S BREACH OF SECTION 2.2 AND EACH PARTY'S INDEMNIFICATION OBLIGATIONS SET FORTH IN SECTION 10, IN NO EVENT WILL EITHER PARTY BE LIABLE TO THE OTHER PARTY FOR ANY INCIDENTAL, INDIRECT, SPECIAL, CONSEQUENTIAL OR PUNITIVE DAMAGES, REGARDLESS OF THE NATURE OF THE CLAIM, INCLUDING, WITHOUT LIMITATION, LOST PROFITS, COSTS OF DELAY, ANY FAILURE OF DELIVERY, BUSINESS INTERRUPTION, COSTS OF LOST OR DAMAGED DATA OR DOCUMENTATION, OR LIABILITIES TO THIRD PARTIES ARISING FROM ANY SOURCE, EVEN IF THE PARTY HAS BEEN ADVISED OF THE POSSIBILITY OF SUCH DAMAGES. EXCEPT WITH RESPECT TO CUSTOMER'S BREACH OF SECTION 2.2 AND EACH PARTY'S INDEMNIFICATION OBLIGATIONS SET FORTH IN SECTION 10, THE CUMULATIVE LIABILITY OF EACH PARTY TO THE OTHER PARTY FOR ALL CLAIMS ARISING FROM OR RELATING TO THIS AGREEMENT, INCLUDING, WITHOUT LIMITATION, ANY CAUSE OF ACTION SOUNDING IN CONTRACT, TORT, OR STRICT LIABILITY, WILL NOT EXCEED THE GREATER OF (I) THE TOTAL AMOUNT OF ALL FEES PAID TO WHELEN BY CUSTOMER UNDER THIS AGREEMENT DURING THE TWELVE (12)-MONTH PERIOD PRIOR TO THE ACT, OMISSION OR OCCURRENCE GIVING RISE TO SUCH LIABILITY OR (II) TEN THOUSAND DOLLARS ($10,000). THESE LIMITATIONS OF LIABILITY ARE INTENDED TO APPLY WITHOUT REGARD TO WHETHER OTHER PROVISIONS OF THIS AGREEMENT HAVE BEEN BREACHED OR HAVE PROVEN INEFFECTIVE OR THERE IS AN ADEQUATE REMEDY AVAILABLE.

9.3. Essential Basis of the Agreement. Customer acknowledges and understands that the disclaimers, exclusions, and limitations of liability set forth in this Section 9 form an essential basis of the agreement between the Parties, that the Parties have relied upon such disclaimers, exclusions, and limitations of liability in negotiating the terms and conditions in this Agreement, and that absent such disclaimers, exclusions, and limitations of liability, the terms and conditions of this Agreement would be substantially different.

10. INDEMNIFICATION.

10.1. Whelen's Indemnity Obligations. Whelen agrees to indemnify, defend, and hold harmless Customer from and against any and all losses, liabilities, costs (including reasonable attorneys' fees) or damages finally awarded by a court or agreed upon in settlement ("***Damages***") resulting from any claim by any third party (a) that Customer's licensed use of the Application Services and/or the Application Documentation in accordance with the terms and conditions of this Agreement infringes such third party's U.S. patents issued as of the Effective Date, or infringes or misappropriates, as applicable, such third party's copyrights or trade secret rights under applicable laws of any jurisdiction within the United States of America, or (b) arising out of Whelen's gross negligence or willful misconduct. Customer shall promptly notify Whelen in writing of the claim, cooperate with Whelen, and allow Whelen sole authority to control the defense and settlement of such claim; provided that Whelen will not settle any third-party claim against Customer unless such settlement completely and forever releases Customer from all liability with respect to such claim or unless Customer consents to such settlement, and further provided that Customer will have the right, at its option, to defend itself against any such claim or to participate in the defense thereof by counsel of its own choice at its own cost. If a claim for infringement is made or appears possible, Whelen may, at Whelen's sole discretion, obtain adequate rights to enable Customer to continue to use the Application Services, or modify or replace any such infringing material to make it non-infringing. If Whelen determines that none of these alternatives is reasonably available, Customer shall, upon written request from Whelen, cease use of, and, if applicable, return, such materials as are the subject of the infringement claim. The indemnification for infringement provided under this Section 10.1 shall not apply if the alleged infringement arises, in whole or in part, from (i) modification of the Application Services or the Application Documentation by Customer, (ii) combination, operation, or use of the Application Services with other software, hardware, or technology not provided by Whelen or explicitly contemplated by this Agreement, (iii) use of the Application Services not in accordance with the Application Documentation or this Agreement, or (iv) the Customer Content (any of the foregoing circumstances under clauses (i), (ii), (iii) and (iv) a "***Customer Indemnity Responsibility***"). THIS SECTION STATES WHELEN'S AND ITS LICENSORS AND SUPPLIERS SOLE AND EXCLUSIVE OBLIGATIONS AND LIABILITY WITH RESPECT TO ANY CLAIM OF INFRINGEMENT ARISING OUT OF OR RELATING TO THE SERVICES OR THIS AGREEMENT AND ARE IN LIEU OF ANY IMPLIED WARRANTIES OF NON-INFRINGEMENT, ALL OF WHICH ARE EXPRESSLY DISCLAIMED.

10.2. Customer's Indemnity Obligations. Customer agrees to hold harmless, indemnify, and, at Whelen's option, defend Whelen from and against any Damages resulting from (a) breach by Customer or its Authorized Users of any term or condition of this Agreement, (b) Customer's gross negligence or willful misconduct, (c) Whelen's use of the Customer Content as permitted herein, (d) use of the Application Services in Life Critical Applications, (e) personal injury or damage to Whelen property arising at the Customer's location, or (f) a Customer Indemnity Responsibility. Whelen shall promptly notify Customer of the claim, cooperate with Customer, and, if elected by Whelen, allow Customer sole authority to control the defense and settlement of such claim; provided that Customer will not settle any third-party claim against Whelen unless such settlement completely and forever releases Whelen from all liability with respect to such claim or unless Whelen consents to such settlement, and further provided that Whelen will have the right, at its option, to defend itself against any such claim or to participate in the defense thereof by counsel of its own choice at its own cost.

11. TERM AND TERMINATION.

11.1. Term of the Agreement. The term of this Agreement will commence on the Effective Date and will continue for the duration set forth in the Order Form (the "***Term***"). The Term may be extended or renewed by mutual written agreement of the Parties.

11.2. Termination for Breach. Either Party may terminate this Agreement in the event of a material breach by the other Party, by providing written notice to the breaching Party, specifically identifying the breach on which such notice of termination is based. The breaching Party will have a right to cure such breach within thirty (30) days of receipt of such notice, and this Agreement will terminate in the event that such cure is not made within such thirty (30)-day period.

11.3. Termination Upon Bankruptcy or Insolvency. Either Party may, at its option, terminate this Agreement immediately upon written notice to the other Party, in the event that (a) the other Party becomes insolvent or unable to pay its debts when due; (b) the other Party files a petition in bankruptcy, reorganization or similar proceeding, or, if filed against, such petition is not removed within ninety (90) days after such filing;

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(c) the other Party discontinues it business; or (d) a receiver is appointed or there is an assignment for the benefit of such other Party's creditors.

11.4. Additional Whelen Termination and Suspension Rights. Upon written notice to Customer, Whelen may suspend or terminate this Agreement, in whole or in part, with respect to the Application Services (or certain features thereof) if any Third Party Item made available through the Application Services or Whelen's right to use such Third Party Item, expires or is terminated or is modified in any manner that Whelen believes would impair its ability to provide such Application Services. In addition, Whelen reserves the right, in its sole discretion, to suspend Customer's access to any Application Services (i) upon notice to Customer if Whelen reasonably suspects that Customer has breached this Agreement; or (ii) for any of the following reasons: (a) to prevent damages or risk to, or degradation of, the Application Services; (b) to comply with any law, regulation, court order, or other governmental request; (c) to otherwise protect Whelen from potential legal liability; or (d) in the event an invoice remains unpaid for forty-five (45) or more days from the invoice due date, and Whelen will use reasonable efforts to provide Customer with notice prior to or promptly following any such suspension of the Application Services pursuant to the foregoing ((a)-(d)). Whelen will promptly restore access to the Application Services as soon as the event giving rise to suspension has been resolved. Any suspension of the Services will not result in the tolling or any extension of the Term to account for the period of such suspension and Whelen will have no liability for any damage, liabilities, losses (including any loss of data or profits), or any other consequences that Customer or any Authorized User may incur as a result of such suspension. This Section will not be construed as imposing any obligation or duty on Whelen to monitor use of the Application Services.

11.5. Effect of Termination. Upon any expiration or earlier termination of this Agreement all Order Forms entered under this Agreement will automatically terminate simultaneously and, Customer will (a) immediately discontinue all use of the Application Services and any Whelen Confidential Information; and (b) promptly pay to Whelen all amounts due and payable under this Agreement. Termination of this Agreement prior to expiration of the Term shall not affect any other agreement between Whelen and Customer in place at the time of such termination, and Customer shall remain responsible for the payment of any amounts due to Whelen or its designee pursuant to such other agreement(s).

11.6. Survival. The expiration or termination of this Agreement for any reason will not release either Party from any liabilities or obligations set forth herein which (a) the Parties have expressly agreed will survive any such expiration or termination; or (b) remain to be performed or by their nature would be intended to be applicable following any such expiration or termination. In addition to the foregoing, upon termination or expiration of this Agreement, the Parties' respective obligations under the provisions of Sections 1, 3, 6.4, 7, 9, 10, 11.5, 11.6, 12, and 13 will survive the termination of this Agreement. In addition, any provisions of the Third Party Terms that by their nature survive termination of this Agreement shall so survive.

12. DATA DELETION.

12.1. Request to Delete. Whelen shall delete or return Customer Content in its custody or control in accordance with Customer's instructions, including any applicable retention periods instructed by Customer or upon receipt of Customer's written request via the Organization Data Deletion Form. If Customer does not instruct a retention period for Customer Content or submit an Organization Data Deletion Form, then Whelen will delete Customer Content in accordance with Whelen's data retention policy.

12.2. Deletion Exceptions. Notwithstanding anything to the contrary, Customer acknowledges and agrees that any obligation to delete Customer Content excludes any Customer Content (a) that Whelen is required to retain, or prohibited from deleting, under applicable law, (b) reasonably related to any pending or reasonably likely legal claim or defense, (c) within Whelen's logs or archived on Whelen's back-up systems (which shall be deleted in the normal course according to Whelen's policies and procedures), or (d) that is aggregated or anonymized data. For so long as Whelen retains any Customer Content under this Section, Whelen's obligations under Sections 5 and 7 shall survive and apply to the retained Customer Content, and, when Whelen retains any Customer Content for purposes of (a) or (b) of this Section, Whelen shall only process the retained Customer Content for the purpose for which it was retained and delete the Customer Content as soon as the purpose for which it was retained no longer applies. Whelen acknowledges that Customer Content retained under this Section may be subject to subpoenas or requests under the federal Freedom of Information Act or analogous state laws, and Whelen will reasonably assist Customer by providing the relevant retained Customer Content in accordance with Customer's reasonable instructions in order for Customer to respond to any such subpoena or request to the extent required by applicable law.

12.3. Certification of Deletion. The Parties acknowledge and agree that the Organization Data Deletion Form, once executed and returned by Whelen, serves as a written certification of destruction designed to prevent retrieval or recreation of data according to Whelen's standards and policies.

12.4. Option for Return. Within ten (10) days of termination of this Agreement, in the event Customer wishes for Customer Content to be returned, Customer shall notify Whelen in writing requesting the return of Customer Content. Except for any Customer Content that Customer requested to delete, Whelen will return Customer Content in a structured format reasonably agreed upon by the Parties within sixty (60) days of receipt of a request under this Section 12.4.

13. MISCELLANEOUS.

13.1. Entire Agreement. This Agreement together with the Order Form sets forth the entire agreement and understanding between the Parties with respect to the subject matter of this Agreement and, supersedes and merges all prior oral and written agreements, discussions and understandings between the Parties with respect to the subject matter of this Agreement, and neither of the Parties will be bound by any conditions, inducements or representations other than as expressly provided for in this Agreement. In the event of any conflict between the terms and conditions set forth in the body of this Agreement, any exhibits or attachments hereto, and the Order Form, the terms and conditions set forth in the body of this Agreement shall control unless an exception is expressly stated in as such in an exhibit, attachment, or the Order Form.

13.2. Independent Contractors. In making and performing this Agreement, Customer and Whelen act and will act at all times as independent contractors, and, except as expressly set forth herein, nothing contained in this Agreement will be construed or implied to create an agency, partnership or employer and employee relationship between them. Except as expressly set forth herein, at no time will either Party make commitments or incur any charges or expenses for, or in the name of the other Party.

13.3. Notices. All notices required by or relating to this Agreement will be in writing and will be sent by means of certified mail, postage prepaid, to Whelen as set forth below and to Customer at its address set forth in the Order Form, or addressed to such other address as the receiving Party may have given by

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written notice in accordance with this provision. All notices required by or relating to this Agreement may also be communicated by email, provided that such Party will promptly thereafter send a duplicate of such notice in writing by means of certified mail, postage prepaid, to the receiving Party, addressed as set forth above or to such other address as the receiving Party may have previously substituted by written notice to the sender.

Whelen, Inc.
51 Winthrop Rd.
Chester, CT 06412
Attn: CFO

13.4. Amendments; Modifications. This Agreement may not be amended or modified except in a writing duly executed by authorized representatives of both Parties.

13.5. Assignment. Customer shall not assign any of its rights or duties under this Agreement without the prior written consent of Whelen, and, absent such consent, any attempted assignment will be null, void and of no effect.

13.6. No Third Party Beneficiaries. The Parties acknowledge that, except as expressly set forth in this Agreement, the covenants set forth in this Agreement are intended solely for the benefit of the Parties, their successors and permitted assigns. Except as expressly set forth in this Agreement, nothing herein will confer upon any person or entity, other than the Parties, their successors and permitted assigns, any legal or equitable right whatsoever to enforce any provision of this Agreement.

13.7. Severability. If any provision of this Agreement is invalid or unenforceable for any reason in any jurisdiction, such provision will be construed to have been adjusted to the minimum extent necessary to cure such invalidity or unenforceability. The invalidity or unenforceability of one or more of the provisions contained in this Agreement will not have the effect of rendering any such provision invalid or unenforceable in any other case, circumstance or jurisdiction, or of rendering any other provisions of this Agreement invalid or unenforceable whatsoever.

13.8. Waiver. No waiver under this Agreement will be valid or binding unless set forth in writing and duly executed by the Party against whom enforcement of such waiver is sought. Any such waiver will constitute a waiver only with respect to the specific matter described therein and will in no way impair the rights of the Party granting such waiver in any other respect or at any other time. Any delay or forbearance by either Party in exercising any right hereunder will not be deemed a waiver of that right.

13.9. Force Majeure. Except with respect to payment obligations hereunder, if any, if a Party is prevented or delayed in performance of its obligations hereunder as a result of circumstances beyond such Party's reasonable control, including, by way of example, war, riot, fires, floods, epidemics, or failure of public utilities or public transportation systems, such failure or delay will not be deemed to constitute a material breach of this Agreement, but such obligation will remain in full force and effect, and will be performed or satisfied as soon as reasonably practicable after the termination of the relevant circumstances causing such failure or delay, provided that if such Party is prevented or delayed from performing for more than ninety (90) days, the other Party may terminate this Agreement upon thirty (30) days' written notice and the Agreement shall terminate if such performance has not resumed within those thirty (30) days.

13.10. Governing Law. This Agreement will be governed by and interpreted in accordance with the laws of the state of Connecticut, without regard to conflicts of law principles thereof or to the United Nations Convention on the International Sale of Goods. The Parties agree that all actions or proceedings arising in connection with this Agreement shall be tried and litigated exclusively in the state or federal courts (if permitted by law and a Party elects to file an action in federal court) located in Middlesex County, Connecticut. This choice of venue is intended by the Parties to be mandatory and not permissive in nature, and to preclude the possibility of litigation between the Parties with respect to, or arising out of, this Agreement in any jurisdiction other than that specified in this Section. Each Party waives any right it may have to assert the doctrine of forum non conveniens or similar doctrine or theory or to object to venue with respect to any proceeding brought in accordance with this Section. No action, regardless of form, arising out of this Agreement, may be brought by either Party more than one (1) year after the cause of action has arisen. The prevailing Party in any action or proceeding will be entitled to recover its reasonable attorneys' fees and costs.

13.11. Publicity. Subject to Customer's prior review and approval, Whelen may use Customer's name and logo in marketing materials and on its website to identify Customer as a Whelen client. Except as provided in this Section and as required by applicable law, neither Party will use the other Party's name or logo in any advertisement, news release, or other public communication without the consent of the other Party which will not be unreasonably withheld, delayed, or qualified.

13.12. U.S. Government End-Users. Each of the Application Documentation and the software components that constitute the Application Services is a "commercial item" as that term is defined at 48 C.F.R. 2.101, consisting of "commercial computer software" and "commercial computer software documentation" as such terms are used in 48 C.F.R. 12.212. Consistent with 48 C.F.R. 12.212 and 48 C.F.R. 227.7202-1 through 227.7202-4, all U.S. Government end users acquire the Application Services and the Application Documentation with only those rights set forth therein.

13.13. Counterparts. The Order Form to which this Agreement is attached and incorporated may be executed in any number of counterparts via electronic or facsimile means, each of which when so executed will be deemed to be an original and all of which when taken together will constitute one Agreement.

13.14. Affiliates, Subcontractors, and Vendors. Some or all of the Services, including support, may be provided by Whelen's affiliates, agents, subcontractors, and information system vendors. The rights and obligations of Whelen may be, in whole or in part, exercised or fulfilled by the foregoing entities.

13.15. USA Patriot Act Notice. The U.S. federal USA Patriot Act ("***USA Patriot Act***") provides generally for the operator of a communication host and law enforcement to be able to monitor any content, upon request of the operator. Whelen anticipates fully complying with all its obligations, and availing itself of all its rights, under the USA Patriot Act.

13.16. Export Compliance. Customer acknowledges that the Application Services may be subject to export control laws. Customer will not, directly or indirectly, export or permit use of any portion of the Application Services outside of the United States without prior government authorization to the extent required by applicable regulation.

13.17. Electronic Execution. Each Party acknowledges and agrees that the Order Form may be executed by the Parties in electronic form (e.g., by an electronic or digital signature or other means of demonstrating assent). Customer acknowledges and agrees it will not contest the validity or enforceability of the Order Form, this Agreement or any related documents, including under any applicable statute of frauds, due to such execution in electronic form.

[End of Terms]

Norwalk Department of Police Service

Memo

To:	City Council and Public Safety and General Government Committee
From:	Deputy Chief Melissa Lepore
CC:	
Re:	Fourth Amendment to the Recovery Network Programs, Inc. memorandum of agreement with the City of Norwalk dated August 23, 2022
Date:	June 18, 2026

The City of Norwalk entered into a memorandum of agreement (MOA) dated August 23, 2022, with the Recovery Network Program (RNP) for embedded social workers within the Norwalk Police Department. The MOA establishes a collaborative relationship between RNP and the City in assisting with the growing need to have social service professional assistance for mental health, social work support and intervention services. The mission of RNP is to restore hope, health, and well-being for individuals and families in a recovery environment that embraces compassion, dignity, and respect.

This MOA provides two full-time social workers assigned directly to the police departments Behavioral Health Unit. RNP employees respond and assist to calls for service for appropriate mental health and non-violent substance related calls. RNP employees also conduct mental health assessments, coordinate care, referrals and assertive linkage for emotionally disturbed persons. RNP utilizes local community resources along with an extensive infrastructure of programs to assist in person in need of various treatments. They also conduct aftercare and follow-ups to ensure persons are stabilized, connected to care, thus reducing repetitive calls for service and successful quality of life improvements.

We are requesting the following authorization:

1. Authorize Mayor, Barbara Smyth, to execute a fourth amendment to the Memorandum of Agreement by and between Recovery Network of Programs, Inc. and City of Norwalk commencing on July 1, 2026 and ending June 30, 2027 in the amount of $318,600.00 to be paid from account #013026-5258.

2. Authorize the City of Norwalk Purchasing Agent, to execute purchase orders on behalf of the Norwalk Police Department to the Recovery Network Program utilizing NPD account #013026-5258 based on the availability of funds not to exceed $318,600.00.

FOURTH AMENDMENT TO THE
MEMORANDUM OF AGREEMENT
BY AND BETWEEN
RECOVERY NETWORK OF PROGRAMS, INC.
AND
CITY OF NORWALK

THIS FOURTH AMENDMENT, is made and entered into this _____ day of _____, 2026 (the "Effective Date"), by and between the **CITY OF NORWALK**, acting herein by Barbara C. Smyth, its Mayor, duly authorized (hereinafter referred to as the "City"), and **RECOVERY NETWORK OF PROGRAMS, INC** (a/k/a Recovery Network Programs, Inc.), a Connecticut corporation having an office and place of business located at 2 Trap Falls Road, Suite 405, Shelton, CT 06484, acting herein by Jennifer Kolakowski, its CEO, duly authorized (hereinafter referred to as the "RNP")(The City and RNP hereinafter referred to collectively as the "Parties" and each as "Party").

WHEREAS, the Parties entered into a written Memorandum of Agreement dated August 9, 2022 (the "Original Agreement"); and

WHEREAS, the Parties amended the Original Agreement to address a change in the allocation of social workers to two (2) full time social workers and increase the reimbursement for the Second Term Year via the First Amendment dated October 3, 2023 (the "First Amendment") and the Parties further amended the Agreement to incorporate the reimbursement for the Third Term and Third Term Reimbursement (the "Second Amendment"), and the Parties further amended the Agreement to provide reimbursement funding for the Fourth Term Reimbursement (the "Fourth Amendment"). Collectively the Original Agreement and the First and Second and Third Amendments are known as the "Agreement"; and

WHEREAS, the Parties now desire to further amend the Agreement to incorporate provisions for a Fifth Term, as defined below;

NOW, THEREFORE, in consideration of the mutual covenants and understandings herein contained, the parties hereby amend the Agreement as follows:

A. Definitions. Capitalized terms used and not defined in this Fourth Amendment have the respective meanings assigned to them in the Agreement.

B. Amendment to the Agreement. As of the Effective Date, the Agreement is hereby amended or modified as follows:

1. Section 4 of the Agreement shall be amended by adding a new Section 4.d as follows:

> d. The NPD will be responsible to provide/reimburse RNP the funding for the Allocated Resource for the period commencing on July 1, 2026 and ending June 30, 2027 (the "Fifth Term") in the amount of Three Hundred Eighteen Thousand

Six Hundred Dollars and Zero Cents ($318,600.00) (the "Fifth Term Reimbursement'). The NPD will outline the manner in which RNP receives payment.

C. Except as expressly provided in this Fourth Amendment, all of the terms and provisions of the Agreement, as previously amended, are and will remain in full force and effect and are hereby ratified and confirmed by the Parties. Without limiting the generality of the foregoing, the amendments contained herein will not be construed as an amendment to or waiver of any other provision of the Agreement, as previously amended, or as a waiver of or consent to any further or future action on the part of either Party that would require the waiver or consent of the other Party. On and after the Effective Date of this Amendment, each reference in the Original Agreement to "the Memorandum of Agreement," "this Agreement," "the Agreement," "hereunder," "hereof," "herein," or words of like import and each reference to the Original Agreement in any other agreements, documents, or instruments executed and delivered pursuant to, or in connection with, the Original Agreement will be a reference to the Original Agreement as previously and herein amended.

D. Electronic Signature. This Fourth Amendment 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.

RECOVERY NETWORK OF PROGRAMS, INC.

By: _____
Jennifer E. Kolakowski
Its Chief Executive Officer,
Duly Authorized

CITY OF NORWALK

By: _____
Barbara C. Smyth
Its Mayor,
Duly Authorized

APPROVED AS TO FORM:
OFFICE OF CORPORATION COUNSEL

By:_____
Kathleen L. Royle
Assistant Corporation Counsel

APPROVED AS TO
AVAILABILITY OF FUNDS:

By:_____
Comptroller

Norwalk Department of Police Service

Memo

To:	Common Council and Public Safety and General Government Committee
From:	Deputy Chief Melissa Lepore
CC:	
Re:	Third Amendment to the Recovery Network Programs, Inc memorandum of agreement with the City of Norwalk dated August 23, 2022
Date:	January 13, 2026

The City of Norwalk entered into a memorandum of agreement (MOA) dated August 23, 2022, with the Recovery Network Program (RNP) for embedded social workers within the Norwalk Police Department. The MOA establishes a collaborative relationship between RNP and the City in assisting with the growing need to have social service professional assistance for mental health, social work support and intervention services. The mission of RNP is to restore hope, health, and well-being for individuals and families in a recovery environment that embraces compassion, dignity, and respect.

This MOA provides two full-time social workers assigned directly to the police departments Behavioral Health Unit. RNP employees respond and assist to calls for service for appropriate mental health and non-violent substance related calls. RNP employees also conduct mental health assessments, coordinate care, referrals and assertive linkage for emotionally disturbed persons. RNP utilizes local community resources along with an extensive infrastructure of programs to assist in person in need of various treatments. They also conduct aftercare and follow-ups to ensure persons are stabilized, connected to care, thus reducing repetitive calls for service and successful quality of life improvements.

We are requesting the following authorization:

1. Authorize Mayor, Barbara Smyth, to execute a third amendment to the Memorandum of Agreement by and between Recovery Network of Programs, Inc. and City of Norwalk commencing on July 1, 2025 and ending June 30, 2026 in the amount of $300,528.00 to be paid from account #013026-5258.

2. Authorize the City of Norwalk Purchasing Agent, to execute purchase orders on behalf of the Norwalk Police Department to the Recovery Network Program utilizing NPD account #013026-5258 based on the availability of funds not to exceed $300,528.00.

REGULAR MEETING – PUBLIC SAFETY AND GENERAL GOVERNMENT COMMITTEE AGENDA

APRIL 24, 2025, 7:00 PM
BY ZOOM VIRTUAL MEETING

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

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 Michele DeLuca at mdeluca@norwalkct.gov with the subject line "Public Comment" to provide written public comment prior to the meeting.

I. **CALL TO ORDER**

II. **ROLL CALL**

III. **ACCEPTANCE OF MINUTES**

A. Regular meeting- February 27, 2025

IV. **PUBLIC PARTICIPATION**

V. **NEW BUSINESS**

A. Authorize the Norwalk Police Department to utilize a noncompetitive procurement justification form with Motorola Solutions for the purchase of investigative equipment with a two year support subscription. Funding is provided by the BJA FY 24 Edward Byrne Memorial Justice Assistance Grant (JAG) Award #15BJA-24-GG04596-JAGX

B. Authorize Mayor Harry W Rilling to execute a second amendment to the

Memorandum of Agreement (MOA) by and between the Revovery Network of Programs Inc and the City of Norwalk commencing on October 19, 2024 and ending June 30, 2025 in the amount of $209,958 to be paid from account # 031026-5258

C. Approve the recommended Vape Shops Fees re Vape Shops ordinance:

- **Application Fee $250.00**
- **Renewal Fee $250.00**
- **Duplicate License Fee $30.00**

VI. DISCUSSION

A. Police Department- Overview of Community Services Division

VII. ADJOURNMENT

B. MAYOR'S REMARKS

V. COUNCIL PRESIDENT

A. RESIGNATIONS AND APPOINTMENTS

B. CONSENT CALENDAR

VI. REPORTS: DEPARTMENTS, BOARDS AND COMMISSIONS

A. CORPORATION COUNSEL

B. BOARD OF ESTIMATE AND TAXATION

VII. COMMON COUNCIL COMMITTEES

A. FINANCE AND CLAIMS COMMITTEE

1. Claims Committee Report dated May 2025

2. Monthly Tax Collector's Reports dated April 2025

3. Narrative on Tax Collections dated May 2025

4. ACTION REQUESTED:
a. Recommend the allocation of $583,668 in Special Capital Appropriation funds to the Recreation and Parks Department for the development and construction of the Norwalk Community Recreation Center at 98 South Main Street as identified herein this memo and attached documentation. Current acct. #09256030 5777 C0719

b. Recommend the reduction in the amount of $583,668 from the balance in the middle schools bathroom improvement capital budget Acct. #09225010 5777 C0807

5. RESOLUTION:Making Appropriations For Various Public Improvements Aggregating $74,522,646 For The Fiscal Year 2025-2026 Capital Budget And Authorizing The Issuance Of $74,522,646 General Obligation Bonds Of The City To Meet Certain Appropriations In The Fiscal Year 2025-2026 Capital Budget

6. Authorize the Mayor, Harry W. Rilling, to execute an Electronic Voting Equipment Lease Agreement with the State of Connecticut for a lease term of approximately 10 years and a total lease cost of $1.00.
Account No. 01-100-012-12100-0-5729

B. PUBLIC SAFETY AND GENERAL GOVERNMENT

1. Authorize Mayor, Harry W. Rilling, to execute the Certifications and Assurances by the Chief Executive of the Applicant Government as necessary to accept grant funding under Department of Justice (DOJ) BJA FY 24 Edward Byrne Memorial Justice Assistance Grant (JAG) Award# ISPBJA-24-GG-04596-JAGX.

2. Authorize the Norwalk Police Department to utilize a noncompetitive procurement justification form with Motorola Solutions for the purchase of investigative equipment with a two year support subscription. Funding is provided by the BJA FY 24 Edward Byrne Memorial Justice Assistance Grant (JAG) Award #15BJA-24-GG04596-JAGX

3. Authorize Mayor, Harry W. Rilling, to execute a second amendment to the Memorandum of Agreement (MOA) by and between the Recovery Network of Programs Inc and the City of Norwalk commencing on October 19, 2024 and ending June 30, 2025 in the amount of $209,958 to be paid from account # 031026-5258

4. Approve the recommended Vape Shops Fees for Vape Shops ordinance:

   - Application Fee $250.00
   - Renewal Fee $250.00
   - Duplicate License Fee $30.00

C. COMMUNITY SERVICES

1. Authorize the Mayor, Harry W. Rilling, to execute necessary agreements and amendments with the Norwalk Housing Authority for Health Department staff and partners to use space at the EnVision Center for community health training and programming.

D. LAND USE AND BUILDING MANAGEMENT

1. Authorize the Mayor, Harry W. Rilling, to execute an Agreement with Haz-Pros, Inc. (State Contract: 103-0268 CV) for the Fox Run Elementary School asbestos flooring removal and replacement project for a total not to exceed $265,000.00. Funds are available as follows:
   Acct. # 09175010 5777 C0595
   Acct. # 09215010 5777 C0595
   Acct. # 09245010 5777 C0595

2. Authorize the NPS Facilities Department to issue change orders on this contract for a total of $26,500.00. Funds are available in Acct. #09215010 5777 C0595

3. Authorize the Mayor, Harry W. Rilling, to execute the Guaranteed Maximum Price Amendment with Newfield Construction Group, LLC for the Rowayton School HVAC improvement project in the amount of $10,308,938.00. Funds are available in Acct. #09245010 5777 C0843.

FIRST AMENDMENT TO THE
MEMORANDUM OF AGREEMENT
BY AND BETWEEN
RECOVERY NETWORK OF PROGRAMS, INC.
AND
CITY OF NORWALK

THIS FIRST AMENDMENT, is made and entered into this 3rd day of October, 2023 (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 **RECOVERY OF NETWORK PROGRAMS, INC** (a/k/a Recovery Network Programs, Inc.), a Connecticut corporation having an office and place of business located at 2 Trap Falls Road, Suite 405, Shelton, CT 06484, acting herein by Jennifer Kolakowski, its CEO, duly authorized (hereinafter referred to as the "RNP")(The City and Engineer hereinafter referred to collectively as the "Parties" and each as "Party").

WHEREAS, the Parties entered into a written Memorandum of Agreement dated August 23, 2022 (the "Original Agreement");

WHEREAS, pursuant to Section 4 of the Agreement, the City agreed to reimburse RNP the funding for one full-time and part-time social worker for one year in the amount of $207,752;

WHEREAS, the one year period commenced on October 19, 2022;

WHEREAS, RNP agreed to increase the allocation of social workers from one full-time and one part-time social worker to two full-time social workers for one year, and the City agreed to increase the reimbursement to RNP for the funding of said two full-time social workers to $248,748;

NOW, THEREFORE, in consideration of the mutual covenants and understandings herein contained, the parties hereby amend the Original as follows:

A. Definitions. Capitalized terms used and not defined in this First Amendment have the respective meanings assigned to them in the Original Agreement.

B. Amendment to the Original Agreement. As of the Effective Date, the Original Agreement is hereby amended or modified as follows:

1. Section 4 of the Original Agreement shall now be Section 4.a.

2. The following Section 4.b. shall be added to the Original Agreement.

   The NPD will be responsible to provide/reimburse RNP the funding for two full-time social workers for a period of one year commencing on October 19, 2023 and ending October 18, 2024 (the "Second Term Year") in amount

of $248,748 (the "Second Term Year Reimbursement'). The NPD will outline the manner in which RNP receives payment.

C. Except as expressly provided in this First Amendment, all of the terms and provisions of the Original Agreement, as previously amended, are and will remain in full force and effect and are hereby ratified and confirmed by the Parties. Without limiting the generality of the foregoing, the amendments contained herein will not be construed as an amendment to or waiver of any other provision of the Original Agreement, as previously amended, or as a waiver of or consent to any further or future action on the part of either Party that would require the waiver or consent of the other Party. On and after the Effective Date of this Amendment, each reference in the Original Agreement to "the Memorandum of Understanding," "this Agreement," "the Agreement," "hereunder," "hereof," "herein," or words of like import and each reference to the Original Agreement in any other agreements, documents, or instruments executed and delivered pursuant to, or in connection with, the Original Agreement will be a reference to the Original Agreement as previously and herein amended.

D. Electronic Signature. This First Amendment 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.

RECOVERY NETWORK OF PROGRAMS, INC.

By: _____
Jennifer E. Kolakowski
Its Chief Executive Officer,
Duly Authorized

CITY OF NORWALK

By: _____
Harry W. Rilling
Its Mayor,
Duly Authorized

APPROVED AS TO FORM:
OFFICE OF CORPORATION COUNSEL

By: _____
Darin L. Callahan
Assistant Corporation Counsel

APPROVED AS TO
AVAILABILITY OF FUNDS:

By: _____
Comptroller/Deputy Comptroller

Memorandum of Agreement

Between

Recovery Network of Programs, Inc.

and

City of Norwalk

This Memorandum of Agreement (MOA) sets forth the terms and understanding between Recovery Network of Programs, Inc. (RNP) and the City of Norwalk (the City) Connecticut in establishing the Community Response Initiative (CRI),

1. Background

RNP, a non-profit, social service agency has been serving Connecticut communities for fifty-years. The mission of RNP is to restore hope, health and well-being for individuals and families in a recovery environment that embraces compassion, dignity and respect. RNP prioritizes the dignity of each of its employees and each person served, maintaining the highest standards of care among and within its extensive continuum of care of twenty-four programs.

The Norwalk Police Department (NPD) is the sole, full-time law enforcement agency responsible for public safety in the City. NPD consists of several different units, all falling within four police districts. NPD is firmly committed to a collaborative, cooperative, and interactive policing philosophy.

As a result of a shared commitment to cooperation, RNP and the City will implement a collaboration, such that RNP will provide social work support and intervention services to support the work of NPD.

2. Purpose

This Memorandum of Agreement (MOA) will establish a collaborative relationship between RNP and the City. This collaboration will place one full-time and one -time RNP employee social worker in the NPD. This collaboration will help with the NPD's growing need to have a social service professional assist with mental health calls as well as other social service calls as deemed appropriate by NPD.

3. Roles and Responsibilities

By executing this MOA, RNP and the City agree that:

1. RNP will provide one (1) full-time and one (1) part-time social worker that will work hours to be determine between the NPD and RNP with the flexibility to work evening and weekend hours at the discretion of the NPD as program needs evolve.
2. The RNP social worker, when safe and feasible as determined by and at the sole discretion of the NPD, will respond with the NPD in real time to assist on scene for appropriate mental health and non-violent substance related calls.
3. RNP will provide the social worker with the technology necessary to execute their responsibilities efficiently and effectively (laptop, cellphone, etc.).
4. NPD will provide RNP social worker with private office space and access to desk, printer, copier, etc.

5. The RNP social worker will conduct mental health assessments and coordinate care, referrals and assertive linkage for Emotionally Disturbed Persons (EDP) with guidance from the NPD's Behavioral Health Unit CBW).
6. The RNP social worker will use local community resources along with RNP's extensive infrastructure of programs to assist in the treatment of the EDP or non-violent substance dependent persons.
7. The RNP social worker, with the NPD's support, will work collaboratively to assist and provide the highest quality of care to the EDP or non-violent substance dependent persons.
8. RNP social worker will follow up on all EDP referrals/calls which occur beyond scheduled work hours within 24hrs of incident/referral.
9. RNP, its social workers, employees and agents shall comply with the terms of the HIPAA Business Associate Addendum attached hereto and hereby made a part hereof as if fully set forth herein.
10. RNP will conduct aftercare and follow-up to ensure that the EDP has been stabilized, connected to care, reducing repetitive calls.
11. The NPD may provide RNP social worker with police radio and other related equipment as deemed necessary.
12. RNP will provide training and supervision on an on-going basis to RNP social worker and the NPD to ensure excellent communication and the success of the CRI program.
13. The NPD will provide RNP with designated training blocks to educate current law enforcement officers and recruits on the use/purpose of the social worker and issues related to mental health and substance use disorders.
14. Subject to the I-IIPAA Business Associate Addendum attached hereto, RNP and NPD will collect comprehensive data to evaluate and demonstrate success and areas of improvement of the CRI program. RNP will provide monthly data and quarterly reports on agreed upon data points.
15. RNP and NPD leadership will meet regularly to evaluate and discuss the progress and data of the CRI program.
16. The NPD will provide access to its data system, to the extent permissible as determined by the NPD in its sole discretion, to allow RNP to properly document and accurately report all data that is needed for the CRI program.
17. When applicable, RNP and the NPD will collaboratively seek additional funding (grants etc.) to expand the CRI program and/or other programs related too behavioral or substance abuse.
18. RNP shall be responsible for compliance with all applicable federal, state and local laws, rules, regulations, codes, orders, ordinances, charters, statutes, policies and procedures related to its Roles and Responsibilities related to this MOA.
19. RNP shall maintain or cause to be maintained all records, books, or other documents relative to charges, costs, expenses, fees, alleged breaches of this MOA, settlement of claims, or any other matter pertaining to RNP's demand for compensation by the City for a period of not less than three
    (3) years from the date of the final payment for services performed under this MOA.

4. Funding

The NPD will be responsible to provide/reimburse RNP the funding for one full-time and one part-time social worker for one year in the amount of $ 207,752. The NPD will outline the manner in which RNP receives payment.

5. Duration

This MOA can be modified by mutual consent of authorized officials from RNP and NPD. This MOA shall become effective upon signature by authorized officials from RNP and NPD and will remain in effect until modified or terminated by any one of the partners by mutual consent.

6. Capacity/Independent Contractor

RNP is acting as an independent contractor and is not an employee of the City. This MOA is for services only and does not create a partnership or joint venture between RNP and the City. The City shall not be required to pay, or make any contribution to, any social security, local, state or federal tax, unemployment compensation, workers' compensation, insurance premium, profit-sharing, pension or any other employee benefit for RNP during the Term of this MOA. RNP is responsible for paying, and complying with reporting requirements for, all state, local, and federal taxes related to payments made to RNP pursuant to this MOA.

7. Relationship of social workers to the City and NPD

The social workers shall be considered employees or agents of RNP and not employees or agents of the City or the NPD. The social workers shall not be eligible for any employee benefits of the City of the NPD.

8. No Exclusive Right to Work

Nothing contained herein shall grant RNP an exclusive right to perform the Roles and Responsibilities. The City may enter into similar agreements with other consultants at its sole discretion on an as needed basis.

9. Indemnification

RNP shall indemnify, hold harmless and, at the City's option, defend the City, its officers, agents and employees, from third party claims, including claims by RNP's client(s), for loss, cost, damage, liability, and/or injury to or death of a person, including the social workers, agents and employees of RNP, or loss of or damage to property, resulting directly or indirectly from RNP's or RNP's social workers', officers', agents' or employees' negligent performance pursuant to this MOA, or by any negligent omission to perform some duty imposed by law or this MOA upon RNP, its social workers, officers, agents or employees. The foregoing indemnity shall include reasonable attorneys' fees and costs of suit, if applicable, shall not be limited by reason of any insurance coverage required pursuant to this MOA, and shall survive the termination of this MOA.

10. Insurance

RNP, at its sole expense, shall maintain for the entire Term of this MOA, including any extensions, insurance coverages as set forth in the City Insurance Requirements attached hereto as Exhibit A. RNP shall provide proof of insurance prior to performing any services under this agreement.

11. No Consequential Damages

RNP hereby waives any claims for consequential damages, including, but not limited to, principal office expense, loss of financing, reputation and/or lost profit.

12. No Assignment or Subcontracting

RNP shall not assign, transfer or subcontract any portion of its Roles and Responsibilities without the prior written approval of the City.

13. Termination

A. TERMINATION FOR CAUSE, SANCTIONS AND PENALTIES. If, through any cause, RNP shall fail to fulfill, in a timely and proper manner, its obligations under this MOA, or if RNP shall violate any laws or any of the covenants, agreements, or stipulations of this MOA, the City shall thereupon have the right to terminate this MOA for cause by giving written notice to RNP of such termination and specifying the effective date thereof. In that event, all finished or unfinished reports, documents, data, studies, photographs, or other material prepared by RNP pursuant to its performance under this MOA shall, at the option of the City, become the City's property. RNP shall be entitled to receive just and equitable compensation for any satisfactory services completed up to the effective date of termination. RNP shall not be responsible for any claims resulting from the City's use of the documents on another project or changes made to the documents without the RNP's express written permission.

The term "cause" includes, without limitation the following:

1) If RNP furnished any statement, representation, warranty or certification in connection with this MOA, which is materially false, deceptive, incorrect, or incomplete;

2) If RNP fails to perform to the City's satisfaction any material requirement of this MOA or is in violation of any specific provision thereof or any State or Federal law or requirement; or

3) If the City reasonably determines that satisfactory performance of this MOA is substantially endangered or can reasonably anticipate such an occurrence or default.

Should the City terminate this MOA for cause, RNA shall not be relieved of liability to the City for any damages sustained by the City by virtue of any breach of this MOA by RNA and the City may withhold any payment to RNA for the purposes of setoff until such time as the exact amount of damages due the City from RNA is determined. Further, if applicable, the City shall have the right to:

1) Complete the Roles and Responsibilities, or any part thereof, either by itself or by other consultants, at the expense of RNP;

2) Purchase the products or services that are the subject of this MOA elsewhere and hold RNP responsible for any increase in cost;

3) Pursue any equitable remedy, including, but not limited to, specific performance or injunction; and/or

4) Disqualify RNP from bidding on, submitting proposals for, or being awarded any City contract for a period not to exceed two (2) years from the date of such termination.

B. TERMINATION FOR CONVENIENCE. The City may terminate this MOA at any time the City determines that the purposes of the distribution of monies under the MOA would no longer be served by the services provided. The City shall effect such termination by giving written notice of termination to RNP and specifying the effective date thereof, at least twenty (20) days before the effective date of such termination. In that event, all finished or unfinished documents and other materials as described in Subsection A shall, at the option of the City, become property of the City. If this MOA is terminated by the City as provided herein, RNA shall be paid an amount which bears the same ratio to the total compensation as the services actually and satisfactorily performed to the effective date of termination bear to the total services of RNA pursuant to the terms of this MOA, less payments of compensation previously made, and subject to the City's right of set off for any damages pursuant to the terms of this MOA.

14. Claims for Damages

Should either party to this MOA suffer injury or damage to person or property because of any act or omission of the other party or of any of its employees, agents or others for whose acts it is legally liable, a claim for damages therefor shall be made in writing to such other party within a reasonable time after the first observance of such injury or damage.

15. Dispute Resolution

A. EXECUTIVE MEETING. The parties shall endeavor to resolve all claims, disputes, or other matters in controversy arising out of or related to this MOA ("Claims") through a meeting of the chief executives of each party, or their respective designees ("Executive Meeting").

A request for an Executive Meeting shall be made by a party in writing and delivered to the other party. The request may be made concurrently with the filing of a non-binding mediation as set forth herein. The Executive Meeting shall be a condition precedent to mediation unless 30 days have passed after the Executive Meeting has been requested with no meeting having been held.

The Executive Meeting shall be held in the place where the Project is located unless another location is mutually agreed upon.

B. MEDIATION. Any Claim subject to, but not resolved by, an Executive Meeting shall be subject to mediation which, unless the parties mutually agree otherwise, shall be administered by the American Arbitration Association in accordance with its applicable rules and procedures in effect on the date of this MOA. A request for mediation shall be made in writing, delivered to the other party to this MOA, and filed with the person or entity administering the mediation.

The request may be made concurrently with the filing of arbitration but, in such event, mediation shall proceed in advance of arbitration, which shall be stayed pending mediation for a period of 60 days from the date of filing, unless stayed for a longer period by agreement of the parties or court order. If an arbitration is stayed pursuant to this Section, the parties may nonetheless proceed to the selection of the arbitrator(s) and agree upon a schedule for later proceedings.

The parties shall share the mediator's fee and any filing fees equally. The mediation shall be held in the place where the Project is located unless another location is mutually agreed upon. Agreements reached in mediation shall be enforceable as settlement agreements in any court having jurisdiction thereof.

C. ARBITRATION. Any Claim subject to, but not resolved by, mediation shall, in the sole discretion of the City, be subject to arbitration which, unless the parties mutually agree otherwise, shall be administered by the American Arbitration Association in accordance with its applicable rules and procedures in effect on the date of this MOA. A demand for arbitration shall be made in writing, delivered to the other party to this MOA, and filed with the person or entity administering the arbitration.

A demand for arbitration shall be made no earlier than concurrently with the filing of a request for mediation, but in no event shall it be made after the date when the institution of legal or equitable proceedings based on the Claim would be barred by the applicable statute of limitations. For statute of limitations purposes, receipt of a written demand for arbitration by the person or entity administering the arbitration shall constitute the institution of legal or equitable proceedings based on the Claim.

The award rendered by the arbitrator or arbitrators shall be final, and judgment may be entered upon it in accordance with applicable law.

Any judgment will be entered, or court action will be brought in a court of competent jurisdiction within the State of Connecticut.

D. PERFORMANCE DURING DISPUTE. Unless otherwise directed by the City, RNP shall continue performance under this MOA while matters in dispute are being resolved.

16. Confidentiality

During and after the Term of this MOA, RNP, including, without limitation, its social workers, employees, agents, servants and representatives, shall not directly or indirectly disclose or make available to any person, firm, corporation, association or other entity of any reason or purpose whatsoever, or use or cause to be used in any manner adverse to the interest of the City or the NPD, any financial, administrative or other confidential business information, except as require by law.

17. Setoff of Property Taxes Owed to the City

Pursuant to the City Code of Ordinances Section 23-18. 4. 1 and Section 12-146b of the Connecticut General Statutes, as amended, RNP hereby acknowledges that the City shall have the right to set-off or withhold any payment, or portion thereof, due to RNP pursuant to this MOA if any taxes levied by the City against any property, both real and personal, owned by RNP are delinquent and have been so delinquent for a period of not less than one year. Any amount withheld from RNP pursuant to this section shall be applied to RNP's delinquent taxes, provided, however, that no such amount withheld shall exceed the amount of tax, plus penalty, lien fees and interest, outstanding at the time of withholding.

18. Gifts

During the Term of this MOA, including any extensions, RNP shall refrain from making gifts of money, goods, real or personal property or services to any appointed or elected official or employee of the City or the Norwalk Public Schools or any appointed or elected official or employee of their Boards, Commissions, Departments, Agencies or Authorities. All references to RNP shall include its members, officers, directors, employees, and owners of more than 5% equity in RNP.

19. City of Norwalk Code of Ethics

RNP is prohibited from using its status as a consultant to the City to derive any interest(s) or benefit(s) from other individuals or organizations and RNP shall comply with the prohibitions set forth in the Norwalk Municipal Code of Ethics as codified in Chapter 19 of the City Code of Ordinances

20. Morals Clause

Neither RNP nor RNP's social worker shall commit any act or do anything which might reasonably be considered: (i) to be immoral, deceptive, scandalous or obscene; or (ii) to injure, tarnish, damage or otherwise negatively affect the community and/or the reputation and goodwill associated with the City. If either RNP or RNP's social worker is accused of any act involving moral or ethical issues, dishonestly, theft or misappropriation, under any law, or any act which casts an unfavorable light upon its association with the community and/or the City or either RNP or RNP's social worker is accused of performing or committing any act which could adversely impact RNP's events, programs, services, or reputation, the City shall have the right to terminate this contract upon fifteen (15) days written notice specifying the reason, within which period RNP may cure such offense. The determination of whether and to what extent the offense is cured shall be made by the City at its sole discretion.

21. Non-Appropriation

RNP acknowledges that the City is a municipal corporation, that the City's obligation to make payments under this MOA is contingent upon the appropriation by the City's Board of Representatives of funds sufficient for such purposes for each budget year in which the MOA is in effect.

22. Governing Law

The parties deem this MOA to have been made in the City, State of Connecticut. Both parties agree that it is fair and reasonable for the validity and construction of the MOA to be, and it shall be, governed by the laws and court decisions of the State of Connecticut, without giving effect to its principles of conflicts of laws. To the extent that these courts are courts of competent jurisdiction, for the purpose of venue, any complaint shall be made returnable to the Judicial District of Stamford, at Norwalk, only or shall be brought in the United States District Court for the District of Connecticut only and shall not be transferred to any other court. RNP hereby waives any objection which it may now have or will have to the laying of venue of any claims in any forum and further irrevocably submits to such jurisdiction in any suit, action or proceeding.

23. Counterparts

This MOA may be executed in any number of counterparts, each of which shall be deemed an original. The counterparts shall together constitute but one MOA. Any signature on a copy of this MOA or any document necessary or convenient thereto sent by facsimile, PDF or other electronic format shall be binding upon such transmission and the facsimile, PDF or other electronic format copy shall be deemed an original for the purposes of this MOA.

DULY SIGNED:
Recovery Network of Programs, Inc.
Jennifer E. Kolakowski
Chief Executive Officer
2 Trap Falls Road, Suite 405
Shelton, CT 06484

Signature: _____ Date: 8/9/22

Jennifer E. Kolakowski

DULY SIGNED:
Norwalk Police Department
Chief Thomas Kulhawik
Chief of Police
1 Monroe Street
Norwalk, CT 06854

Signature: _____ Date: 8-9-2022

Chief Thomas Kulhawik

HWAA BUSINESS ASSOCIATE ADDENDUM

Pursuant to the Memorandum of Agreement (the "MOA") into which this HIPAA Business Associate Addendum (this "Addendum") has been incorporated, RNP (herein the "Business Associate") may perform functions or activities involving the use and/or disclosure of Protected Health Information ("PHI") on behalf of the City (herein the "Covered Entity"), and therefore, Business Associate may function as a business associate. Business Associate, therefore, agrees to the following terms and conditions:

A.Introduction. Covered Entity will make available and/or transfer to Business Associate certain information that is confidential and must be afforded special treatment and protection so Business Associate may perform services for Covered Entity pursuant to the MOA. Business Associate agrees that such information shall constitute Protected Health Information and can be Used or Disclosed only in accordance with this Addendum and the collection of federal laws, rules and regulations, including but not limited to, the Health Insurance Portability and Accountability Act of 1996, Pub. L. 104-191, 110 Stat. 1936 (codified in scattered sections of 29 U. S. C. and 42 U. S. C.) ("HIPAA") Privacy Rule and Security Rule, the Health Information Technology for Economic and Clinical Health Act, 42 U. S. C. "17921-17954 ("HITECH Act"), the Omnibus HIPAA Final Rule (78 Fed. Reg. 5566 (Jan. 25, 2013) (to be codified in scattered sections of 45 C. F. R. Parts 160 and 164)) ("Omnibus Rule") (collectively these federal rules are referred to collectively in this Addendum as the "I-IIPAA Rules") and applicable state and federal laws, rules and regulations regarding the privacy, confidentiality and security of specific types of health information. RNP is a "Business Associate" under the Privacy and Security Rules with respect to its role as a provider of a social worker for the City's NPD and performs certain administrative services for or on behalf of Covered Entity which involves access to and the disclosure of Protected Health Information.

B. Definitions. For the purposes of this Addendum, the following terms shall have the following meaning:

1. "1--11TECH Act" means the Health Information Technology for Economic and Clinical Health Act, as enacted in the American Recovery and Reinvestment Act of 2009, 42 U. S. C. "17921-17954. All references to the "HITECH Act" in this Addendum shall be deemed to include the Omnibus Rule.

2. "Privacy Rule" means the HIPAA Standards for Privacy of Individually Identifiable Health Information at 45 C. F. R. Parts 160 and 164, Subparts A and E as amended, clarified and supplemented from time to time. All references to the "Privacy Rule" in this Addendum shall be deemed to include the Omnibus Rule.

3. "Security Rule" means the HIPAA Security Standards for the Protection of Electronic Protected Health Information at 45 C. F. R. Part 160 and Part 164, Subparts A and C as amended, clarified and supplemented from time-to-time. All references to the "Privacy Rule" in this Addendum shall be deemed to include the Omnibus Rule.

4. "Standard Transactions Rule" means the HIPAA Standards for Electronic Transactions at 45 C. F. R. Pans 160 and 162.

5. The following terms used in this Addendum shall have the same meaning ascribed to them in the HIPAA Rules: Access, Breach, Business Associate, Data Aggregation, Designated Record Set, Disclosure,

Health Care Operations, Electronic Protected Health Information ("Electronic PHI"), Genetic Information,
Individual, Individually Identifiable Health Information, Marketing, Minimum Necessary, Notice of Privacy Practices, Personal Health Records, Protected Health Information ("PHI"), Required By Law, Secretary, Security Incident, Business Associate, Unsecured Protected Health Information ("Unsecured PHI"), Use, Payment and Treatment. For purposes of this Addendum, unless otherwise specified, all obligations of Business Associate relating to PHI also shall apply to Electronic PHI.

c. Nature of Use and Disclosure of Information. Business Associate shall be permitted to Use and/or Disclose PHI provided or made available from Covered Entity solely to provide the services set forth in the MOA and as specifically set forth in this Section C. Business Associate shall not Use or Disclose the PHI provided or made available by Covered Entity for any purpose other than as: (1) expressly permitted by this Addendum or the MOA; (2) as Required By Law; (3) permitted with Covered Entity's prior written consent; (4) necessary to Business Associate's employees, agents or representatives who need to know such PHI for the purposes set forth in the MOA; (5) to carry out Business Associate's legal responsibilities; or (6) for Data Aggregation for Covered Entity's operations purposes. Furthermore, Business Associate may not Use or Disclose PHI in a manner that would violate 45 C. F. R. Part 164, Subpart E if done by Covered Entity.

D. Business Associate's Obligations.

1. Limits On Use And Disclosure. Business Associate agrees that the PHI provided or made available by Covered Entity shall not be Used or Disclosed other than as specifically set forth in Section C of this Addendum.

2. Appropriate Safeguards. Business Associate shall establish and maintain appropriate administrative, technical and physical safeguards to protect the confidentiality, integrity and availability of PHI and Electronic PHI and to prevent any use or disclosure of the PHI other than as provided in Section C of this Addendum.

3. Compliance with Security Rule. Business Associate shall comply with the Security Rule. Upon request by Covered Entity and not more than once annually, Business Associate shall provide Covered Entity with electronic or paper copies of its policies and procedures evidencing its compliance with the Security Rule.

4. Breach Reports. Following completion of its internal investigation, Business Associate shall report to Covered Entity, any of the following events (collectively referred to in this paragraph as "Breach"): (a) any Use or Disclosure of PHI not permitted under by Section C of this Addendum or permitted by law; (b) any Security Incident as defined in 45 C. F. R. S 164. 304; (c) any "breach of the security of the system" as defined in New York General Business Law Section 899-aa(l)(c); and (d) any Breach of Unsecured PHI as defined at 42 U. S. C. "17921 and 17932(h) and 45 C. F. R. 5164. 402. Business Associate's written report shall:

(i) identify the nature of the non-permitted Access, Use or Disclosure, including the date of the Breach and the date of discovery of the Breach;

(ii) identify the PI-II Accessed, Used or Disclosed as part of the Breach;

(iii)upon request, assist Covered Entity in the performance of a risk assessment concerning the Breach;

(iv) identify what corrective action Business Associate took or will take to prevent further nonpermitted Access, Use or Disclosure;

(v) identify what Business Associate did or will do to mitigate any harmful effect(s) of the nonpermitted Access, Use or Disclosure;

(vi) provide such other information as Covered Entity may require to supplement Business Associate's written repolt;

(vii) cooperate with Covered Entity in its efforts to mitigate the Breach and comply with the HIPAA Rules and any applicable state breach notification rules; and

(viii)provide such other information as may be required pursuant to subsequently issued regulations issued under the HIPAA Rules.

5. Right of Access to Information & Amendments. If Covered Entity provides Business Associate with PHI that is part of a Designated Record Set, within fifteen (15) days of Covered Entity's request, Business Associate agrees: (a) to provide access to such PHI to Covered Entity or, when directed by Covered Entity, to an Individual in order for Covered Entity to meet the access to information provisions of the Privacy Rule, including providing access to PHI in electronic form (if readily producible) under 45 C. F. R. S 164. 524 (c)(2) and (b) to make any amendments(s) to such PHI.

6. Providing Accounting. Under the Privacy Rule, Covered Entity must provide Individuals an accounting of certain Disclosures of their PHI for a reason other than Treatment, Payment and Health Care Operations. To assist Covered Entity in providing this information to Individuals, Business Associate agrees to document Disclosures of PHI and information related to such Disclosures for reasons other than Treatment, Payment and Health Care Operations during the Term of the MOA to enable Covered Entity to respond to an Individual's request for an accounting of disclosures of PHI and make available such information to Covered Entity within ten days of Covered Entity's request for the information. If Business Associate (or its agents or subcontractors, if applicable) receives a request for an accounting of disclosures directly from an Individual, Business Associate shall forward such request to Covered Entity within fifteen (15) days of receipt. It shall be Covered Entity's responsibility to prepare and deliver any such accounting requested.

7. Audits by the Secretary. Business Associate agrees: (a) to make its internal practices, books and records relating to the Use or Disclosure of PHI received from, or created or received by Business Associate on behalf of Covered Entity, available to the Secretary for purposes of determining Covered Entity's compliance with the HIPAA Rules; (b) to cooperate fully with Covered Entity when responding to such regulatory audits and investigations; and (c) to concurrently provide Covered Entity with copies of the information it provides to the Secretary.

8. Additional Business Associate(s). Business Associate shall enter into a written agreement to ensure that any subcontractors that create, receive, maintain or transmit PHI on behalf of Business Associate agree to the same restrictions, conditions and requirements that apply to Business Associate with respect to such PHI. If the agreement entered into between Business Associate and its subcontractors(s) permits additional subcontracting, Business Associate shall ensure that its subcontractor requires its subcontractors to agree to the same restrictions, conditions and requirements that apply to Business Associate with respect to such PHI.

9. Minimum Necessary. Business Associate warrants, on its behalf and on behalf of its subcontractors, if any, that it will only request and use the minimum amount of PHI necessary to perform the stated purpose(s) of the MOA as set forth in Section C of this Addendum.

of

E. Additional Business Associate Obligations.

1. Mitigation Procedures. Business Associate shall mitigate to the maximum extent, any harmful effect(s) arising out of or from the intentional or inadvertent Use or Disclosure of PHI that is or could be contrary to this Addendum, the HIPAA Rules or that could damage third parties.

2. Sanctions. Business Associate shall develop, implement and maintain sanction procedures for any employee, subcontractor agent who violates the terms ofthis Addendum or the HIPAA Rules. Such sanction procedures shall be made available to Covered Entity within fifteen (15) days of its reasonable request during the term of the MOA or with fifteen (15) days of Covered Entity's request in the event of a Breach as set forth in Section D (4) of this Addendum.

3. Indemnification. The indemnification provisions of the MOA shall apply to any breach of this Addendum.

4. Property Rights. The PHI shall be and remain the property of Covered Entity. Neither Business Associate nor its subcontractor(s), if any, shall acquire title or rights to the PHI, excluding any de-identified information, as a result of this Addendum or the MOA, unless such PHI also includes proprietary information of Business Associate.

5. Response to Government Authorities. Business Associate shall notify Covered Entity within fifteen (15) business days of receipt of a governmental or administrative subpoena(s) or any informal request(s) from a governmental entity relating in any way to the PHI provided pursuant to this Addendum and allow Covered Entity to seek a protective order or otherwise challenge the subpoena or request before responding thereto.

6. No Sale of PHI. Business Associate shall not directly or indirectly receive financial or in-kind remuneration in exchange for any PI-II in compliance with 45 C. F. R. 164. 502(a)(5)(ii).

7. Marketing. Business Associate shall not make or cause to be made any marketing communications about its products or services that is prohibited by 42 U. S. C. 517936(a) or 45 C. F. R. S 164. 508(a)(3).

8. Eund!.aising. Business Associate shall not make or cause to be made any written fundraising communication that is prohibited by 45 C. F. R. 164. 514(f).

9. Restriction Requests. If applicable, Business Associate shall abide by any restriction request agreed to by Covered Entity under 45 C. F. R. 5164. 522(a) within fifteen (15) business days of receiving notice of such by Covered Entity.

10. Confidential Communications. If applicable, Business Associate shall abide by any confidential communication requirements that Covered Entity is subject to under 45 C. F. R. 164. 522(b) within fifteen (15) business days of receiving notice of such by Covered Entity.

11. Genetic Information. If applicable, Business Associate shall not Use or Disclose PHI that is Genetic Information for underwriting purposes, as defined at 45 C. F. R. S 164. 502(a)(5), conducted on behalf of Covered Entity.

12. No Offshoring of PI-11. Neither Business Associate nor its subcontractor(s), if any, shall provide the services contemplated under the MOA or Access, Use and Disclose any PHI outside of

the Continental United States unless Covered Entity provides its express written consent, which may be unreasonably withheld.

13. Audits, Inspection and Enforcement. Within fifteen (15) days of a written request by Covered Entity, Business Associate and its agents or subcontractors, if any, shall allow Covered Entity to conduct a reasonable inspection of its facilities, systems, books, records, agreements, policies and procedures relating to the Use or Disclosure of PHI and the implementation of appropriate security safeguards pursuant to this Addendum for the purpose of determining whether Business Associate has complied with this Addendum; provided, however, that: (a) Business Associate and Covered Entity shall mutually agree in advance upon the scope, timing and location of such an inspection; (b) Covered Entity shall protect the confidentiality of all confidential and proprietary information of Business Associate to which Covered Entity has access during the course of such inspection; (c) Covered Entity shall execute a nondisclosure agreement, upon terms mutually agreed upon by the parties, if requested by Business Associate; and (d) such inspection shall not occur more than once annually or, in the event of a Breach described in Section D (4) of this Addendum, within thirty days of the Breach in question. The fact that Covered Entity inspects, or fails to inspect, Business Associate's facilities, systems, books, records, agreements, policies and procedures does not relieve Business Associate of its responsibility to comply with this Addendum, nor does Covered Entity's: (i) failure to detect; or (ii) detection, but failure to notify Business Associate or require Business Associate's remediation of any unsatisfactory practices, constitute acceptance of such practice or a waiver of Covered Entity's enforcement rights under this Addendum.

14. Standard Transactions. If Business Associate conducts in whole or in part Standard Transactions for or on behalf of Covered Entity, Business Associate shall comply with the Standard Transaction Rule.

15. De-Identified Information. Business Associate may st01'e, analyze, access and use components of PHI that have been de-identified in accordance with 45 C. F. R. S 164. 514 and that do not contain any PHI or Individually Identifiable Health Information, provided that any such use is consistent with applicable law.

F. Disclosure of PHI to Covered Entity. Covered Entity makes the following representations to Business Associate:

1. Certification and Adequate Separation. Covered Entity hereby certifies that it:

(i) will use and disclose PHI it receives from Business Associate only to perform the its administrative functions;

(ii) has implemented procedures to provide for adequate separation between employees of Covered Entity who have access to PHI received from Business Associate to perform its administrative functions and all other employees of Covered Entity;

(iii) has safeguards in place, and satisfies all other requirements under law with respect to any PHI and Electronic PHI it receives from Business Associate; and

(iv) will take all other action necessary to comply and continue to comply with the Privacy and Security Rules or the HITECH Act which are necessary to permit Business Associate to disclose PHI to Covered Entity consistent with this Addendum.

2. Additional Representations.

(i) Covered Entity will notify Business Associate immediately if any of its representations in this Section are no longer true.

(ii) Covered Entity will not request PHI from Business Associate, or request Business Associate to use or disclose PHI, beyond what is minimally necessary to accomplish the intended purpose or in any other manner not permitted under the MOA, this Addendum, the Privacy and Security Rules or the HITECH Act.

3. Minimum Necessary Disclosure. Except in the case of disclosure of PHI to Covered Entity pursuant to a HIPAA-compliant authorization, Business Associate will make reasonable efforts to insure that the amount of PÆ disclosed to Covered Entity in accordance with this Section will be the minimum amount

of

necessary to accomplish the intended purpose, as required, but subject to the exceptions provided under 45 CFR S 164. 502(b).

G. Term and Termination.

1. Term. This Addendum shall become effective on the Effective Date of the MOA and shall continue until terminated by Covered Entity or the MOA expires or is terminated. In addition, certain provisions and requirements of this Addendum shall survive its expiration or other termination of this Addendum as noted herein.

2. Material Breach. A breach by Business Associate of any material provision of this Addendum, as determined by Covered Entity, shall constitute a material breach and shall provide grounds for immediate termination of the MOA by Covered Entity.

3. Reasonable Steps to Cure Breach. If Covered Entity knows of a pattern of activity or practice of Business Associate that constitutes a material breach or violation of Business Associate's obligations under the HIPAA Rules or the provisions of this Addendum and does not terminate the Addendum, then Business Associate shall take reasonable steps to cure such breach or end such violation, as applicable. If Business Associate's efforts to cure such breach or end such violation are unsuccessful, Covered Entity shall either: (a) terminate this Addendum and the MOA, if feasible; or (b) if termination of this Addendum and the MOA is not feasible, Covered Entity shall report Business Associate's breach or violation to the Secretary. The obligations set forth in this Section are reciprocal and shall apply to Business Associate if it knows of a pattern of activity or practice of Covered Entity that constitutes a violation of Covered Entity's obligations under the HIPAA Rules and Business Associate shall cause this obligation to apply to its subcontractors, if permitted under the MOA.

4. Judicial or Administrative Proceedings. Either party may terminate this Addendum and the MOA, effective immediately, if: (a) the other party is named as a defendant in a criminal proceeding for a violation of the I-IIPAA Rules or applicable state law; or (b) a finding or stipulation that the other party has violated any standard or requirement of the HIPAA Rules or applicable state laws is made in any administrative or civil proceeding in which the party has been named.

5. Effect of Termination. Upon termination of this Addendum for any reason, Business Associate shall return or destroy all PI---II that Business Associate or its agents or subcontractors, if any, still maintain in any form and shall retain no copies of such PHI. If return or destruction is not feasible, Business Associate shall continue to extend the protections of Sections C, D and E of this Addendum to such PHI, limit further Use of such PHI to those purposes that make the return or destruction of such PHI infeasible and retain such PHI for six years from the date this Addendum terminates. If Business Associate elects to destroy the PHI, Business Associate shall cause one of its authorized corporate officers to certify in writing to Covered Entity that such PHI has been destroyed. This provision shall survive the termination of this Addendum for any reason.

H. Miscellaneous.

1. Amendments. Any amendment to this Addendum needed to comply with the HIPAA Rules, shall be adopted automatically, without need for the parties' signatures, and deemed incorporated into this Addendum as of the compliance date of the applicable HIPAA Rules.

2. Ambiguity. Any ambiguities in this Addendum or its defined terms shall be resolved in favor of a meaning that promotes the parties' compliance with the HIPAA Rules.

3. Survival. The confidentiality and security obligations hereunder are perpetual and shall survive the termination of the MOA or this Addendum for any reason.

of

4. Disclaimer. Each party is solely responsible for all decisions it makes regarding the Use, Disclosure and safeguarding of PI--II.

5. No Agency. The parties agree and acknowledge that Business Associate is an independent contractor, and it is not the intention of either party, whether expressed or implied, to create an agency relationship under the Federal Common Law of Agency.

Norwalk Department of Police Service

Memo

To:	Common Council and Public Safety and General Government Committee
From:	Deputy Chief Melissa Lepore
CC:	
Re:	Vector Solutions, Frontline Public Safety Software purchase.
Date:	June 18, 2026

The Norwalk Police Department (NPD)is requesting the purchase of Vector Solutions, Frontline Public Safety software by means of a noncompetitive procurement justification form. The Vector Solutions is the sole source provider of Frontline Public Safety Software for officer training records and field training officers.

Connecticut Police Officer Standard and Training (POST) Council currently uses Acadis software which interfaces with Frontline allowing us to communicate training records with greater ease. At this time, there is no other company that interfaces with Acadis. Frontline software will allow NPD to collect, store, and track all training data, decreasing the need for paper documentation, while facilitating our ability to demonstrate compliance and officer certifications.

Due to the increasing need for a variety of training requirements as mandated by state, federal, and local governing bodies, NPD is required to keep thorough records for all 183 sworn officers and 35 civilian personnel. These records are utilized through audits, record requests, and accreditation requirements.

We are requesting the following authorization:

1. Authorize the Norwalk Police Department to utilize a Noncompetitive Procurement Justification Form with Vector Solutions, Frontline Public Safety Software for the purchase of training software with a one-year support subscription commencing on July 1, 2026 and ending on June 30, 2027. The total amount is $13,490.00. Funding is currently available in Munis account #013022-5329.

DEPT OF FINANCE - Purchasing Department

NONCOMPETITIVE PROCUREMENT JUSTIFICATION FORM

DATE: 6/2/2026 **DEPARTMENT:** Police

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

Check One:

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

TOTAL COST: $13,490.00 **MUNIS Account:** 013022-5329

VENDOR: Frontline - Target Solutions Learning (Vector)

Purchasing Agent Signature	The Purchasing Agent		Department Head Signature
Sharon Conners Digitally signed by Sharon Conners Date: 2026.06.10 11:40:53 -04'00'	☒	Supports	
Purchasing Agent Name	☐	Does Not Support	Department Head Name
Date	☐	Single Source Requires Common Council Authorization (in excess of $20,000.00)?	Date 6/3/26

JUSTIFICATION:

Frontline Public Safety Solutions is the sole source provider of the "My Frontline:" One Login Solution. Each module can be seamlessly accessed & managed with the one login page. The modules are standalone, web-based solutions offering independent customization options for each module to fit an agency's needs. We are the only provider of such services, that does not require the purchase of additional equipment/software to perform these tasks with a centralized login screen.

Purchasing Agent Review and Comments: It is not NCP #3, this is new equipment/ service to NPD. This request requires IT Security Review prior to CC Committee and CC review and authorization due to the multi-year commitment of funds

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

Vendor 1: _____

Vendor 2: _____

EMERGENCY: Explain in detail the nature of the emergency

VectorSolutions | FRONTLINE PUBLIC SAFETY

Quote ID
Q-537818

Valid Until
Saturday, July 4, 2026

Contact Name
Shawn O'Leary

TargetSolutions Learning, LLC Order Form
Schedule A

Date: Thursday, June 4, 2026

Client Information

Client Name: Norwalk Police Department (CT)	
Address: 1 Monroe Street Norwalk, CT 06854	
Primary Contact Name: Joseph Dinho	**Primary Contact Phone:** 203-854-3053

Agreement Term

Effective Date: 07/01/2026	**Initial Term:** 12 months

Invoicing Contact Information (Please fill in missing information)

Billing Contact Name:		
Billing Address: 1 Monroe Street Norwalk, Connecticut 06854	**Billing Phone:** **Billing Email:**	
PO#:	**Billing Frequency:** Annual	**Payment Terms:** Net 30

Annual Fee(s)

Product Code	Product	Description	Minimum Annual Commitment	Price	Sub Total
FL-FTOTracker	FTO Tracker	Comprehensive tool that streamlines the Field Training Officer process by organizing evaluations, tracking trainee development, and standardizing training documentation.	50	$2,150.00	$2,150.00
FL-TrainingTracker	Training Tracker	Comprehensive software that helps agencies manage, track, and ensure compliance with training requirements for law enforcement, dispatch, and public safety personnel.	183	$11,340.00	$11,340.00

Annual Total: $13,490.00

One-Time Fee(s)

Product Code	Product	Description	Qty	Price	Sub Total

One-Time Total: $0.00

Total (including Annual and One-Time): $13,490.00

This is not an invoice.

Order Form Terms and Conditions.

1. Additional Named Users added after the Effective Date (e.g., Named Users above the Minimum Annual Commitment) will be invoiced at the per Named User rate stated in the Order Form, on a prorated basis determined by the date such Users are added during the contract year. Such Additional Named Users shall be invoiced at the contracted per Named User fee for subsequent contract years during the Term.
2. Fees during the Initial Term shall be increased by 5.0% per contract year.
3. All undisputed invoices are due and payable Net 30 days after invoice date ("Due Date"). Any fees unpaid for more than 10 days past the Due Date shall bear interest at 1.5% per month or the highest applicable rate permitted by law.
4. **AUTOMATIC RENEWAL. UNLESS OTHERWISE AGREED OR WHERE PROHIBITED BY APPLICABLE LAW OR REGULATION, UPON EXPIRATION OF THE ABOVE INITIAL TERM, THIS AGREEMENT WILL RENEW**

FOR A RENEWAL TERM EQUAL TO THE INITIAL TERM AT VECTOR SOLUTIONS' THEN CURRENT FEES, UNLESS NOTICE IS GIVEN BY EITHER PARTY OF ITS INTENT TO TERMINATE THE AGREEMENT AT LEAST SIXTY (60) DAYS PRIOR TO THE SCHEDULED TERMINATION DATE.

Additional Terms and Conditions

1. This Order Form is governed by the Master Software as a Service Agreement at https://www.vectorsolutions.com/master-software-as-a-service-agreement/ (the "Governing Contract"). Capitalized terms not otherwise defined in this Order Form have the meanings assigned to them in the Governing Contract.
2. To the extent any term(s) of the Governing Contract and this Order Form conflict, the term(s) of this Order Form will supercede the conflicting term(s) of the Governing Contract.
3. This Order Form will become effective when signed by both Parties. Unless both Parties sign this Order Form, the pricing and terms offered in this Order Form expire on the Offer Expiration Date stated above.
4. This Order Form and the pricing terms herein are specific to You and shall be considered Our Confidential Information. To the extent shared with any permitted third parties pursuant to the confidentiality terms between the Parties, such third party shall be bound by terms that prohibit their use of the information for any purpose beyond providing services to You, including restricting their use of the information in any aggregated or anonymized format.
5. IF YOU ARE LOCATED OUTSIDE THE UNITED STATES, Your data, including Your and Your End Users' personally-identifiable data, will be exported to the United States to enable us to administer, operate and process the Services.

To proceed, please sign this Order Form

Signatures

Each undersigned hereby represents that he/she is an authorized representative of the respective Party, and is authorized to commit the respective Party to all terms and conditions in this Order Form, and each undersigned acknowledges that the Parties rely on such representation in their agreements set forth in this Order Form.

Target Solutions Learning, LLC d/b/a Vector Solutions
4890 W. Kennedy Blvd, Suite 300
Tampa, FL 33609

By: _____

Printed Name: _____

Title: _____

Date: _____

Norwalk Police Department (CT)
1 Monroe Street
Norwalk, CT 06854

By: _____

Printed Name: _____

Title: _____

Date: _____

FRONTLINE
PUBLIC SAFETY SOLUTIONS

2/27/2026 Norfolk Police Department

To whom it may concern,

Frontline Public Safety Solutions is the sole source provider of the "My Frontline" One Login Solution. Each module can be seamlessly accessed & managed with the one login page. The modules are standalone, web-based solutions offering independent customization options for each module to fit an agency's needs. We are the only provider of such services, that does not require the purchase of additional equipment / software to perform these tasks with a centralized login screen.

Brief explanation of each module below.

Training Tracker - Consolidates employee training records into one program. This includes viewing each employee's training history and status including training hours, training courses attended, mandates, certificates & expenses.

FTO Tracker - Customize DOR's to meet agency requirements. Our form wizard allows you to create categories, questions, and select a point system to help measure your trainee's performance. You can view graphs that break down their progress from a total score down to each individual question. Customize and manage trainee checklist to ensure that all phases are completed. Robust reporting features with digital signatures and verification.

Because **Acadis** operates within the Vector/Frontline ecosystem, we are uniquely positioned as the only provider that can deliver a seamless, fully supported integration into Acadis—eliminating third-party risk and ensuring alignment across your systems.

Sincerely,

Paige Kransberg

Paige Kransberg

Sales Director

Paige.kransberg@vectorsolutions.com

CITY OF NORWALK

CITY HALL
125 EAST AVENUE, P.O. BOX 5125
NORWALK, CONNECTICUT 06856-5125

LAW DEPARTMENT

TELEPHONE
(203) 854-7750
FACSIMILE
(203) 854-7901

May 29, 2025

Via FedEx: 8185 5738 0930
Norwalk Aerie, No. 588 Fraternal Order of Eagles, Inc.
6 Mott Avenue
Norwalk, CT 06850-3307

Re: ***Parking Lease by and between Norwalk Arie, No. 588 Fraternal Order of Eagles, Inc., as Landlord, and the City of Norwalk, as Tenant dated May 11, 2023 (the "Lease").***

Dear Mr. Miller:

Pursuant to Section 4.1 of the Lease, the City of Norwalk hereby gives notice of its election to renew the Lease for a period of One (1) year commencing on July 1, 2025 and ending on June 30, 2026 on the same terms and conditions as the Initial Term.

If you have any questions or concerns regarding this notice, please do not hesitate to contact me at (203) 854-7915.

Sincerely,

Darin L. Callahan
Assistant Corporation Counsel

Cc: ***Via email:*** *herbsan@optonline.net*
Herb Sanford

Via email: *sharris@norwalkpl.org*
Sherelle Harris

Via Email: *LDaniels@norwalkct.gov*
Lamond Daniels

LIBRARY PARKING 3
30 Spaces
11 Spaces
LIBRARY PARKING 2
LIBRARY PARKING 1
1—36 Regular
1– Handicap
1– Van Accessible

PARKING LEASE

THIS LEASE, made the 11 day of May, 2023 (the "Effective Date"), by and between, **NORWALK AERIE, NO. 588 FRATERNAL ORDER OF EAGLES, INC.**, a civil and social organization and existing under the laws of the State of Connecticut, having a principal place of business located at 6 Mott Avenue, Norwalk, Connecticut, acting herein through Thomas J. Miller, its President, duly authorized (the "Landlord"), and **CITY OF NORWALK**, a municipal corporation organized and existing under the laws of the State of Connecticut, having a principal place of business located at 125 East Avenue, Norwalk, Connecticut, acting herein through Harry W. Rilling, its Mayor, duly authorized (the "Tenant". The Landlord and Tenant hereinafter referred to collectively as the "Parties" and individually as the "Party."

WHEREAS, the Landlord is the owner of certain real property and parking lot known as 6 Mott Avenue, Norwalk, Norwalk, CT (the "Premises") designated as M/B/L 01/35/04 on the Norwalk Tax Assessor's Records; and

WHEREAS, the Landlord and Tenant desire to enter a lease for a portion of the parking area on the Premises, as more particularly shown and described in Schedule A, attached hereto and made a part hereof upon the terms and conditions hereinafter set forth;

NOW, THEREFORE, in return for good and valuable consideration to each party in hand paid by the other, receipt of which is hereby acknowledged, and in further consideration of the mutual covenants herein contained, the Parties agree as follows:

1. Demised Premises. In consideration of the rents and covenants herein reserved and contained on part of the Tenant to be paid, performed, and observed, the Landlord does hereby demise and lease unto the Tenant during the Permitted Hours (defined in Section 3 herein), exclusively, the a portion of the parking area of the Premises consisting of thirty (30) parking spaces in that certain area located on the Premises identified in Schedule A hereto (the "Parking Spaces"), together with, non-exclusively, such other portions of the Premises designed or otherwise intended for vehicular and pedestrian ingress and egress to and from said Parking Spaces (the "Common Areas") for the Permitted Uses. The Parking Spaces and Common Areas hereinafter referred to collectively as the "Demised Premises."

2. Permitted Uses and Hours. The Tenant, its employees, guests and invitees, shall be permitted to use the Demised Premises for parking during the Permitted Hours relating to Tenant's operation of its public library at 1 Belden Avenue, Norwalk, Connecticut (the "Permitted Uses"). The "Permitted Hours" shall mean the hours set forth in Schedule B. The Tenant shall be responsible for the enforcement of parking hours.

3. Rent. The annual total rent hereunder shall be **TWELVE THOUSAND SIX HUNDRED DOLLARS AND 00/100 CENTS ($12,600.00)** (the "Rent"), payable in equal monthly installments of One Thousand Fifty Dollars and 00/100 Cents ($1,050.00) on or before the first day of each month commencing on the Commencement Date. The "Commencement Date" shall mean July 1, 2023, the date which the Tenant may commence occupying the

Demised Premises as set forth herein.

4. Term.

4.1. The Demised Premises is leased for an initial term of two years commencing on the Commencement Date and ending two (2) years therefrom (the "Initial Term"). Except as otherwise provided in Section 4.2, the Tenant shall have three (3) renewal options (the "Option") for this Lease, each for a period of one (1) year each (each, a "Renewal Term") by providing written notice no later than thirty (30) days directly preceding the end of the Initial Term or Renewal Term, as applicable, on the same terms and conditions as the Initial Term.

4.2. The Landlord may initiate renegotiation of Rent applicable to the Renewal Term (the "Adjusted Rent") by providing written notice thereof to the Tenant no more than one hundred and eighty (180) days but no less than one hundred and fifty (150) days prior to the expiration of the Initial Term. Said notice shall state the Adjusted Rent. The Tenant shall have thirty (30) days from said notice (the "Acceptance Period") to accept, subject to all required public approvals, the Adjusted Rent by providing written notice to the Landlord. In the event that the Tenant accepts the Adjusted Rent, it may exercise its Option to extend the term on the Lease on the same terms and conditions as the Initial Term except for Rent which shall be the Adjusted Rent. In the event that the Tenant does not accept the Adjusted Rent within the Acceptance Period, the Landlord shall have the option to terminate the Lease at the end of the Initial Term by providing the Tenant written notice thereof within thirty (30) days from the expiration of the Acceptance Period in which case the Tenant's Option shall be void.

5. Maintenance and Repair. The Landlord shall be responsible, at its sole cost and expense, (i) for maintenance and repair of the Demised Premises to the condition which exists at the Effective Date of this Lease, reasonable wear and tear excepted, and (ii) removal of all snow and ice from the Demised Premises.

6. Alterations. Tenant shall not make any alterations to the Demised Premises without the written consent of the Landlord, which shall not be unreasonably withheld, conditioned, delayed or denied. Notwithstanding the foregoing, the Tenant shall not need Landlord's consent to locate on the Premises commercially reasonable signage in commercially reasonable locations notifying the general public of the availability and location of the Parking Spaces.

7. Events of Default by Tenant. The following shall be an "Event of Default" of the Tenant: (i) Tenant's failure to pay Rent due under this Agreement within five (5) business days of written notice thereof that payment has not been received by Landlord by its due date; (ii) Tenant's failure to cure within thirty (30) days after written by Landlord of Tenant's non-compliance with any other obligation under this Agreement, except that, in the case of an obligation not reasonably capable of being cured within thirty (30) days (determined without regard to the cost or ability to pay for compliance), the Tenant will not be in default as long as the Tenant has commenced the cure of the non-compliance reasonably promptly after the notice and is continuously thereafter diligently proceeding to and does complete the cure within a

commercially reasonable time; (iii) Tenant abandons, vacates or deserts the Demised Premises; (iv) in the event of the insolvency or bankruptcy of either Party, or the filing of any petition under the bankruptcy statute, voluntarily or involuntarily and whether or not resulting in an adjudication in bankruptcy, provided that involuntary filings shall be a default only if not dismissed within thirty (30) days of the date of its filing; or (v) in the event of a partial or general assignment for the benefit of a creditor by either Party. Upon the occurrence of an Event of Default by the Tenant, Landlord shall have the right to terminate this Lease and recover possession of the Demised Premises.

8. Indemnification.

8.1. Tenant agrees and hereby does indemnify and hold harmless the Landlord from and against any and all third party demands, claims, damages, losses, and expenses (including reasonable counsel's fees) (collectively, the "Claims") arising out of (i) personal injuries (including death) and any damage to property, real or personal, caused by the negligent acts or omissions of the Tenant, or the negligent acts or omissions of the Tenant's employees, guests, invitees or subcontractors, except to the extent that such Claims were caused by the negligent acts or omission of the Landlord, or negligent acts or omissions of the Landlord's employees, guests, invitees, subcontractors, or other tenants, or (ii) a material misrepresentation of the representations made herein by the Landlord .

8.2. Landlord agrees and hereby does indemnify and hold harmless the Tenant from and against any and all third party demands, claims, damages, losses, and expenses (including reasonable counsel's fees) (collectively, the "Claims") arising out of personal injuries (including death) and any damage to property, real or personal, caused by the negligent acts or omissions of the Landlord, or negligent acts or omissions of the Landlord's employees, guests, invitees, subcontractors, or other tenants, except to the extent that such Claims were caused by the negligent acts omission of the Tenant, or the Tenant's employees, guests, invitees or subcontractors.

9. Insurance. Each Party agrees to obtain at its own cost and expense all insurance required by the Insurance Rider attached hereto and incorporated herein as Schedule C, and to keep the same in continuous effect for a period of two (2) years following the termination of this Lease. Before the Commencement Date, each Party shall provide the other Party a certificate of insurance, and shall thereafter provide renewal certificates, as appropriate, evidencing such coverage written by a company licensed in the State of Connecticut.

10. Assignment and Subletting. Tenant may not, without Landlord's approval, assign or in any manner transfer this Lease or any estate, interest or benefit herein, or sublet the Demised Premises or any part or parts therefore.

11. Quiet Enjoyment. The Landlord covenants with the Tenant that Landlord has good right to lease the Demised Premises in manner aforesaid, and that Landlord will suffer and permit Tenant to occupy, possess and enjoy the Demised Premises during the term aforesaid, without hindrance or molestation from Landlord or any person claiming by, from or under Landlord, provided that the Tenant is in compliance with (i) the terms of this Lease, (ii) all laws,

rules, regulations and ordinances and (iii) all rules and regulations that Landlord reasonably imposes, in an non-discriminatory manner, on the use of the Demised Premises from time to time.

12. Acceptance of Demised Premises. Tenant agrees that it has inspected the Demised Premises, and the Landlord has made no representations upon which Tenant relies which are not embodied in this Lease, and that the Demised Premises is leased in their present condition as of the Effective Date.

13. No Waste. The Tenant will commit no waste upon the Demised Premises, nor suffer the same to be committed thereon, nor injure nor misuse the same; and also that Tenant will not use the same for any purpose but that hereinbefore authorized, without written permission from the Landlord, but will deliver up the same at the expiration of the tenancy in as good condition as it is now in, ordinary wear, damages by the elements or other unavoidable casualties excepted.

14. Hold Over. Tenant agrees that in case the Tenant shall, without the written consent of the Landlord endorsed hereon, or on the duplicate hereof, at any time hold over the Demised Premises, beyond the period above specified as the termination of this Lease, then the Tenant shall hold the Demised Premises upon the same terms as a month-to-month tenant, and under the same stipulations and agreements as are in this Lease contained, and no holding over by the Tenant shall operate to renew this Lease without such written consent of the Landlord.

15. Brokerage. Each Party represents and warrants to the other Party that it has not dealt with any broker or finder in connection with the transactions herein contemplated and each Party agrees to indemnify, defend and hold harmless the other Party from and against any and all manner of claims, including, but not limited to, reasonable attorneys' fees and expenses incurred by the other Party and arising out of any claim by any broker or finder if it is ultimately determined that either party has dealt in contravention of its representation and warranty.

16. Subordination. Tenant's interest hereunder shall be subordinate to any mortgage or collateral assignment of leases and rentals affecting the Demised Premises, granted to any mortgage holder now or anytime in the future to secure any obligations of the Landlord to any such mortgage holder. Upon request of any such mortgage holder, the Tenant agrees to promptly execute and deliver any and all documents subordinating the Tenant's rights under this Lease as aforesaid.

17. General Provisions.

17.1. Compliance with Law. The Parties hereto shall, in the performance of this Lease, comply with and conform to all the laws of the State of Connecticut, and the by-laws, rules and regulations of the City of Norwalk, relating to health, nuisance, fire, highways and sidewalks, so far as the Demised Premises are, or may be concerned.

17.2. Notices. All written notices required herein shall be sent to the respective addresses set forth below (or to such other addresses as the respective parties hereto may

designate in writing) and shall be effective one (1) day after being deposited by recognized express courier when sent overnight priority, or five (5) days after being post marked when sent by certified mail, postage prepaid:

To Landlord: Norwalk Aerie, No. 588 Fraternal Order of Eagles, Inc.
6 Mott Avenue
Norwalk, CT, 06850-3307

To Tenant: Economc and Community Development
City of Norwalk
125 East Avenue, PO Box 5125
Norwalk, Connecticut 06856-5125

With copies to: Office of Corporation Counsel
125 East Avenue, Room 237
PO Box 5125
Norwalk, Connecticut 06856-5125

17.3. Invalidity. If any provision of this Lease or the application of it to any person or circumstances shall to any extent be invalid or unenforceable, the remainder of this Lease, or the application of such provision to persons or circumstances other than those as to which it is invalid or unenforceable, shall not be affected, and each provision of this Lease shall be valid and be enforced to the fullest extent permitted by law.

17.4. Governing Law. This Agreement shall be governed by and construed in accordance with the laws of the State of Connecticut.

17.5. Conflicts of Interest. No member, official, or employee of the Landlord shall have any personal interest, direct or indirect, in this Lease, nor shall any member, official, or employee participate in any decision relating to this Lease which affects his or her personal interests or the interests of any other entity or person in which he or she is directly or indirectly, interested. No member, official, or employee of the Tenant shall be personally liable to the Landlord, its successors and assigns, or anyone claiming by, through or under the Tenant or any successor in interest to the Demised Premises, in the event of any default or breach by the Tenant or for any amount which may become due to the Tenant, its successors and assigns, or any successor in interest to the Demised Premises, or on any obligation under the terms of this Lease.

17.6. Waiver. Failure of a Party to enforce any provision of this Lease shall not be construed as, nor shall I constitute, a waiver of that Party's right to enforce any provision of the Lease in the event of subsequent or continuing breach of the other Party.

17.7. Counterparts. This Lease may be executed in counterparts, each of which shall be deemed an original, and such counterparts when taken together shall constitute one Lease.

17.8. Binding Effect. The covenants and agreements herein contained shall be binding upon and inure to the benefit of the Parties hereto and their respective heirs, executors, administrators, successors and assigns.

17.9. Interpretation. Unless otherwise specified, the words "include" and "including' and words of similar import shall be deemed to be followed by the words "but not limited to" and the word "or" shall be "and/or." Wheresoever used herein, the singular shall include the plural, the plural the singular, and the use of any gender shall be applicable to all genders.

17.10. Cumulative Remedies. The Parties right and remedies set forth herein are cumulative and in addition to any other right or remedies provided by law or in equity, and not in substitution for them.

17.11. Notice of Lease. Each Parties shall execute and deliver to the other Party a Notice of Lease conforming to Conn. Gen. Stat. § 47-19 for recordation on the land records in the Town Clerk's Office for the City of Norwalk, Connecticut.

17.12. Representations. Each Party represents to the other Party the following (i) that it is a legally existing entity under the laws of the State 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; (ii) that it has the financial resources to perform this Lease and that it is not the subject of any litigation or action, pending or threatened, regarding this Lease or which, if resulting in an adverse decision, would affect its ability to perform its duties under this Lease; (iii) 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 Lease and to assume the responsibilities and obligations created hereunder; and (iv) that this Lease is duly executed and delivered by an authorized corporate officer, in accordance with such officer's powers to bind the applicable Party hereunder, and constitutes a valid and binding obligation enforceable in accordance with its terms, conditions and provisions. The Landlord further represents the lease agreement recited in Volume 7529, Page 103 of the Norwalk Land Records was terminated by mutual agreement of the parties to said lease over five (5) years ago.

[Signature Page Follows on Next Page]

IN WITNESS WHEREOF, the Parties hereto have hereunto set their hands and seals, and to a duplicate of the same tenor, the day and year first above written.

Signed, Sealed and Delivered
in the presence of

NORWALK AERIE, NO. 588 FRATERNAL ORDER OF EAGLES, INC.

By: _____
Name: Thomas J. Miller
Title: President, Duly Authorized

STATE OF CONNECTICUT)
) ss: Norwalk
COUNTY OF FAIRFIELD)

On this 10th day of May, 2023, before me, the undersigned officer, personally appeared, Thomas J. Miller, known to me to be the person whose name is subscribed to the within and acknowledged that he, being duly authorized, executed the same for the purposes therein contained.

IN WITNESS WHEREOF I hereunto set my hand.

_____
Notary Public

SANDRA H MILES
NOTARY PUBLIC, STATE OF CONNECTICUT
MY COMMISSION EXPIRES 7.31.26

IN WITNESS WHEREOF, the Parties hereto have hereunto set their hands and seals, and to a duplicate of the same tenor, the day and year first above written.

Signed, Sealed and Delivered
in the presence of

CITY OF NORWALK

Name: Hon. Harry Rilling
Title: Mayor, Duly Authorized

STATE OF CONNECTICUT)
) ss: Norwalk
COUNTY OF FAIRFIELD)

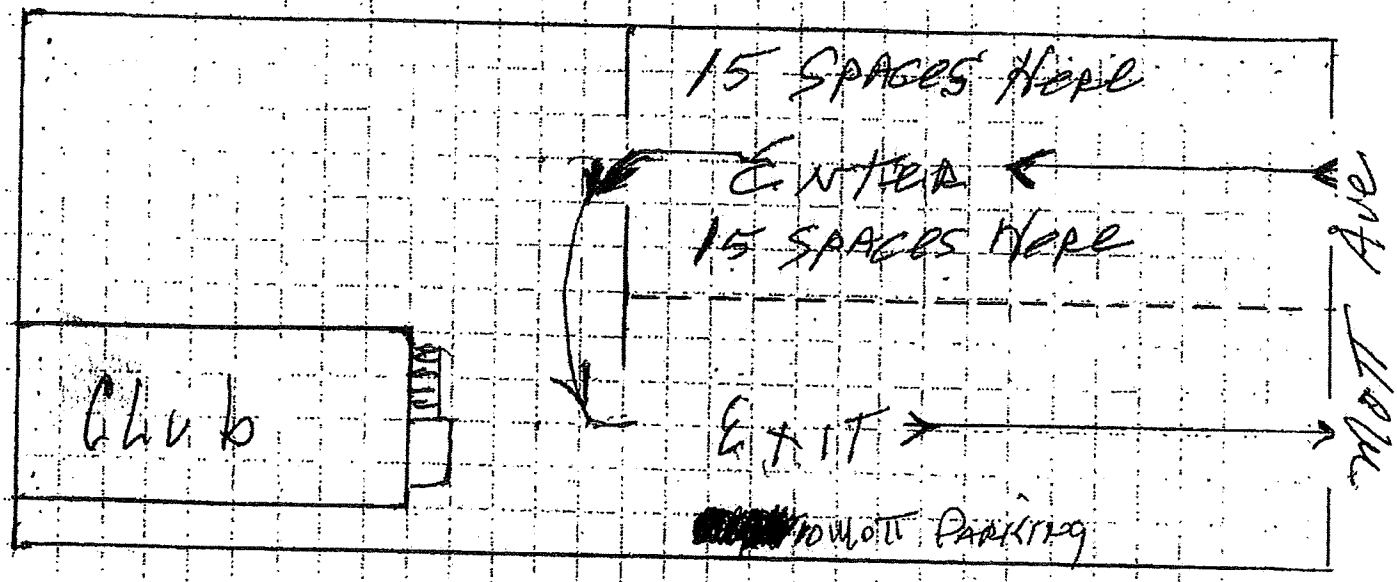
On this 11th day of May, 2023, before me, the undersigned officer, personally appeared, Harry W. Rilling, known to me to be the person whose name is subscribed to the within and acknowledged that he, being duly authorized, executed the same for the purposes therein contained.

IN WITNESS WHEREOF I hereunto set my hand.

Notary Public

SALLY JOHNSON
NOTARY PUBLIC
STATE OF CONNECTICUT
MY COMMISSION EXPIRES JUNE 30, 2027

SCHEDULE A
Demised Premises



Eagles Club Parking lot for Library use.

Exit This Gate

Enter This Gate

SCHEDULE B
Hours of Permitted Use

The regular hour of use shall be as follows:

Day	Starting	Ending:
Monday	10:00 a.m.	5:30 p.m.
Tuesday	10:00 a.m.	5:30 p.m.
Wednesday	10:00 a.m.	8:00 p.m.
Thursday	10:00 a.m.	8:00 p.m.
Friday	10:00 a.m.	5:30 p.m.
Saturday	10:00 a.m.	5:30 p.m.
Sunday	1:00 p.m.	5:00 p.m.

In addition, the Tenant shall be permitted to use the Parking Spaces outside of the regular hours as needed for special events and programming held at the library.

SCHEDULE C
Insurance Rider

Each Party shall provide and maintain insurance coverage relating to the Lease of the Demised Premises in compliance with the following minimum requirements.

Workers' Compensation: With respect to all operations the Party in connection with the performance of the Lease, it shall carry workers' compensation insurance in accordance with the requirements of the laws of the State of Connecticut, and Employer's Liability limits of One Hundred Thousand Dollars ($100,000) coverage for each accident, One Hundred Thousand Dollars ($100,000) coverage for each employee by disease, Five Hundred Thousand Dollars ($500,000) policy limit coverage for disease.

Commercial General Liability: With respect to all operations the Party in connection with the performance of the Lease, 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 the Lease. 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 Party shall carry Automobile Liability insurance providing One Million Dollars ($1,000,000) coverage per accident for bodily injury and property damage.

Acceptability of Insurers: The Party'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.

Deductibles and Self-Insured Retentions: All deductibles or self-insured retentions are the sole responsibility of the respective Party to pay.

Additional Insured: Each Party shall include the other Party as an Additional Insured with respect the activities to be performed by the other Party under the Lease.

Certificate of Insurance: Prior to the commencement of services under the Lease, each Party shall furnish Certificate(s) of Insurance to the other Party. 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 provided prior to expiration but no more than fifteen (15) days after policy renewal. All insurance documents required should be mailed to the City of Norwalk Corporation Counsel and Finance Department (Attn: Risk Manager), 125 East Avenue, P.O. Box 5125, Norwalk, CT 06856-5125.

AMENDMENT NO. 2 TO
AGREEMENT
BY AND BETWEEN
CITY OF NORWALK
AND
FAMILY & CHILDREN'S AGENCY, INC.
TO SERVE AS A MUNICIPAL AGENT FOR THE ELDERLY

THIS SECOND AMENDMENT ("Amendment No. 2") entered into this 1st day of July, 2025, by and between the **CITY OF NORWALK**, acting herein by Harry W. Rilling, its Mayor, duly authorized (hereinafter referred to as the "City"), and **FAMILY & CHILDREN'S AGENCY, INC.**, a corporation organized and existing under the laws of the State of Connecticut, having offices at 9 Mott Avenue, Norwalk, CT 06850, acting herein by Robert Cashel its President and CEO, duly authorized (hereinafter referred to as the "Municipal Agent"). The City and the Municipal Agent hereinafter referred to as the "Parties" and individually as the "Party."

WHEREAS, the Parties entered into an Agreement dated August 2, 2021 (the "Agreement") whereby the Municipal Agent for the pursuant set forth therein;

WHEREAS, the Parties desire amend the Agreement to extend the term for an additional period of one (1) for the compensation stated herein; and

NOW, THEREFORE, in consideration of the mutual covenants and understandings herein contained, the Parties hereby amend the Agreement as follows:

1. The Recitals set forth above are incorporated herein by reference.

2. Capitalized terms used herein but not defined shall have the meaning as ascribed to them in the Agreement.

3. Pursuant to Section 3[C.], the Agreement is hereby extended pursuant to its second extension option for an additional period of one year commencing on July 1, 2025 and ending on June 30, 2026 (the "Second Extension"). For pursuant of clarity, the Second Extension represents Year 5 of the Agreement.

4. Subject to the condition set forth in Paragraph 5 of this Amendment No. 2, the City shall compensate the Municipal Agent for the satisfactory completion of the Services and of all of the Municipal Agent's duties, obligations and responsibilities under this Agreement, subject to additions and deductions as herein provided, the total sum of **ONE HUNDRED SIXTY-THREE THOUSAND DOLLARS AND 00/100 CENTS ($163,000.00)** *during the Second Extension Term* in the manner set forth in the Agreement.

5. The Municipal Agent shall submit to the Director a new Proposed Program Budget consistent in form and substance with the initial Proposed Program Budget set forth in the Municipal Agents Proposal for approval by the Director, said approval not to be unreasonably withheld.

6. This Amendment No. 2 shall be effective on the Effective Date set forth above.

7. Except as expressly modified by this Amendment No. 2, all of the terms and provisions of the Agreement, as previously amended (if applicable), are and will remain in full force and effect and are hereby ratified and confirmed by the Parties. On and after the Effective Date of this Amendment No. 2, each reference in the Agreement, to "this Agreement," "the Agreement," "hereunder," "hereof," "herein," or words of like import and each reference to the Agreement, in any other contracts, documents, or instruments executed and delivered pursuant to, or in connection with, the Agreement, will mean and be a reference to the Agreement, as previously amended and amended herein.

8. This Amendment No. 2 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.

[SIGNATURES ON FOLLOWING PAGE]

Witnesses' signatures:

CITY OF NORWALK

By: Harry W. Rilling
Harry W. Rilling
Its Mayor
Duly Authorized

Date signed: 9/23/25

Signed, Sealed and Delivered
in the Presence of:

Witnesses' signatures

FAMILY & CHILDREN'S AGENCY, INC.

By:
Robert Cashel
Its President & CEO
Duly Authorized

Date signed: 9/19/25

APPROVED AS TO FORM:
OFFICE OF CORPORATION COUNSEL

By: David Callahan/sc

APPROVED AS TO
AVAILABILITY OF FUNDS:

By:
Comptroller/Deputy Comptroller

Date: 9-23-25

SIXTH AMENDMENT TO AGREEMENT

ELL School Based Initiative

THIS SIXTH AMENDMENT TO AGREEMENT, effective as of July 1, 2025 (the "Effective Date") is made and entered into by and between the **CITY OF NORWALK** (the "City"), a municipal corporation organized and existing under the laws of the State of Connecticut, acting herein by Harry W. Rilling, its Mayor, the Norwalk **BOARD OF EDUCATION** the ("Board of Education"), a public school district organized and existing under the laws of the State of Connecticut and acting herein by Dr. Alexandra Estrella, its Superintendent (collectively, the Board and City hereinafter referred to as the "Public Parties"), and the **MID-FAIRFIELD CHILD GUIDANCE CENTER, INC.** ("Mid-Fairfield") a corporation organized and existing under the laws of the State of Connecticut, with a principal place of business at 100 East Avenue, Norwalk, Connecticut, acting herein by Gail Melanson, its Executive Director. The Public Parties and Mid-Fairfield may be referred to collectively herein as the "Parties."

WITNESSETH:

WHEREAS, the City, Board of Education and Mid-Fairfield entered into that certain contract dated January 1, 2020 (the "Initial Agreement")

WHEREAS, the City, Board of Education and Mid-Fairfield amended the said Initial Agreement pursuant to the First Amendment thereto with an effective date of January 1, 2021 (the "First Amendment");

WHEREAS, the City, Board of Education and Mid-Fairfield further amended the Initial Agreement pursuant to the Second Amendment thereto with an effective date of July 1, 2021 (the "Second Amendment");

WHEREAS, the City, Board of Education and Mid-Fairfield further amended the Initial Agreement pursuant to the Third Amendment thereto with an effective date of July 1, 2023 which was a scrivener's error and the Parties hereto acknowledge and agree correct effective date is July 1, 2022 (the "Third Amendment");

WHEREAS, the City, Board of Education and Mid-Fairfield further amended the Initial Agreement pursuant to the Fourth Amendment thereto with an effective date of June 30, 2023 (the "Fourth Amendment");

WHEREAS, the City, Board of Education and Mid-Fairfield further amended the Initial Agreement pursuant to the Fifth Amendment thereto with an effective date of July 1, 2024 (the "Fifth Amendment");

WHEREAS, Initial Agreement, First Amendment, Second Amendment, Third Amendment, Fourth Amendment and Fifth Amendment collectively referred to as the "Agreement;"

WHEREAS, the Term of the Agreement expires on June 30, 2025; and

WHEREAS, the City of Norwalk, the Board of Education, and Mid-Fairfield desire to extend the Agreement until June 30, 2026, upon the terms set forth herein.

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

A. **RECITALS**. The above Recitals are true and correct and are a part of this Amendment.

B. **DEFINITONS**. Except as otherwise provided in this Sixth Amendment, the capitalized terms used herein shall have the meaning ascribed to them in the Agreement.

C. **AMENDMENT TO THE AGREEMENT**. As of the Effective Date of this Sixth Amendment, the Agreement is hereby amended or modified, *mutatis mutandis*, as follows:

1. Section 4.1 of the Agreement is hereby amended by added the following:

> **4.1 Except as otherwise provided in this Agreement, the City shall compensate Mid-Fairfield for performance of the Program Services under this Agreement *during the Sixth Extension Term* in a maximum amount not to exceed the sum of TWO HUNDRED THOUSAND DOLLARS AND 00/100 CENTS ($200,000.00) payable in accordance with the compensation schedule attached hereto as Exhibit C-6. The compensation provided under this Agreement constitutes full and complete payment for all costs and expenses assumed by Mid-Fairfield in performing this Agreement including but not limited to labor, materials, product, tools and machinery, salaries, meetings, and all similar expenses. No costs in excess of this stated amount shall be paid or reimbursed by the City without specific prior written approval of the Director.**

2. Section 5 of this Agreement is hereby amended to extend the Term from July 1, 2025 through June 30, 2026 (the "Sixth Extension Term").

D. **GENERAL PROVISIONS.**

1. This Sixth Amendment shall be effective on the Effective Date set forth above.

2. Except as expressly provided in this Sixth Amendment, all the terms and provisions of the Agreement are and will remain in full force and effect and are hereby ratified and confirmed by the Parties. Without limiting the generality of the foregoing, the amendments contained herein will not be construed as an amendment to or waiver of any other provision of the Agreement or as a waiver of or consent to any further or future action on the part of either Party

that would require the waiver or consent of the other Party. Except as expressly provided in this Sixth Amendment, Mid-Fairfield shall perform the Services on the same terms and conditions pertaining to the Services in the Agreement. On and after the Effective Date of this Sixth, each reference in the Agreement to "this Agreement," "the Agreement," "this Contract," "the Contract," "hereunder," "hereof," "herein," or words of like import and each reference to the Agreement in any other agreements, documents, or instruments executed and delivered pursuant to, or in connection with, the Agreement will mean and be a reference to the Agreement as amended by this Sixth Amendment.

3. This Sixth Amendment 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.

[Signatures follow on next page]

THE MID-FAIRFIELD CHILD GUIDANCE CENTER, INC.

By: _____
Gail Melanson
Its Executive Director
Duly Authorized

Date Signed: 10/23/2025

Witness: _____
Name: Marissa Mangone

Witness: _____
Name: Tiffani Cienik

NORWALK BOARD OF EDUCATION

By: _____
Alexandra Estrella, Ph.D.
Its Superintendent
Duly Authorized

Date Signed: 10/28/2025

Witness: _____
Name: Maura Penotelli

Witness: _____
Name: Jeannette Morales

CITY OF NORWALK

By: _____
Harry W. Rilling
Its Mayor
Duly Authorized

Date Signed: 10/29/25

Witness: _____
Name: 10/29/2025

Witness: _____
Name: _____

APPROVED AS TO FORM:
OFFICE OF CORPORATION COUNSEL

By:_____

APPROVED AS TO
AVAILABILITY OF FUNDS:

By:_____
Comptroller/Deputy Comptroller

Date: 10-24-25

Schedule C-4
Compensation Schedule

A. Compensation: The City shall compensate Mid-Fairfield for each month of Mid-Fairfield performance of the Program Services based on the following schedule:

(i) **Sixteen Thousand Six Hundred Sixty-Six Dollars and 67/100 Cents ($16,666.67)** for the performance of Program Services under this Agreement for the period from July 1, 2025 until July 31, 2025.

(ii) **Sixteen Thousand Six Hundred Sixty-Six Dollars and 67/100 Cents ($16,666.67)** for the performance of Program Services under this Agreement for the period from August 1, 2025 until August 31, 2025.

(iii) Sixteen Thousand Six Hundred Sixty-Six Dollars and 67/100 Cents ($16,666.67) for the performance of Program Services under this Agreement for the period from September 1, 2025 until September 30, 2025.

(iv) Sixteen Thousand Six Hundred Sixty-Six Dollars and 67/100 Cents ($16,666.67) for the performance of Program Services under this Agreement for the period from October 1, 2025 until October 31, 2025.

(v) Sixteen Thousand Six Hundred Sixty-Six Dollars and 67/100 Cents ($16,666.67) for the performance of Program Services under this Agreement for the period from November 1, 2025 until November 30, 2025.

(vi) Sixteen Thousand Six Hundred Sixty-Six Dollars and 67/100 Cents ($16,666.67) for the performance of Program Services under this Agreement for the period from December 1, 2025 until December 31, 2025.

(vii) Sixteen Thousand Six Hundred Sixty-Six Dollars and 67/100 Cents ($16,666.67) for the performance of Program Services under this Agreement for the period from January 1, 2026 until January 31, 2026.

(viii) Sixteen Thousand Six Hundred Sixty-Six Dollars and 67/100 Cents ($16,666.67) for the performance of Program Services under this Agreement for the period from February 1, 2026 until February 28, 2026.

(ix) **Sixteen Thousand Six Hundred Sixty-Six Dollars and 67/100 Cents ($16,666.67)** for the performance of Program Services under this Agreement for the period from March 1, 2026 until March 31, 2026.

(x) **Sixteen Thousand Six Hundred Sixty-Six Dollars and 67/100 Cents ($16,666.67)** for the performance of Program Services under this Agreement for the period from April 1, 2026 until April 30, 2026.

(xi) **Sixteen Thousand Six Hundred Sixty-Six Dollars and 67/100 Cents ($16,666.67)** for the performance of Program Services under this Agreement for the period from May 1, 2026 until May 31, 2026.

Sixteen Thousand Six Hundred Sixty-Six Dollars and 67/100 Cents ($16,666.67) for the performance of Program Services under this Agreement for the period from June 1, 2026 until June 30, 2026.

Compensation payments shall be due Mid-Fairfield on a monthly basis on Net 45 payment terms. Notwithstanding the forgoing, the Parties agree that this Agreement was executed retroactive to July 1, 2025. Any payment due hereunder and not previously paid as of the date last signed by a Party hereto (the, the Signing Date") shall be deemed timely paid within 45 days of the Signing Date.

B. Reimbursable Expenses: [Intentional Omitted]

125 East Avenue
Norwalk, Connecticut 06851

MEMORANDUM

March 18, 2026

TO: Department of Energy & Environmental Protection, Katie Dykes, Commissioner
Norwalk City Council, Joshua Goldstein, President
WestCOG, Francis Pickering, Executive Director
Norwalk Harbor Management Commission, Jeffrey Mangels, Chairman

FROM: Steve Kleppin, AICP, Planning & Zoning Director SK

SUBJECT: **#2026-24 POCD – Amendment to the POCD Incorporating the Strategic Harbor Plan**

The City of Norwalk undertook a planning study to evaluate and potentially optimize operations of the Harbor. The study consisted of four components:

1. Understanding of baseline economic conditions for the broader harbor area
2. Evaluations and recommendations of mooring fields and water taxi potential
3. Evaluation of management and operations of the harbor
4. Study of Street Ends.

More specifically, the study seeks to maximize mooring fields, increase boating activities and increase visitation and economic opportunities within the harbor. The study also evaluates and outlines pros and cons of different management structures for the harbor, which are longer-term considerations. As an adjunct to the study, street ends were studied to determine areas where public access could potentially be provided and identify obstacles that are preventing their use and access today.

In order to codify the plan, we are recommending amending the Plan of Conservation and Development (Citywide Plan) to incorporate the 2016 Norwalk Strategic Harbor Plan. The proposed amendment to the Citywide Plan is outlined below. In accordance with CGS§ 8-23(h) and CGS§ 22a-104(e), we are referring the amendment for your consideration. The Planning and Zoning Commission has tentatively scheduled a hearing on the amendment for June 3, 2026.

Actions	When	Who	Resources
i. **As part of the zoning rewrite, establish zoning and urban design standards for areas with water dependent uses that enhance compatibility with adjacent uses.** Review zoning, adjacent uses, screening and site practices, and transportation.	2019-2022	Planning and Zoning; Redevelopment Agency; NHMC	Staff time; consultant
ii. **Preserve the locations for water dependent uses on the waterfront.** SoNo and East Norwalk near the Walk Bridge, and the Water Street marine businesses cluster are particularly important locations for preservation of water dependent uses.	2019 and ongoing	Planning and Zoning; Redevelopment Agency; NHMC	Staff time
iii. **Explore expansion of water dependent economic development opportunities.**	2019 and ongoing	Economic and Community Development; NHMC; Shellfish Commission	Staff time; possible consultant

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***Proposed Amendment**: Implement Recommendations of the 2026 City of Norwalk Strategic Harbor Plan*

When: 2026-2031
Who: Harbor Management Commission, Economic & Community Development Department, Public Works, Harbor Master
Resources: Staff Time; Grants, City Resources

The draft Strategic Harbor Plan can be viewed at:
https://www.norwalkct.gov/DocumentCenter/View/38634/Compiled-Strategic-Harbor-Plan---2025-12-04_rev_02_26

The Citywide Plan can be viewed at:
https://www.norwalkct.gov/DocumentCenter/View/36676/Norwalk-Citywide-Plan-2025-amend-signed

City of Norwalk Strategic Harbor Study

Executive Summary

The Norwalk Strategic Harbor Study provides a comprehensive, integrated roadmap for strengthening one of the city's most valuable public, economic, and ecological assets. Developed through collaboration between Indigo River, HR&A Advisors, the City of Norwalk, a Steering Committee, and the Harbor Management Commission, the Study brings together technical analysis, stakeholder engagement, and strategic recommendations to guide the long-term future of the harbor. The work encompasses baseline economic and environmental conditions, industrial and management analyses, a moorings strategy, a street ends access study, and a funding roadmap that positions Norwalk to invest in a resilient and inclusive waterfront. A brief summary of each section is provided below.

Understanding Today's Harbor

The Existing Conditions Analysis and Industrial Economic Analysis (**Section 1**) shows a harbor defined by its dual identity as both a working waterfront and a recreational destination. Norwalk benefits from deep-water access, long-standing marine businesses, aquaculture operations, and a strong maritime identity. At the same time, the harbor faces shrinking industrial land, aging infrastructure, workforce shortages, water-quality concerns, and significant vulnerability to sea level rise and storm impacts. Public access remains unevenly distributed, particularly for neighborhoods designated as Environmental Justice communities. These findings informed recommendations related to access, infrastructure, and long-term management.

Moorings and Water Access

The Moorings Study (**Section 2**) identifies opportunities to expand mooring capacity in the inner harbor, outer harbor, and Norwalk Islands, paired with new water taxi operations and improved access points. While physically feasible, expansion requires adequate support services and a sustainable administrative model. The study recommends a modified hybrid management model in which permittees continue to maintain private moorings while the City expands transient moorings, contracts for harbor management services, and establishes a water taxi system. Environmentally sensitive areas around the islands would require low-impact anchoring systems.

Street Ends and Public Access

The Street Ends Study (**Section 3**) evaluated 21 shoreline street ends and identified five potential priority locations—Lowndes Avenue, Knorr Street, 1st Street, 3rd Street, and Cove Avenue—for near-term improvement. These sites offer opportunities to expand equitable public access, particularly in neighborhoods lacking meaningful shoreline connection. Recommendations include ADA-compliant pathways, small-boat access, invasive species removal, living shoreline elements, interpretive signage, and amenities such as seating, bike racks, and wayfinding. Across all street ends, the Study emphasizes safe public access, ecological stewardship, and consistent design standards.

Management and Funding Strategies

The Study provides recommendations for refining management roles across municipal and state entities to improve coordination and decision-making through the Harbor Management Strategy (**Section 4**). The Funding Opportunities Roadmap outlines a strategic path for pursuing federal and state grants to support capital projects, resilience planning, and economic development.

Summary of Public Engagement

Public engagement played a central role in shaping the Study. Over the course of the project, the team conducted multiple focus groups, stakeholder interviews, meetings with the Steering Committee, and public presentations. Common themes included the need for clearer communication among agencies, strong support for expanded public access, concerns over industrial displacement, and interest in water-based recreation. This feedback directly shaped recommendations for access, mooring expansion, and long-term harbor management. Refer to the Appendix for more detailed summaries of public involvement efforts.

Development of the Norwalk Strategic Harbor Study was guided by a comprehensive, multi-format public engagement process conducted by Indigo River and HR&A Advisors throughout spring, summer, and fall 2025. Engagement activities included stakeholder interviews, virtual focus groups, public presentations, recurring meetings with the Steering Committee, and ongoing informal outreach. Input was gathered from a broad cross-section of harbor users—recreational boaters, marine businesses, environmental groups, institutional partners, residents, and community organizations—that directly shaped the Plan's recommendations.

Stakeholder Interviews and Focus Groups

In May 2025, Indigo River facilitated two virtual Recreational Harbor User Focus Groups with boaters, rowing advocates, and residents who regularly access the waterfront. Conversation centered on improving equitable access to the water, particularly in South Norwalk; enhancing maintenance and usability of public docks and launch sites; addressing water-quality concerns following rain events; and expanding opportunities for non-motorized recreation, including kayak access and trail connectivity along the Norwalk River.

During the same period, HR&A Advisors led a Business & Working Waterfront Focus Group with representatives from marinas, marine contractors, material suppliers, and waterfront institutions. Participants emphasized the vulnerability of water-dependent businesses as industrial land transitions to other uses, the ongoing importance of dredging and barge access, and the need to support the skilled workforce that underpins the city's marine economy. These sessions also highlighted rising operational costs and the interdependence between commercial and recreational harbor activity.

For stakeholders unable to participate in scheduled sessions, the project team conducted individual phone interviews and small follow-up discussions to ensure broad representation of perspectives across user groups and neighborhoods.

Public Presentations, Community Input, and Steering Committee Engagement

In addition to targeted focus groups, the project team held several meetings to present draft materials and solicit community and stakeholder feedback. These sessions focused on the Harbor Management Strategy, the Draft Street Ends Study and the Draft Mooring Study, and took place during the summer and fall of 2025. Each meeting included a presentation of findings followed by open discussion and Q&A. Following these events, residents, boaters, businesses, and community organizations contributed additional feedback through emails, phone calls, and informal conversations. This input

informed refinements to site-specific recommendations, adjustments to the draft mooring framework, and updates to maps, access strategies, and implementation guidance.

The project team met with the Steering Committee throughout the planning process. These meetings played a critical role in shaping project direction, contextualizing public and stakeholder feedback, and ensuring alignment with City goals, policy frameworks, and regulatory considerations. The Steering Committee reviewed interim deliverables, discussed emerging issues, and helped guide the evolution of the plan's final recommendations. The Indigo River and HR&A Advisors team greatly appreciate the Steering Committee's time, involvement, and feedback.

Section 1

Understanding Today's Harbor

Existing Conditions Analysis
Industrial Economic Analysis

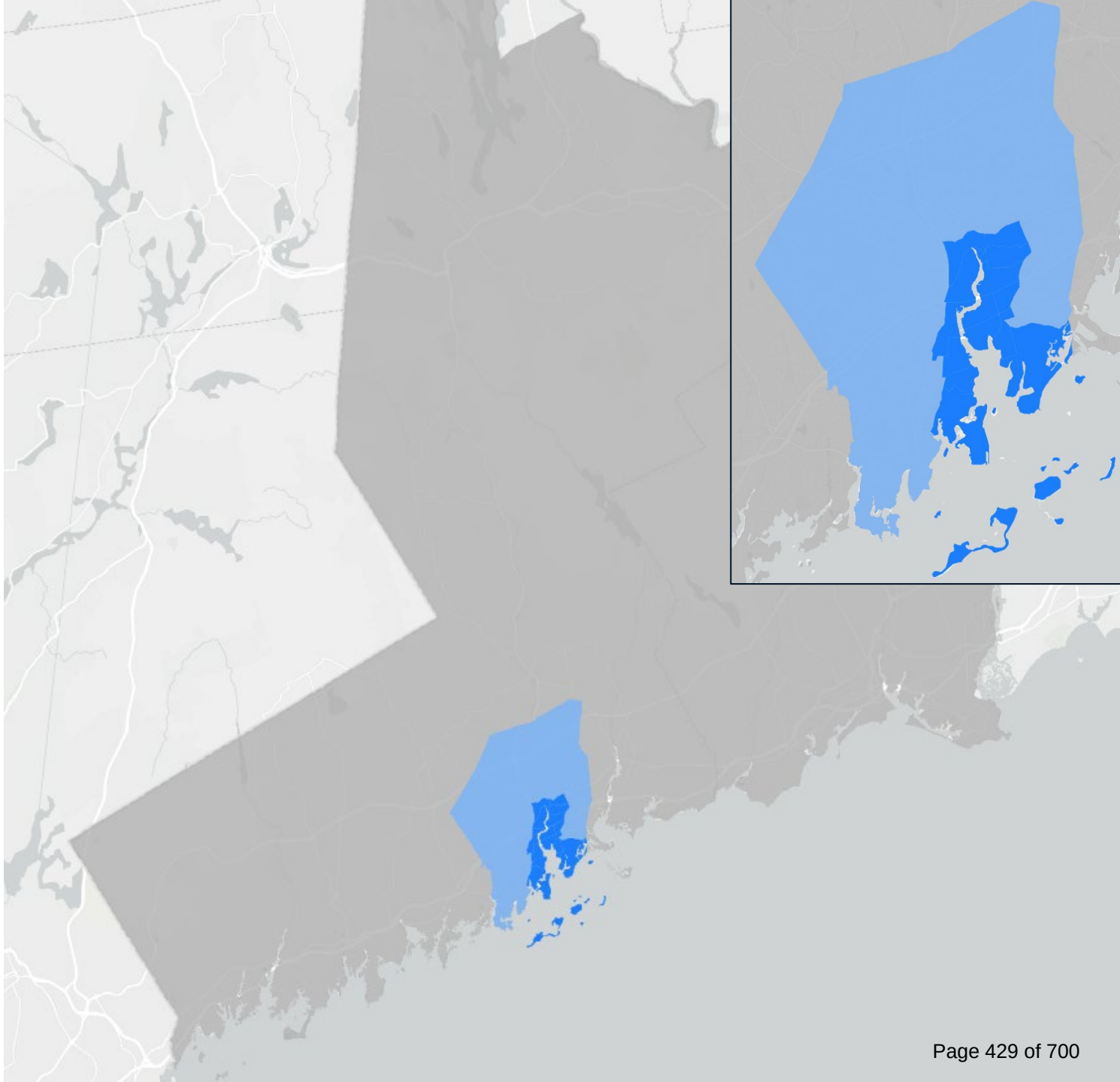
Norwalk Harbor Existing Conditions

June 2026

EXISTING CONDITIONS GEOGRAPHIES FOR DEMOGRAPHIC/INDUSTRY ANALYSIS

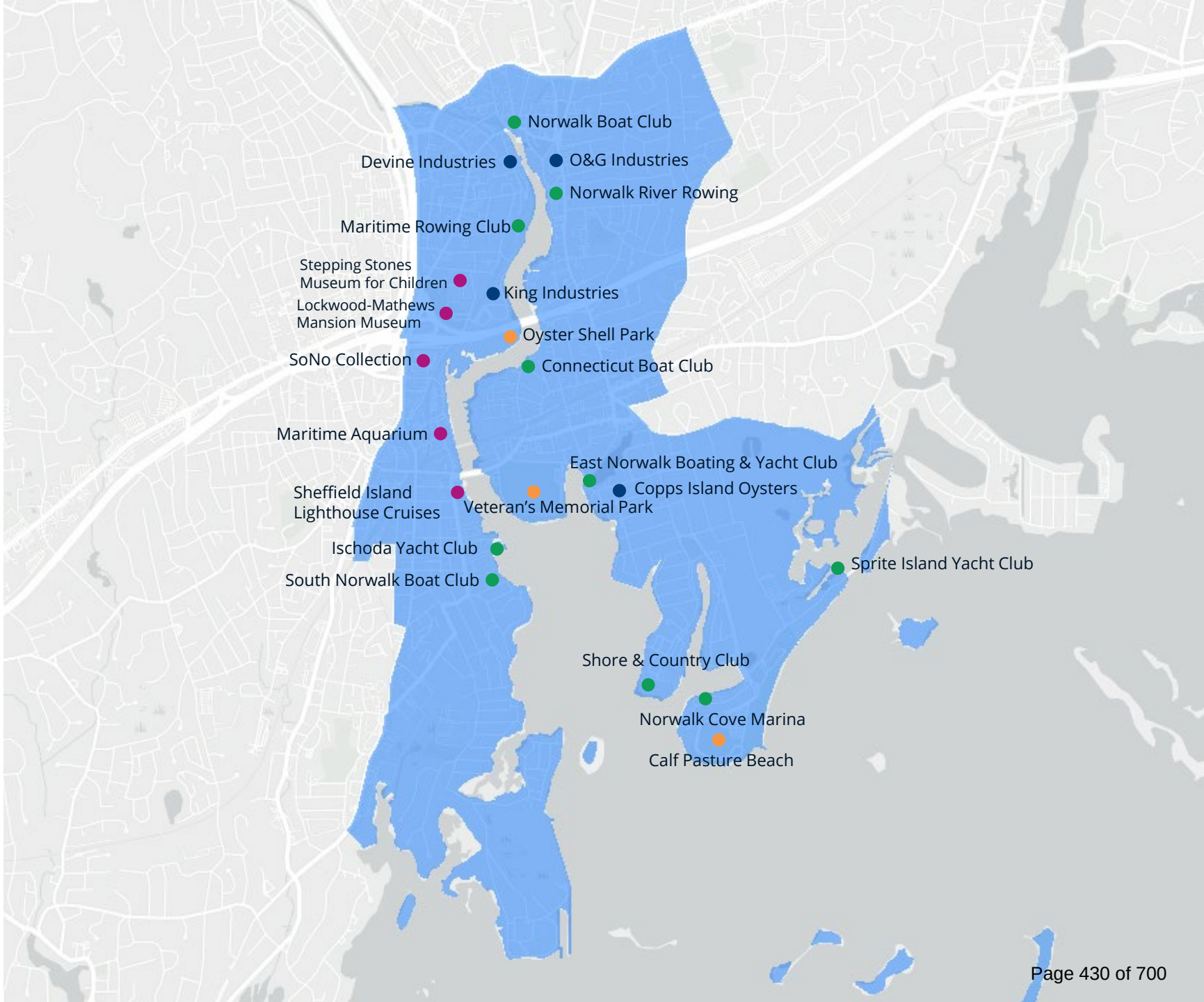
The **“Harbor Area”** includes 14 Census Block Groups, denoted in dark blue. The boundaries for the Harbor Area are based on previous City studies, including the Industrial Waterfront Land Use Plan, and were confirmed with the City and local stakeholders. Alignment with census designated boundaries ensures compatability with demographic and industry data sources.

For the demographic analysis, this area is compared to the City of Norwalk (**“Norwalk”**) in light blue and the Bridgeport-Stamford-Norwalk-Danbury Metropolitan Statistical Area (**“MSA”**) in grey. The industry analysis compares Norwalk and the Harbor Area.



HARBOR AREA KEY LOCATIONS

A closer look at the Harbor Area shows the distribution of key locations that define the Harbor's major economic, tourism, and open space assets. This includes waterfront businesses, malls, museums, parks, beaches, marinas, and boat clubs.



Waterfront Businesses

Attractions

Parks and Beaches

Water Recreation

01 Demography

DEMOGRAPHY | SUMMARY OF KEY TAKEAWAYS

1. Population and households are growing faster in the Harbor Area than both in the City of Norwalk and the region.

- The population in the Harbor Area grew by almost 20% from 2014 to 2023 across all age groups and household types.
- Nonfamily households make up the largest share of household type in the Harbor Area at 45 percent, a slight increase from 2014. This trend contrasts with the City, in which the number and share of nonfamily households decreased.
- This growth aligns with the new housing developments that have been concentrated at the top of the Harbor Area that may be attracting workforce-aged residents.

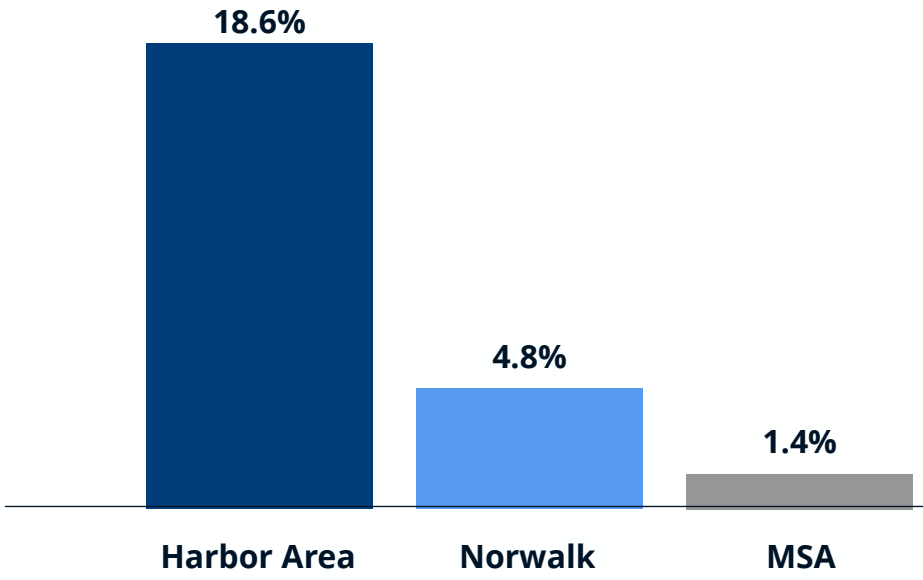
2. Harbor Area household incomes are increasing faster than the City and the region but are still notably lower.

- The median household income in the Harbor Area is about $10,000 lower than the City and $15,000 lower than the region.
- Only 43 percent of the households in the Harbor Area has a bachelor's degree, slightly lower than the comparative geographies, which suggests that local industries that do not require a degree would likely benefit the growing population.

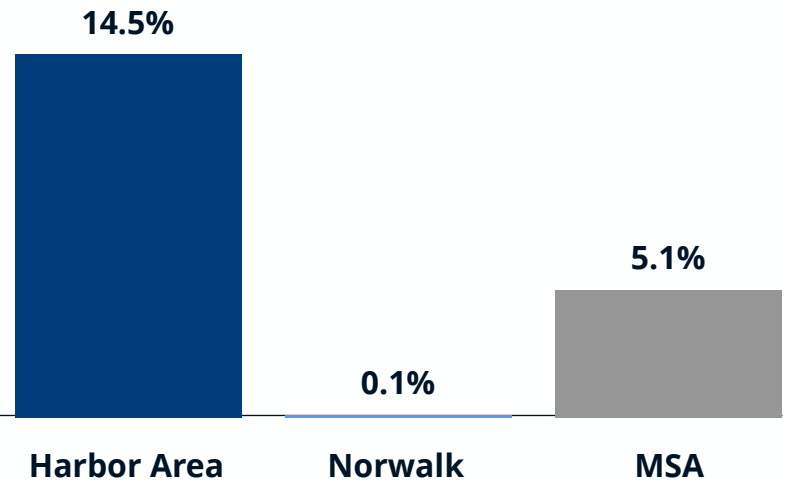
DEMOGRAPHY | POPULATION AND HOUSEHOLDS

The population of the Harbor Area, 22 percent of the Norwalk's total, is growing much faster than the city. The Harbor Area population size is smaller than both in Norwalk and the MSA.

Population Growth (2014-2023)



Growth in Households (2014-2023)



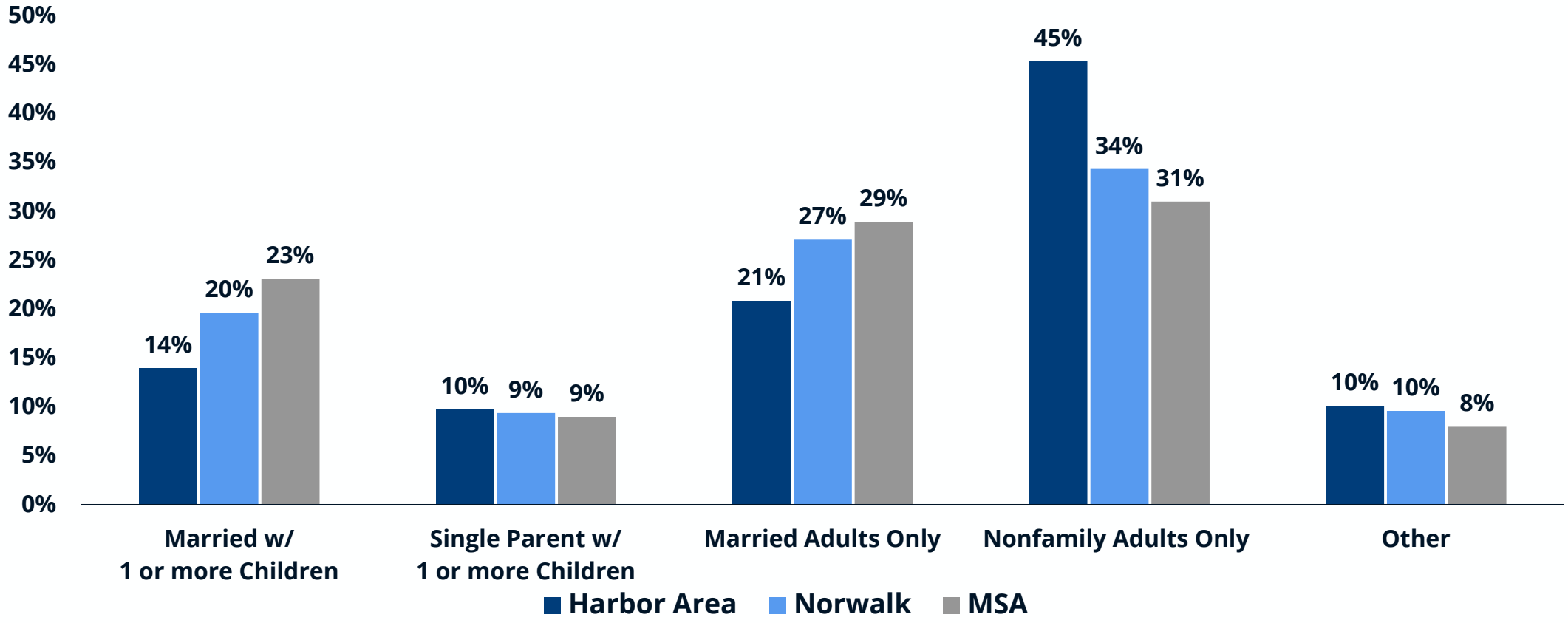
	Harbor Area	Norwalk	MSA
Total Population (2023)	*20,100*	*91,400*	*947,500*
Total Households (2023)	*8,500*	*35,500*	*350,600*
Average Household Size (2023)	*2.37*	*2.58*	*2.70*

Source: US Census ACS 2014, 2023 5-Year

DEMOGRAPHY | HOUSEHOLD TYPE

A smaller share of Harbor households have children compared with the city overall and almost half are nonfamily households, which suggests this area has less of a concentration of families relative to the city.

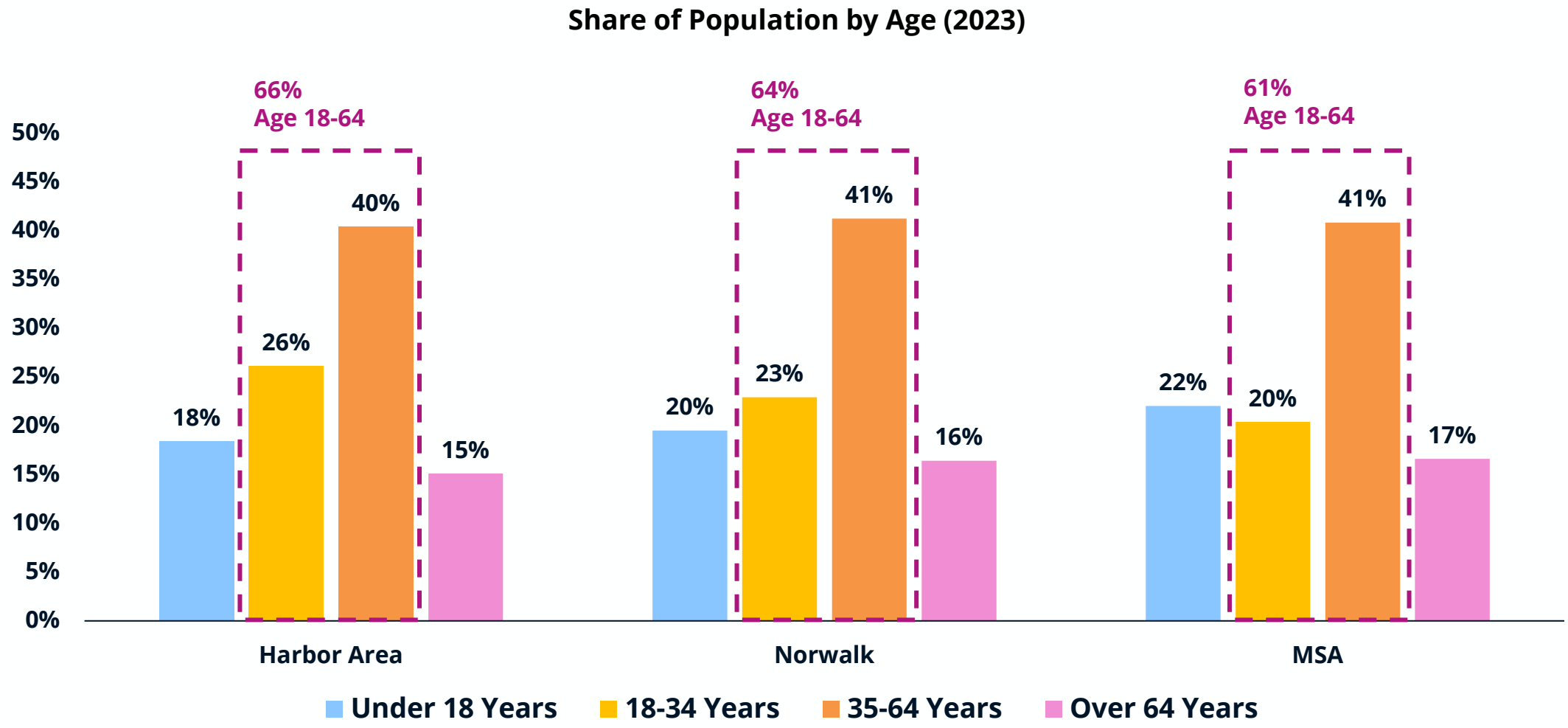
Share of Households by Type (2023)



Source: US Census ACS 2023 5-Year
Note: Nonfamily households is a single person or unrelated household members

DEMOGRAPHY | POPULATION AGE

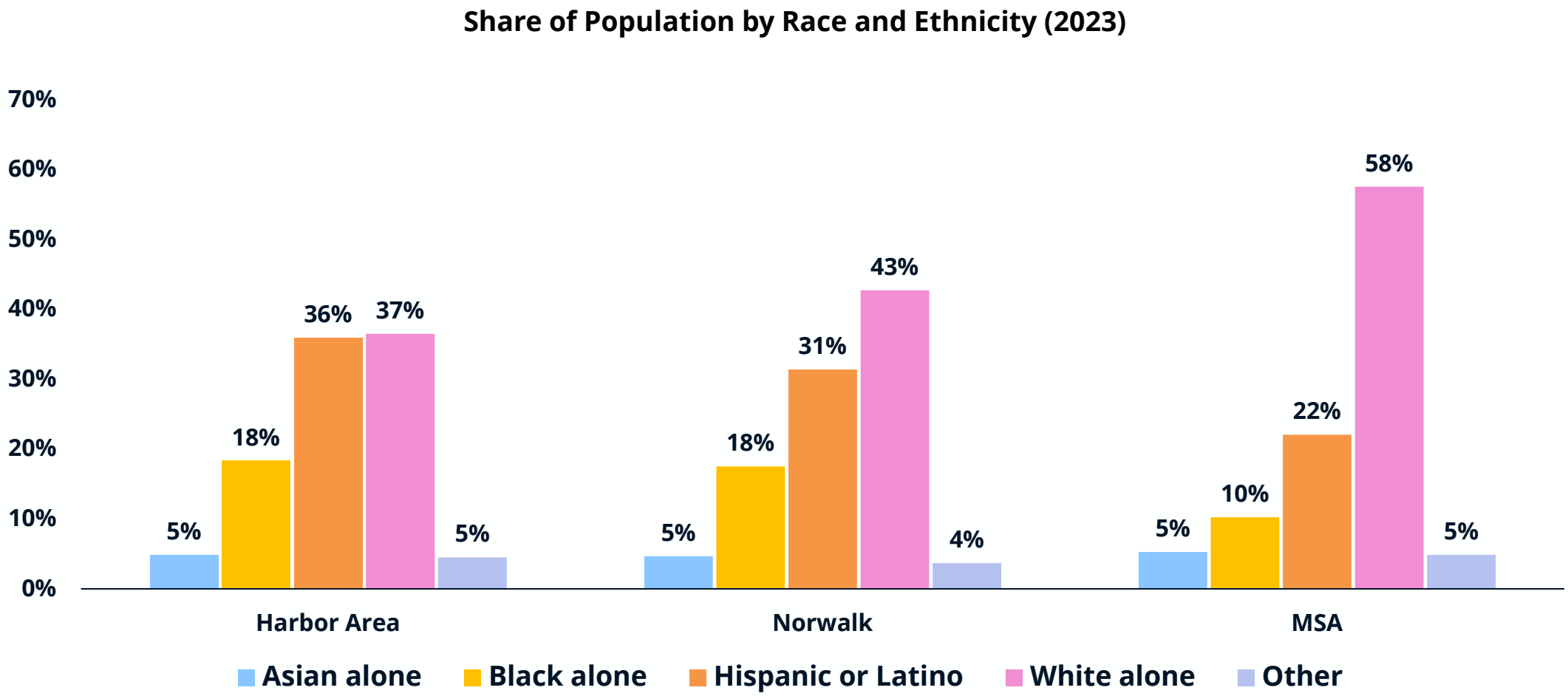
The share of working area population in the Harbor Area is 66% compared to 64% in the city. In general, the distribution of population by age is similar across geographies.



Source: US Census ACS 2023 5-Year

DEMOGRAPHY | RACE AND ETHNICITY

The Harbor Area is more diverse than both the city and the MSA. The Black and/or Hispanic population totals over 54% of the area compared to 51% for the city and 32% for the MSA.

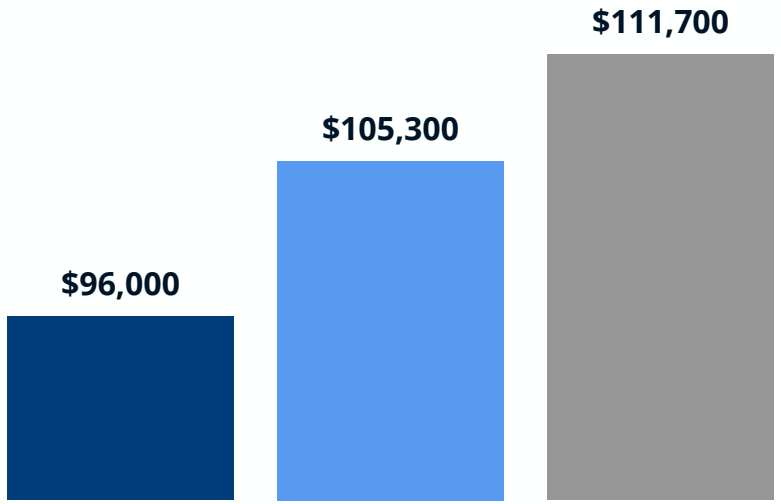


Source: US Census ACS 2023 5-Year
Note: Asian, Black, and white alone indicates non-hispanic or latino population.

DEMOGRAPHY | INCOME AND EDUCATION

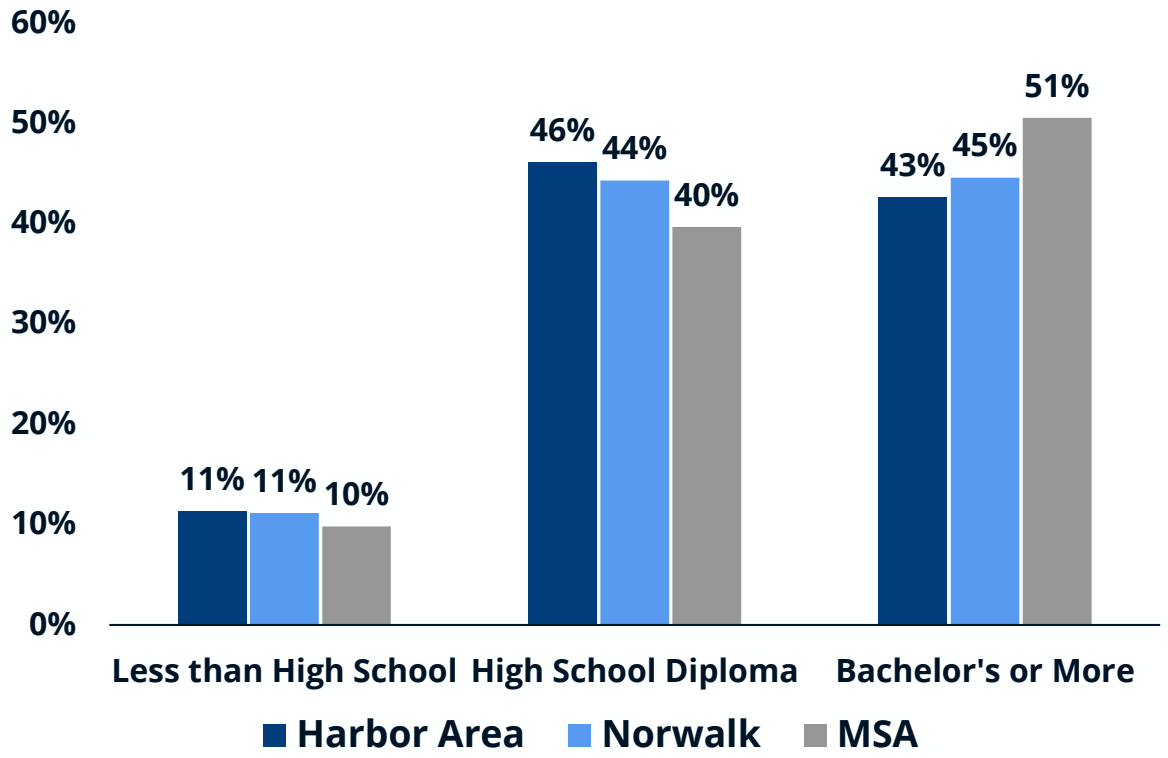
The Harbor Area's household income is lower than Norwalk and the MSA but had a steeper increase in the last 10 years. Bachelor's attainment is slightly lower, which could be a factor in income difference.

Median Household Income (2023)



Income Change (2014-2023)	Harbor Area	Norwalk	MSA
	23.1%	7.3%	4.1%

Educational Attainment Population Over 25 (2023)



Source: US Census ACS 2014, 2023 5-Year

02

Industry

INDUSTRY | SUMMARY OF KEY TAKEAWAYS – CITYWIDE

1. Norwalk's economy is shrinking. The City experienced net job loss across almost all industry categories in the last 10 years.

- Norwalk lost almost 10% of its total jobs between 2013 and 2022 (compared to the 3.7% shrinkage in total jobs in the MSA), indicating a shrinking economic landscape.
- Only service and construction/real estate related industries have seen net job growth citywide.

2. In contrast, jobs in the Harbor area are growing, indicating growing economic activity and the Harbor's role as a regional employment center.

- The Harbor area jobs grew by 5.8% between 2013 and 2022, significantly counteracting the citywide shrinkage trend. With a total of almost 17,000 jobs, the Harbor area represents 39% of all jobs in Norwalk.
- The Harbor is a regional employment hub. Over 77% of the Harbor area workers commute from outside of Norwalk. The Harbor area receives a net inflow of jobs, compared to the net daily outflow the City experiences.
- The job growth in the Harbor area has been broad – including service, health, education, construction and real estate, waste management, and manufacturing.

3. Roughly 13 percent of all jobs in the City of Norwalk can be defined as "water-dependent jobs". This ratio increases to 17 percent in the Harbor Area.

- As common across the East Coast, the largest share of water-dependent jobs in Norwalk are supported by tourism activities, such as restaurants, amusement, and museums.

INDUSTRY | SUMMARY OF KEY TAKEAWAYS – HARBOR AREA

1. The Harbor Area's economy is heavily supported by jobs in healthcare, social assistance, and education.

- Healthcare, social assistance, and educational jobs comprise about 5,000 of the Harbor Area's job according to the data, driven in particular by social assistance organizations serving individuals and families, dentist offices, home healthcare services, and elementary and secondary schools.
- Education jobs are growing faster than healthcare and social assistance, likely as a result of a growing population in the Harbor Area.

2. Blue collar jobs are also an economic driver in the Harbor Area, comprising almost one-third of jobs.

- Blue collar jobs include construction, utilities, manufacturing, wholesale trade, and transportation and warehousing, overall representing more of the industrial economies near the Harbor.
- Some of these industries have seen a decline in jobs over the last 10 years suggesting the changing character of blue collar jobs and consolidation towards certain industries at the Harbor (Construction and Manufacturing).
- There is fishing and aquaculture activity in the Harbor area, albeit not accounting for a large number of jobs.

3. Of the Harbor Area jobs that are in water-dependent industries, a majority are jobs driven by tourism and recreation activity around the Harbor.

- Over 60 percent of these jobs are in restaurants, travel arrangement services and accommodation, museums, historical sites, and other amusement and recreation, which tend to lower paying jobs.

INDUSTRY | JOBS AND BUSINESS SNAPSHOT

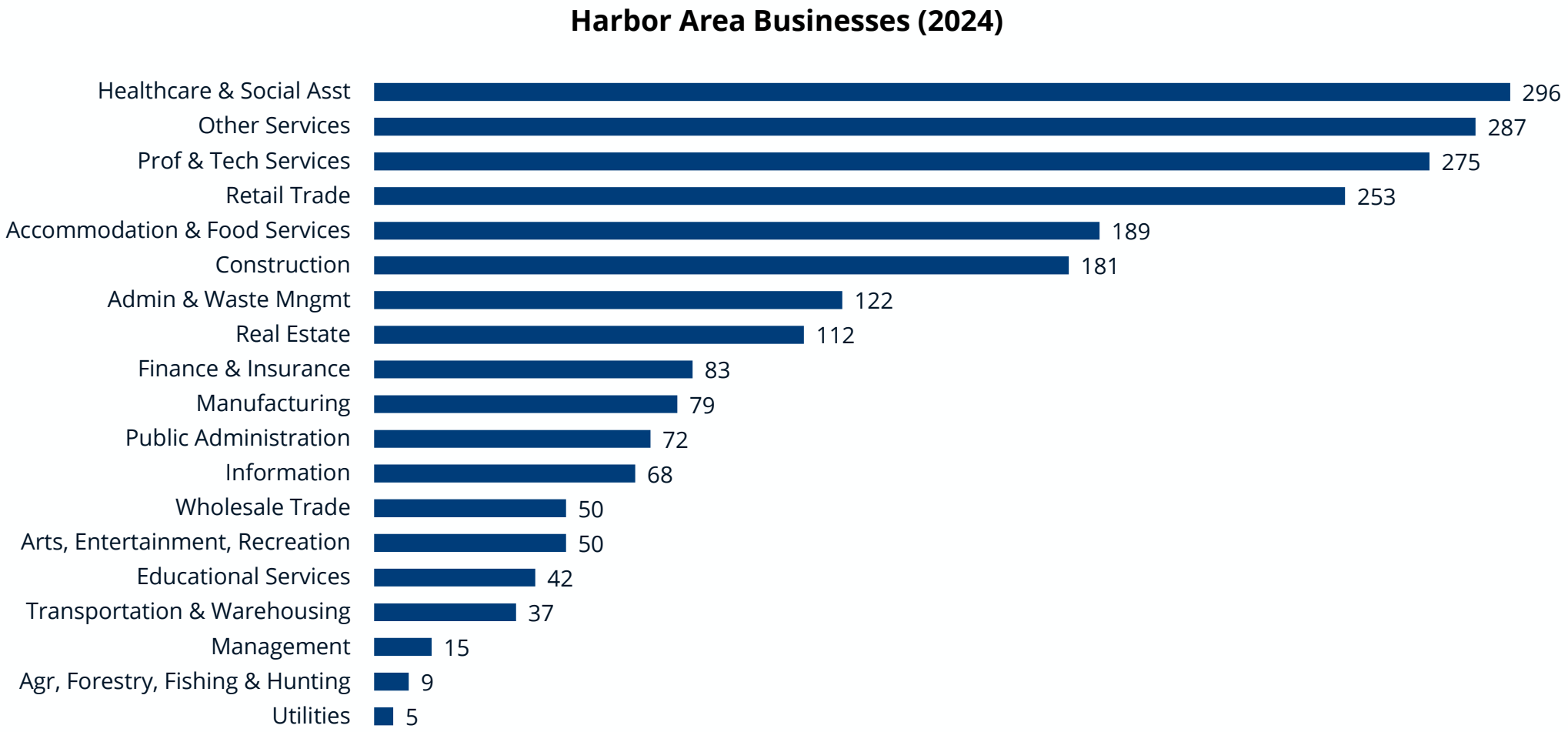
The Harbor Area represents about 39 percent of all jobs in Norwalk and has seen an increase in total jobs over the last 10 years compared to a decreasing trend for Norwalk and the MSA.

	Harbor Area	Norwalk	MSA
Number of Businesses (2024)	*2,347*	*5,694*	*52,758*
Top 3 Industries by Number of Businesses	• Healthcare and Social Assistance • Other Services* • Professional, Scientific and Technical Services	• Retail Trade • Other Services • Construction	• Professional, Scientific and Technical Services • Other Services • Retail Trade
Number of Jobs (2022)	*16,867*	*43,528*	*425,657*
Top 3 Industries by Number of Jobs	• Healthcare and Social Assistance • Educational Services • Retail Trade	• Healthcare and Social Assistance • Retail Trade • Professional, Scientific and Technical Services	• Healthcare and Social Assistance • Retail Trade • Professional, Scientific and Technical Services
Jobs CAGR (2013-2022)**	*0.6%*	*-1.0%*	*-0.4%*
Jobs Growth Rate (2013-2022)	*5.8%*	*-9.9%*	*-3.7%*

**Other Services includes automotive repair and maintenance, laundry, and civic organization related jobs and businesses.*
***The Compound Annual Growth Rate measures an annualized growth rate over a period of time, in this case 10 years.*
Note: The most recent business data is 2024. The most specific and recent jobs data is 2022, so the 10-year change period shifts to 2013-2022 from 2014-2023.
Source: Census OnTheMap and Lightcast, 2013 and 2022, ArcGIS Business Analyst, 2024

INDUSTRY | HARBOR AREA CURRENT BUSINESSES

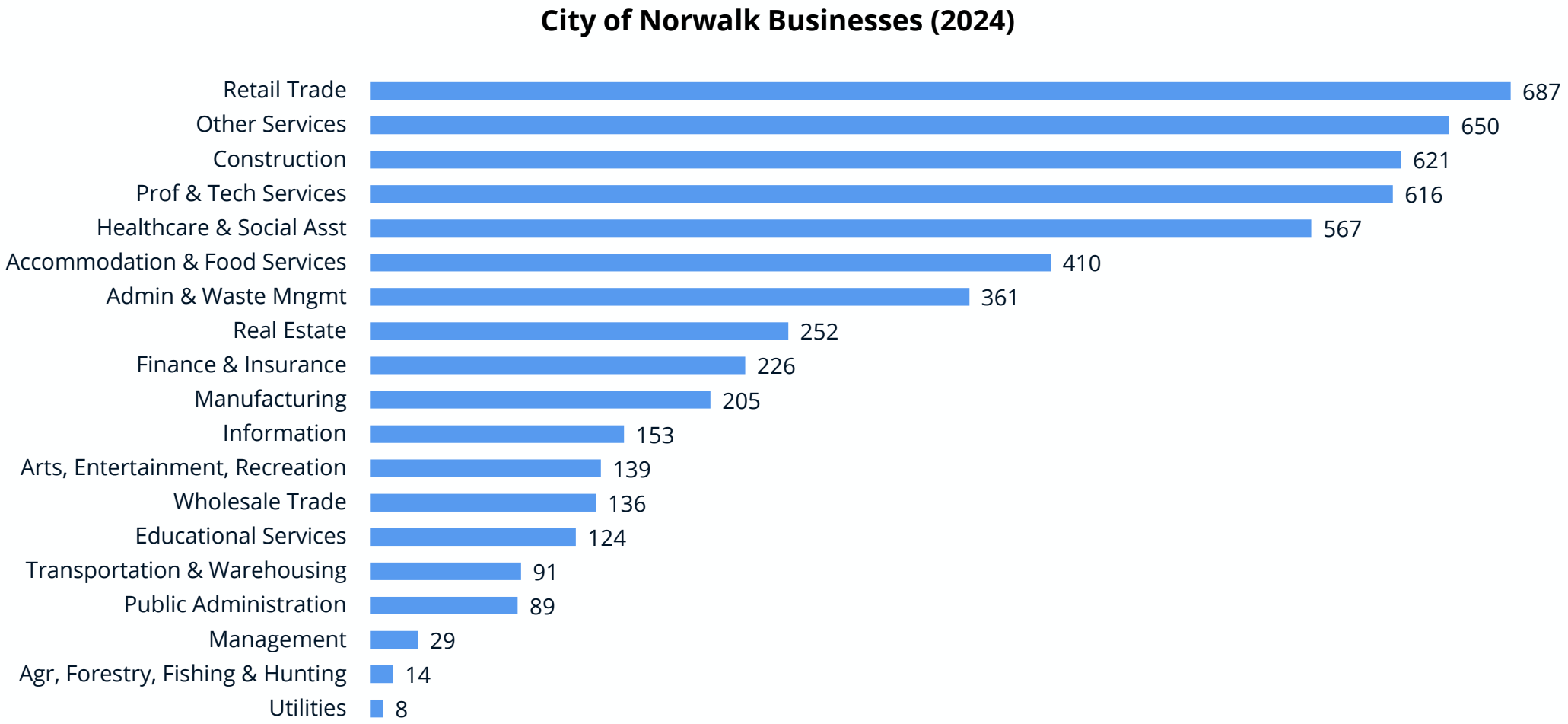
The Harbor Area contains almost half of all healthcare and social assistance businesses in the city, but also has a high number of construction, retail, accommodation, and food service businesses.



Note: Chart omits the following industries: Mining, Quarrying, and Oil and Gas Extraction; Unclassified.
Source: ArcGIS Business Analyst, 2024

INDUSTRY | NORWALK CURRENT BUSINESSES

The City's business composition reflects a diversity of sectors including a high number of retail, construction, professional services, and other services businesses (including automotive repair).

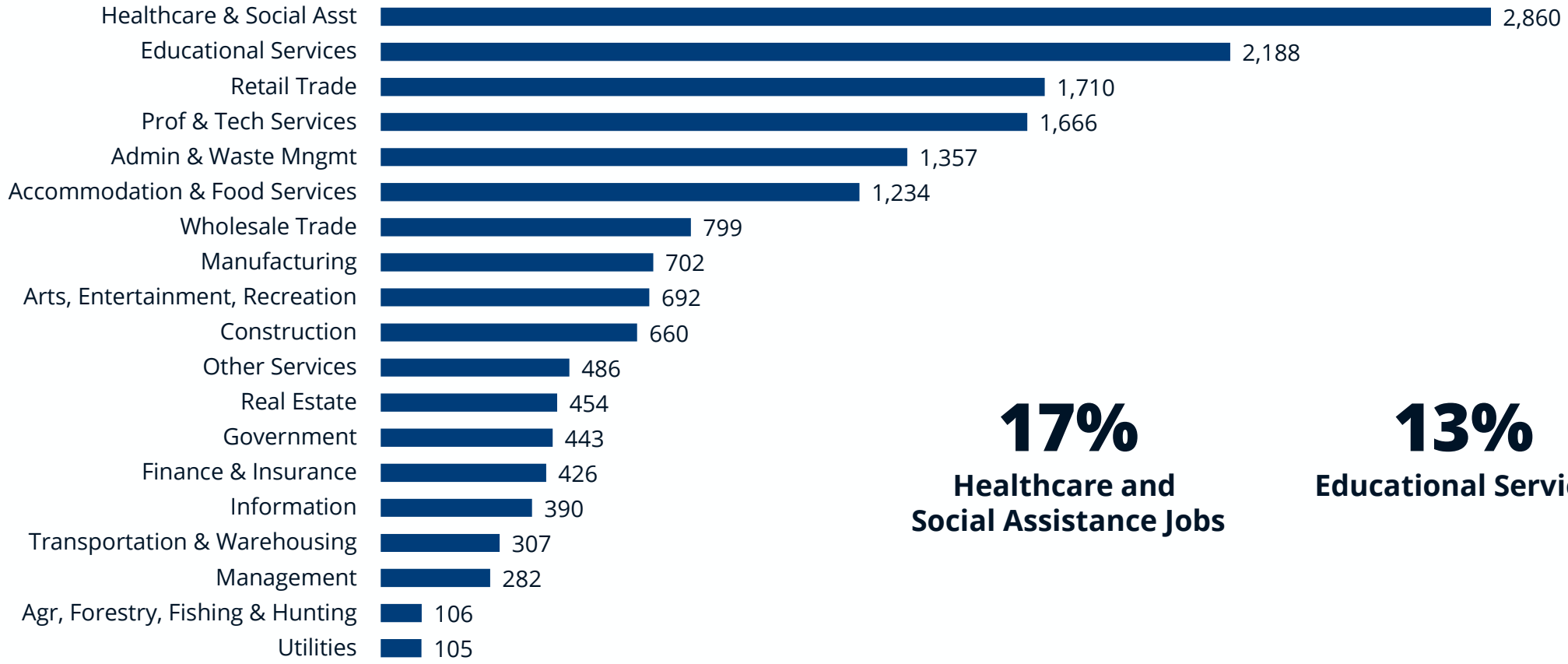


NOTE: Chart omits the following industries : Mining, Quarrying, and Oil and Gas Extraction; Unclassified.
Source: ArcGIS Business Analyst, 2024

INDUSTRY | HARBOR AREA CURRENT JOBS

Almost one-third of jobs in the Harbor area are related to education or healthcare and social assistance. Blue collar* jobs, such as construction and manufacturing, comprise 29% of total jobs.

Harbor Area Jobs (2022)



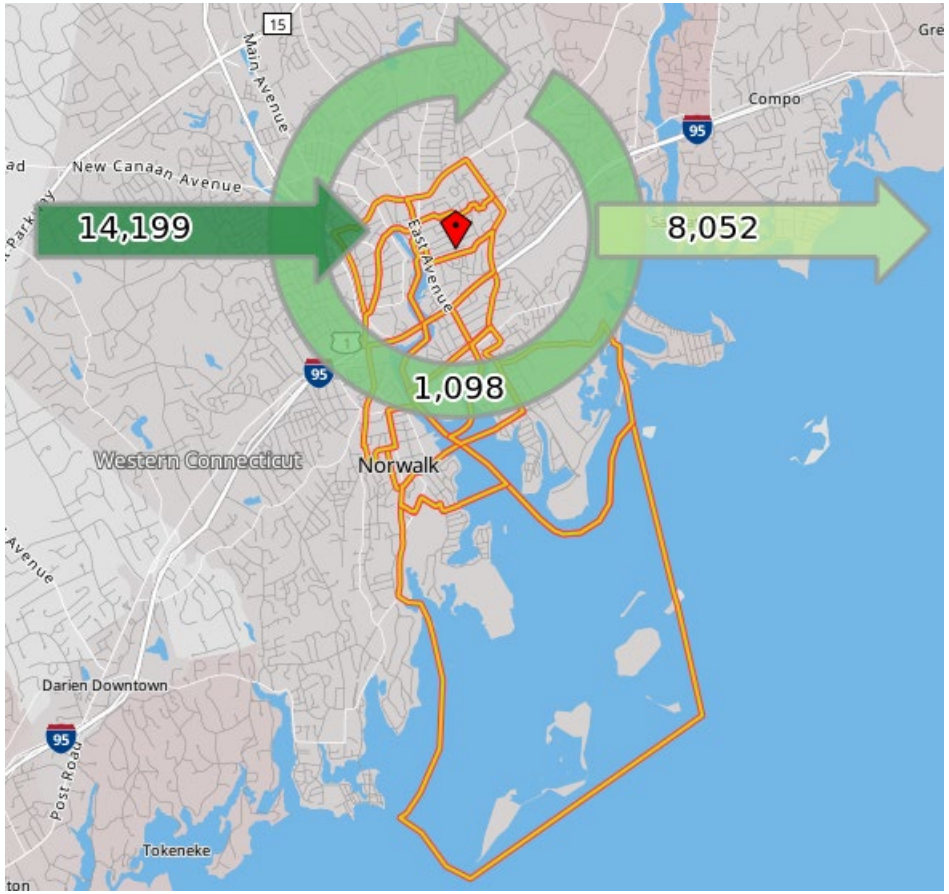
17%
Healthcare and Social Assistance Jobs

13%
Educational Services

**Blue collar jobs include agriculture, forestry, fishing, and hunting, utilities, construction, manufacturing, wholesale trade, and transportation and warehousing*
NOTE: Chart omits the following industries with 10 or fewer jobs: Mining, Quarrying, and Oil and Gas Extraction; Unclassified.
Source: Census OnTheMap and Lightcast, 2013 and 2022

INDUSTRY | HARBOR AREA INFLOW OUTFLOW

Over 90 percent of Harbor Area workers commute into the Harbor Area for work. Of these 14,200 workers, 3,200 live in Norwalk, 2,700 live in Stamford or Bridgeport, and 8,300 live elsewhere.



14,199 – Employed in Harbor Area, Live Outside
- 3,191 live in Norwalk
- 1,410 live in Stamford
- 1,296 live in Bridgeport

8,052 – Live in Harbor Area, Employed Outside
- 1,214 work in New York City
- 1,131 work in Stamford
- 985 work in Norwalk

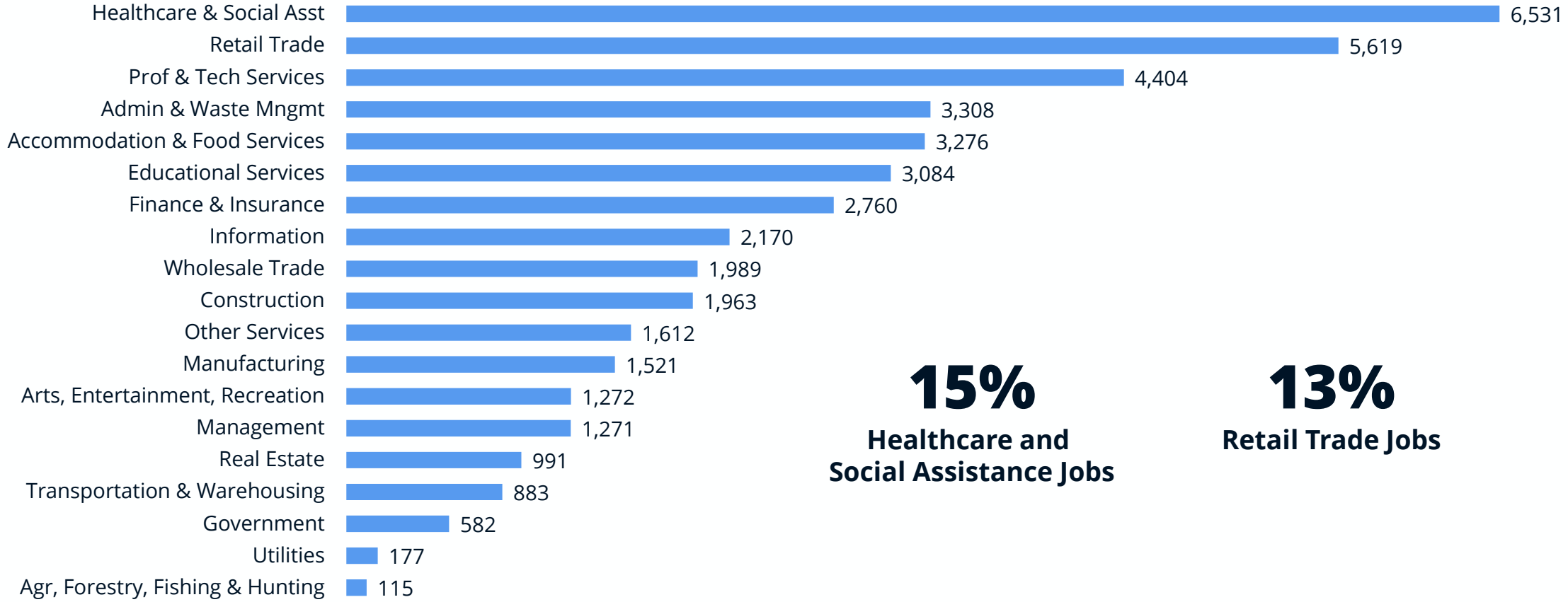
1,098 – Employed and Live in Harbor Area

Note: Due to data source constraints, this data does not include self-employed jobs, hence a discrepancy in total jobs number.
Source: Census OnTheMap, 2022

INDUSTRY | NORWALK CURRENT JOBS

The industry breakdown for the City of Norwalk shows that more jobs in the services sector such as retail trade, accommodation, and food services, while less jobs are in manufacturing and construction.

City of Norwalk Jobs (2022)



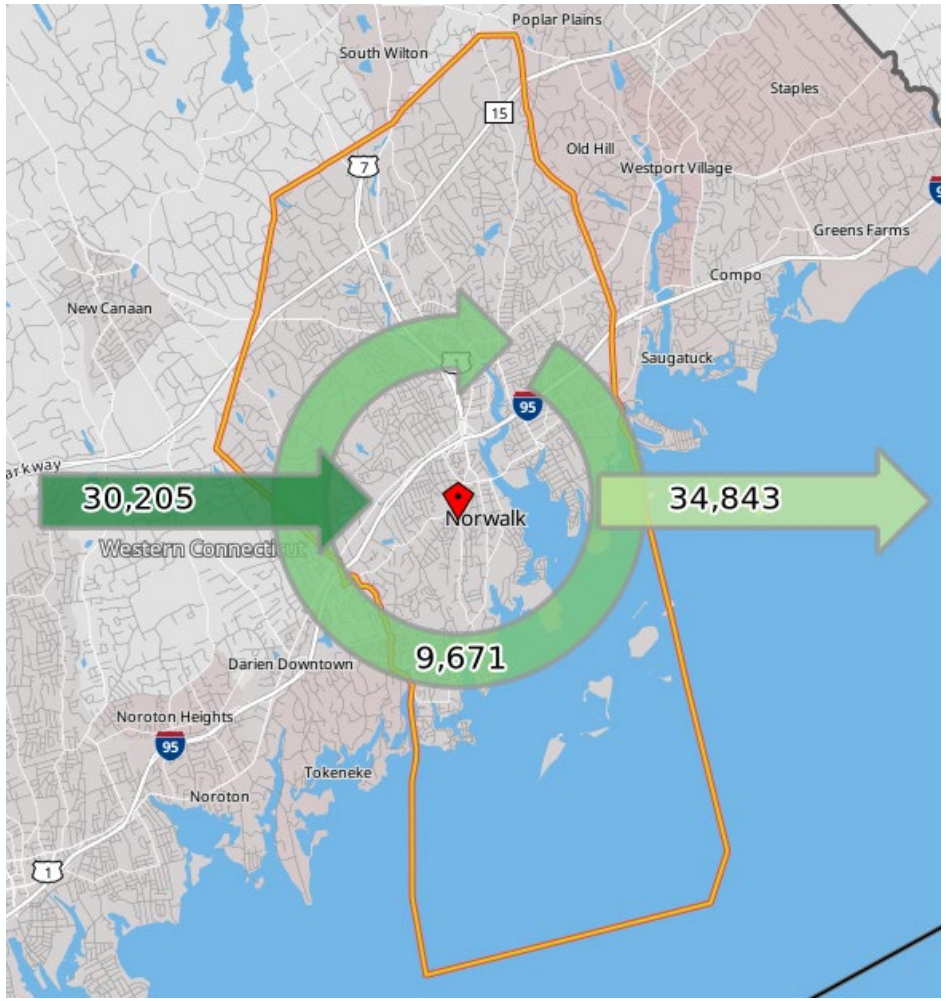
15%
Healthcare and Social Assistance Jobs

13%
Retail Trade Jobs

NOTE: Chart omits the following industries with 10 or fewer jobs: Mining, Quarrying, and Oil and Gas Extraction; Unclassified.
Source: Census OnTheMap and Lightcast, 2013 and 2022

INDUSTRY | NORWALK INFLOW OUTFLOW

Of the 30,200 workers that commute into Norwalk, 6,800 of them live in Stamford or Bridgeport, 2,600 live in Danbury, New York City, or Shelton, and 20,800 live elsewhere.



30,205 – Employed in Norwalk, Live Outside
- 3,906 live in Stamford
- 2,896 live in Bridgeport

34,843 – Live in Norwalk, Employed Outside
- 6,166 work in Stamford
- 6,070 work in New York City

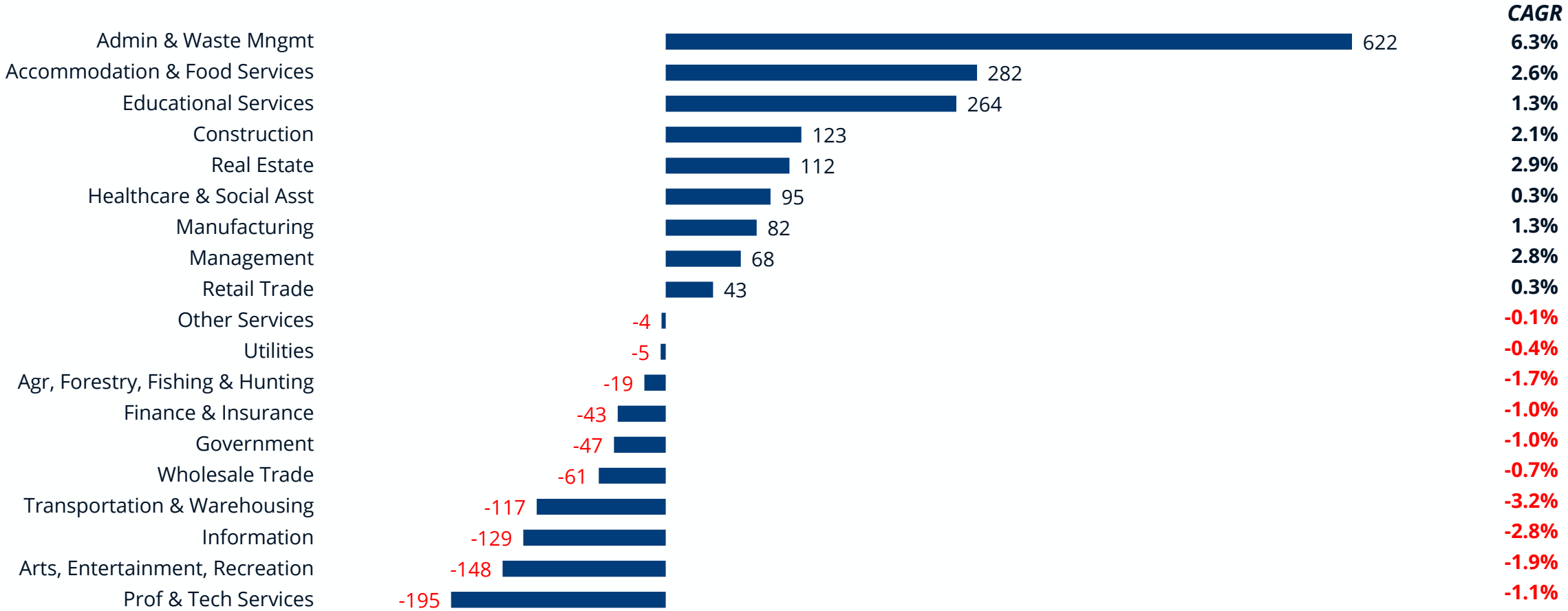
9,671 – Employed and Live in Norwalk

Note: Due to data source constraints, this data does not include self-employed jobs, hence a discrepancy in total jobs number.
Source: Census OnTheMap, 2022

INDUSTRY | HARBOR AREA 10-YEAR JOBS CHANGE

Office administration and cleaning jobs demonstrated the largest growth in jobs followed by tourism-related industries including accommodation and food services, as well as educational services.

Change in Harbor Area Jobs (2013-2022)

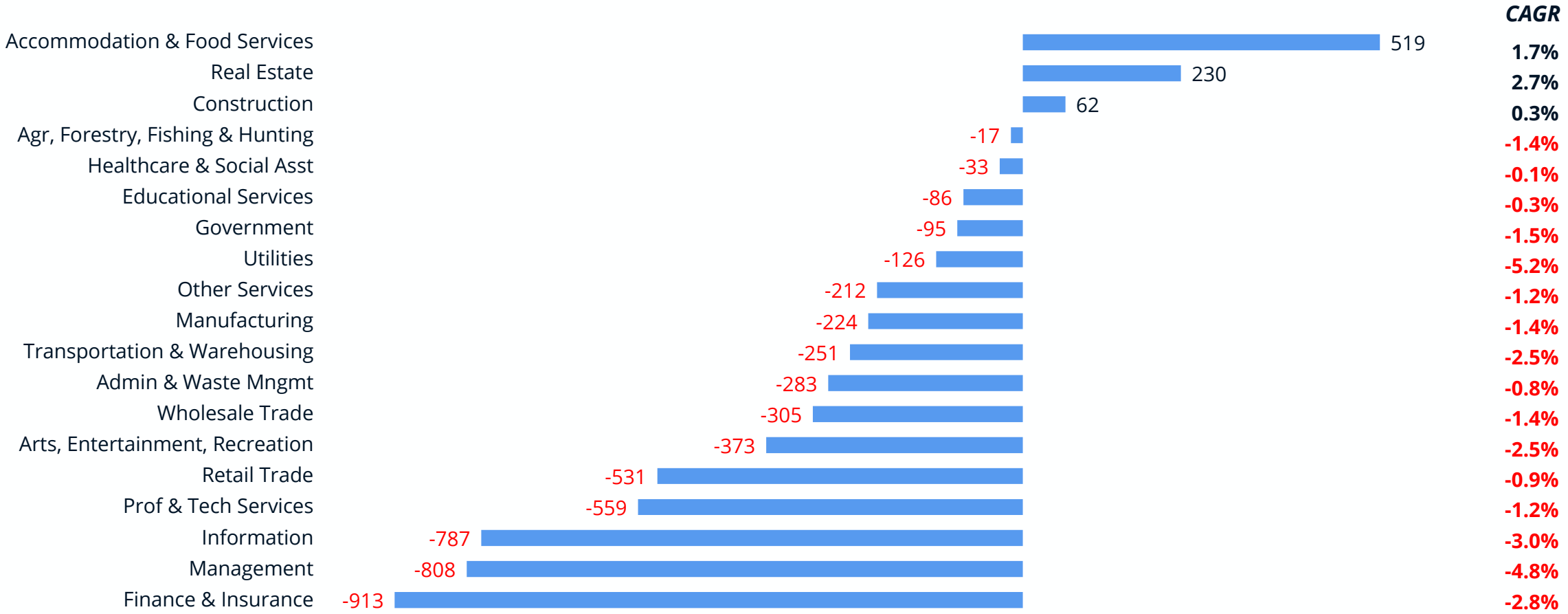


Note: Chart omits the following industries with 10 or fewer jobs: Mining, Quarrying, and Oil and Gas Extraction; Unclassified. Administration & Waste Management includes employment and business support services as well as janitorial and landscape services.
Source: Census OnTheMap and Lightcast, 2013 and 2022

INDUSTRY | NORWALK 10-YEAR JOBS CHANGE

The City of Norwalk experienced jobs loss across all industry categories in the last 10 years, except for accommodation and food services, real estate, and construction.

Change in Norwalk Jobs (2013-2022)



NOTE: Chart omits the following industries with 10 or fewer jobs: Mining, Quarrying, and Oil and Gas Extraction; Unclassified.
Source: Census OnTheMap and Lightcast, 2013 and 2022

INDUSTRY | WATER-DEPENDENT INDUSTRIES IN NORWALK

The below table summarizes the industries that contain jobs dependent on the Harbor in Norwalk.

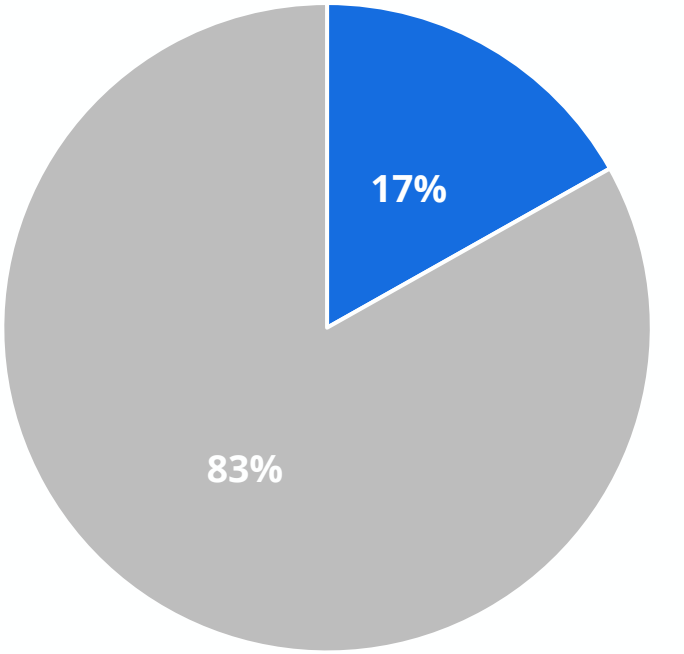
Industry Category	Industry Activity	NAICS Description
Aquaculture	1. Aquaculture	➢ Animal Production
Fishing and Fisheries	1. Fishing 2. Fish and Seafood Wholesales and Retailers	➢ Fishing ➢ Grocery and Related Product Merchant Wholesalers ➢ Specialty Food Stores
Boating and Marinas	1. Ship and Boat Building and Repair 2. Boat Dealers 3. Marinas	➢ Ship and Boat Building ➢ Other Motor Vehicle Dealers ➢ Personal and Household Goods Repair and Maintenance
Maritime Transportation	1. Port and Habor Operations 2. Warehousing and Storage	➢ Support Activities for Water Transportation ➢ Warehousing and Storage
Maritime Trade	1. Chemical and Gas Manufacturing 2. Nautical System and Trade Manufacturing 3. Other Manufacturing	➢ Basic Chemical Manufacturing ➢ Other General Purpose Machinery Manufacturing ➢ Navigational, Measuring, Electromedical, and Control Instruments Manufacturing
Energy, Power, and Telecommunications	1. Electric Power Generation, Transmission and Distribution	➢ Electric Power Generation, Transmission and Distribution
Research	1. Scientific Research 2. Environmental Organizations	➢ Scientific Research and Development Services ➢ Social Advocacy Organizations
Tourism and Recreation	1. Water Sightseeing 2. Accommodations and Hotels 3. Restaurants and Other Eating Places 4. Parks, Gardens, and Other Amusement Places 5. Boating Instruction	➢ Scenic and Sightseeing Transportation, Water ➢ Consumer Goods Rental ➢ Travel Arrangement and Reservation Services ➢ Other Schools and Instruction ➢ Museums, Historical Sites, and Similar Institutions ➢ Other Amusement and Recreation Industries ➢ Traveler Accommodation ➢ Restaurants and Other Eating Places

Note: The table reflects the water-dependent industries that are present in Norwalk per the jobs data. Additional industries are reflected in the memo for Task 2.1
Source: The NAICS codes were derived from water-dependent uses as defined by Section 22a 93(16) of the Connecticut Coastal Management Act (CCMA), under the Connecticut General Statutes (CGS) as well as HP&A's previous project experience developing industry-based definitions of water-dependent and/or blue economy uses, in MA, RI, and NY.

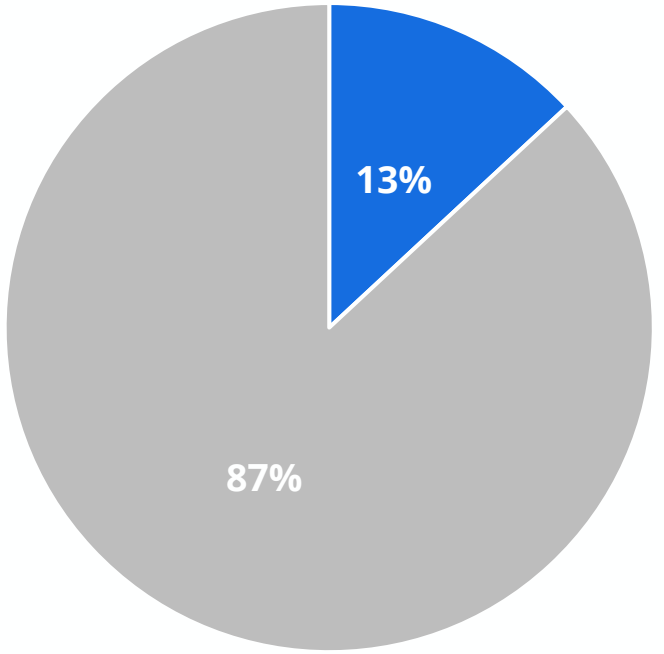
INDUSTRY | SHARE OF POSSIBLE WATER-DEPENDENT JOBS

Roughly 13 percent of all jobs in the City of Norwalk can be possible water-dependent jobs. This ratio increases to 17 percent in the Harbor Area. A more detailed analysis of the water-dependent industries is forthcoming in Task 2.

Harbor Area

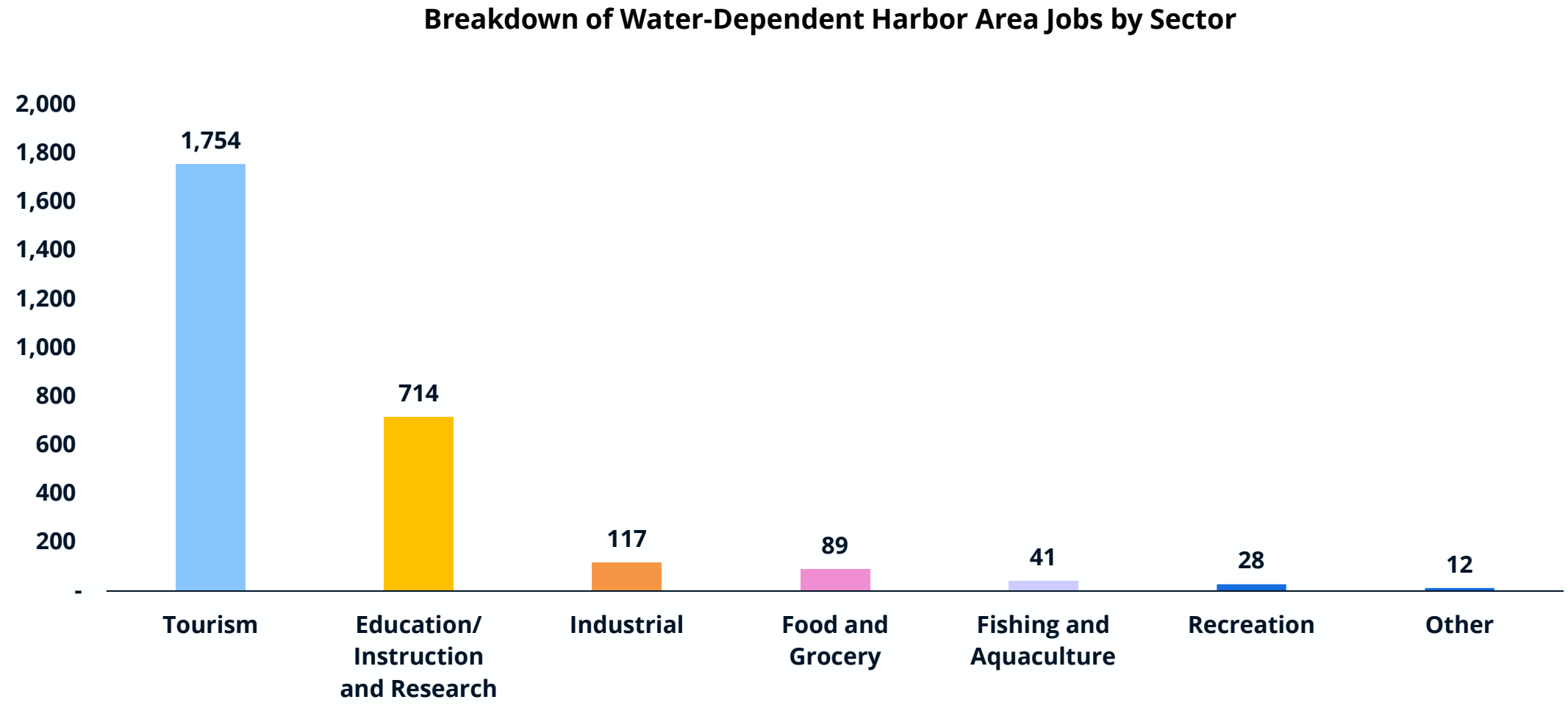


City of Norwalk



INDUSTRY | WATER-DEPENDENT INDUSTRIES IN THE HARBOR

Tourism sector jobs represent the majority of water-dependent jobs in the harbor, followed by education, instruction and research jobs. A more detailed breakdown is in the appendix.

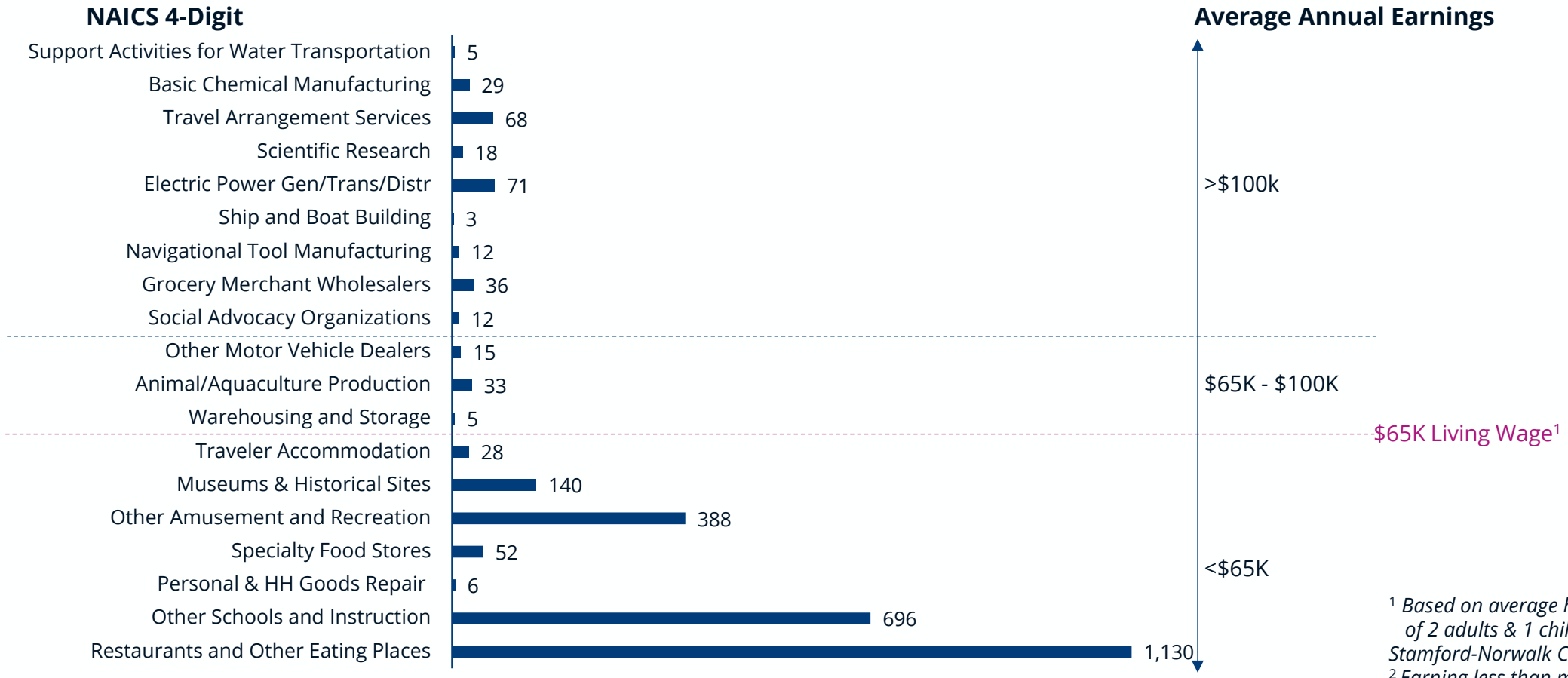


NOTE: While education jobs include some that are water-dependent, not all are.
Source: Census OnTheMap and Lightcast, 2022

INDUSTRY | HARBOR AREA WATER-DEPENDENT INDUSTRY EARNINGS

Jobs in water-dependent industries in the Harbor Area are concentrated below the living wage particularly restaurants which comprise a large portion of these jobs.

Harbor Area Jobs and Earnings in Water-Dependent Industries



[1] *Based on average household size of 2 adults & 1 child in Bridgeport-Stamford-Norwalk CT MSA*
[2] *Earning less than minimum wage*

Note: Earnings data is based on MSA level data for 4-digit NAICS.
Source: Lightcast 2023; MIT Living Wage Calculator.

03

Recreation

RECREATION | SUMMARY OF KEY TAKEAWAYS

1. The demographic trends across the different recreation categories and specific locations are generally more aligned with the MSA demographics than the Harbor Area.

- Visitors aged 35-64 comprise the largest share across analyzed destinations and the distribution of visitors by age is aligned with the local geographies analyzed in the demographic section.
- The share of white visitors varies from 56-59 percent across the recreation destination types. This trend is out-of-town the MSA population but distinct from that of the Harbor Area and the City of Norwalk, which are more diverse and are not majority white. This discrepancy will be investigated further to better understand the barriers Harbor Area residents face in accessing local recreational assets.

2. Regional anchors, such as The SoNo Collection, have the most out-of-town visitors, but the proportion is also high for parks, beaches, and marinas.

- The SoNo Collection has the highest share of out-of-town visitors, at 89 percent. This fact is expected given that it is a regional anchor drawing shoppers from all over.
- Notably, only one-third of visitors to marinas, parks, and beaches, are from Norwalk. Further analysis will show whether out of town visitors are from nearby towns or are coming from farther away.

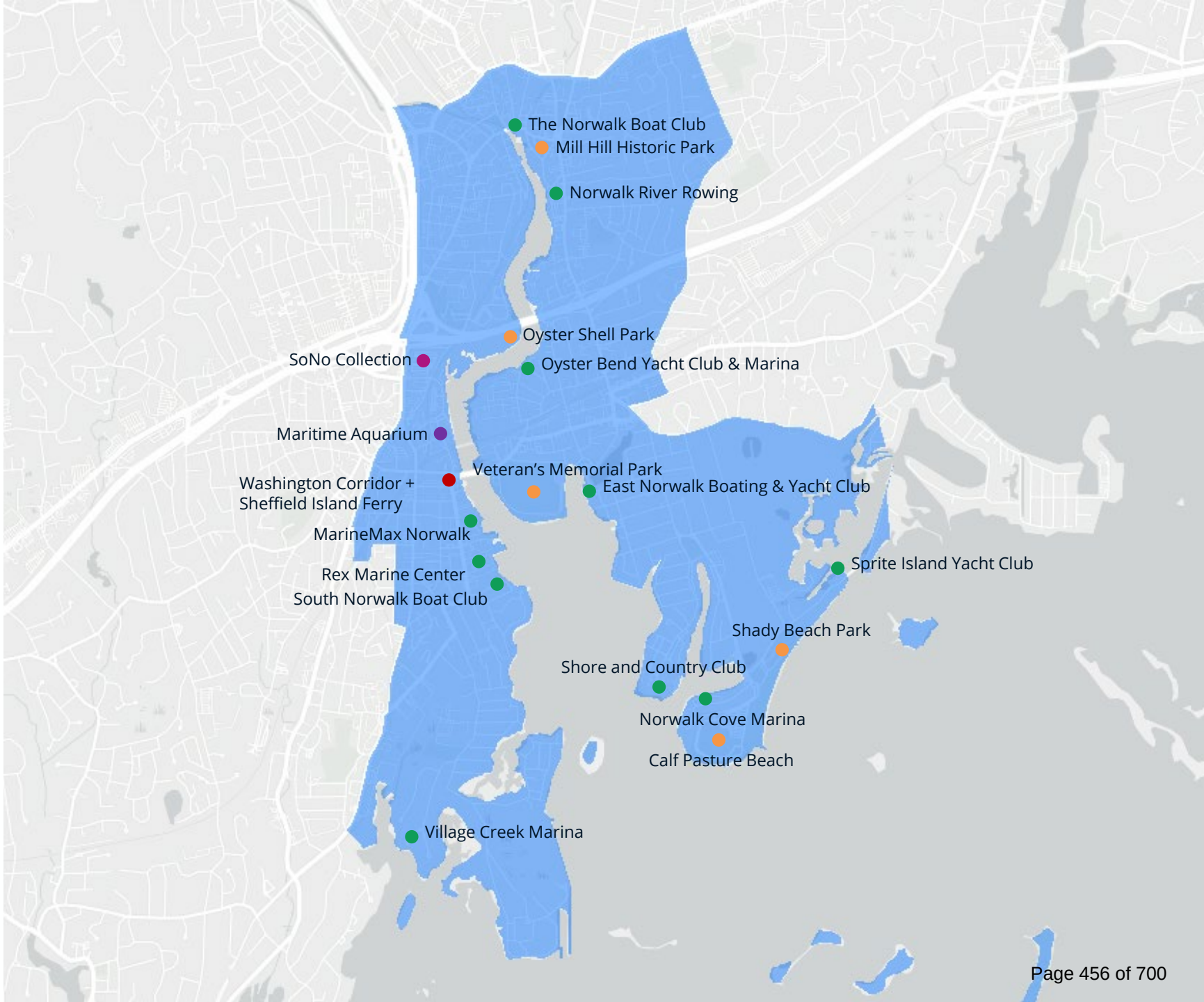
3. Visitation peaked in Summer 2023, showing growth from 2022, but was not as high in 2024.

- Visitation has fluctuated over time, seemingly in similar ways across recreation destinations. In general, visitation appeared to peak in Summer 2023, showing growth from 2022. However, 2024 did not continue this positive trend and seemed to be lower than 2023, although still higher than 2022. More analysis is warranted to understand what drove this trend and how that can inform future investments in tourism and recreation.

RECREATION | OVERVIEW OF LOCATION GROUPS

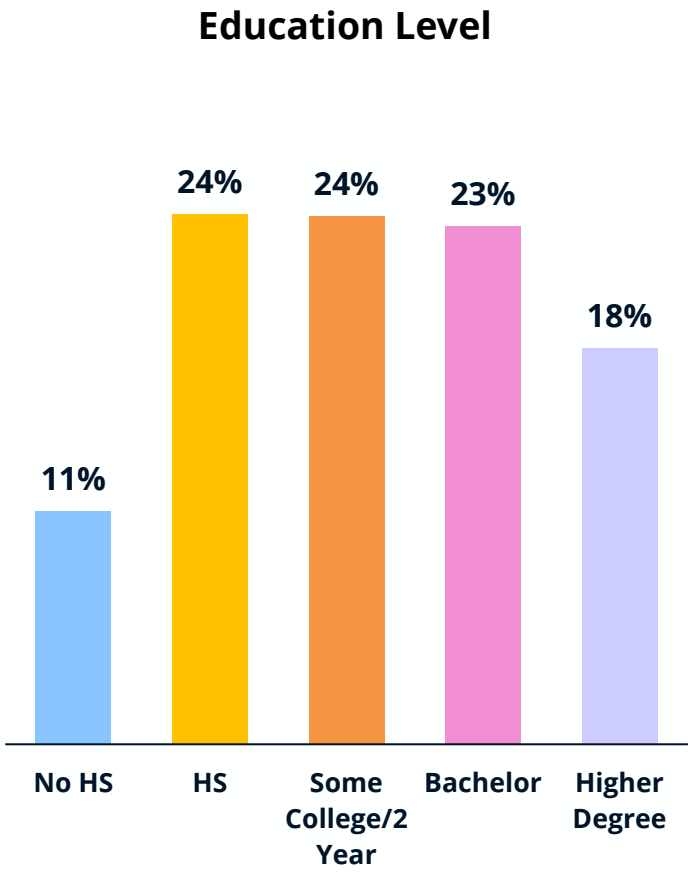
An analysis of the Harbor Area's recreation destinations, leverages location information to information about visitors including visitation trends, home locations, and demographics. The data reflects a sample size of visitors between 2022-2024.

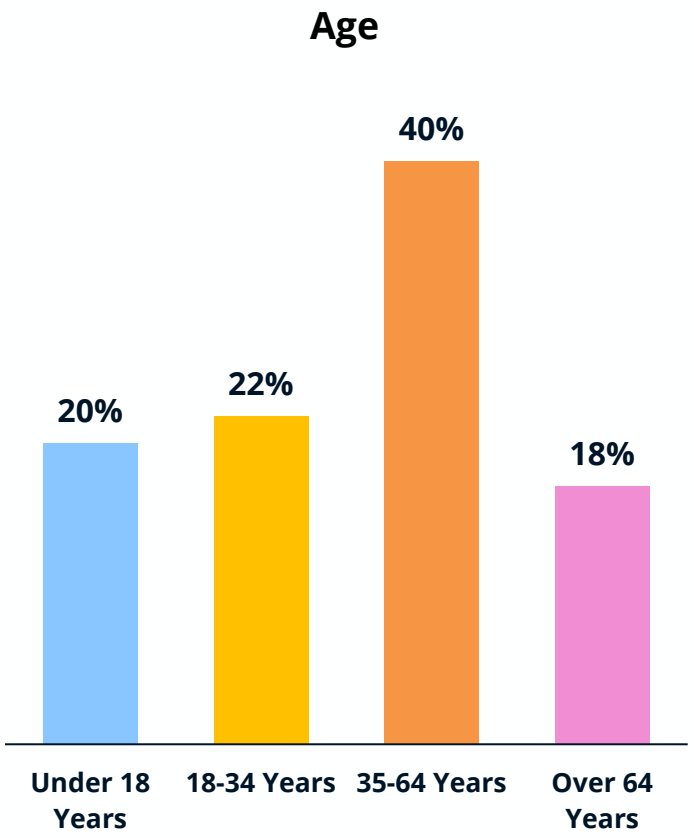
Five distinct types of places were analyzed, as shown on the map, including the SoNo Collection, the Maritime Aquarium, the Washington Street corridor and Sheffield Island Ferry, marinas, and parks and beaches.

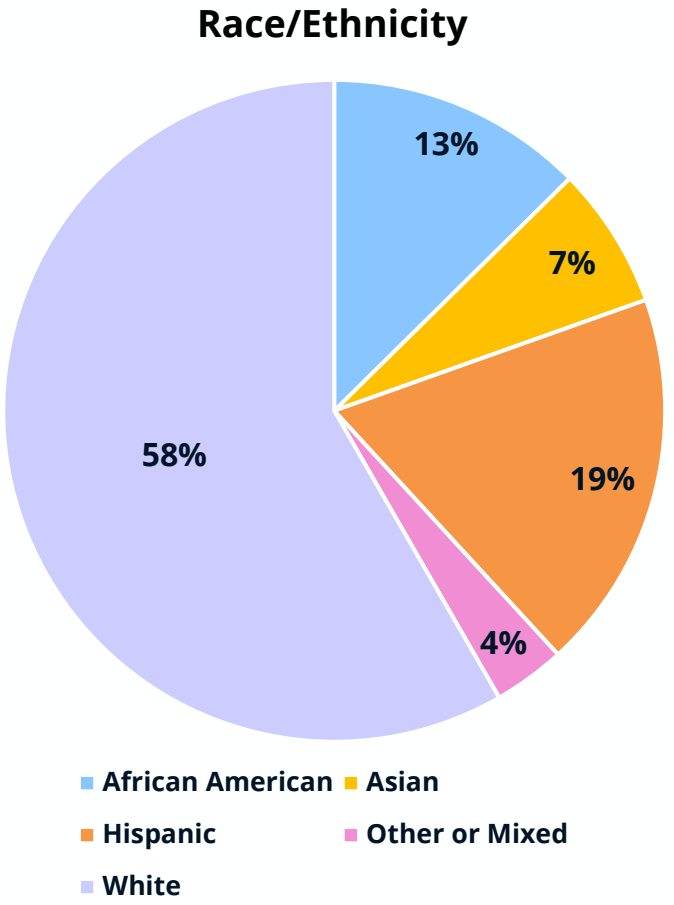


RECREATION | VISITATION DEMOGRAPHICS FOR MARINAS

The age, education, and race/ethnicity demographics for marina visitors are very similar to the MSA demographics. Marina visitors in the Harbor Area are notably less diverse than the Harbor Area itself.



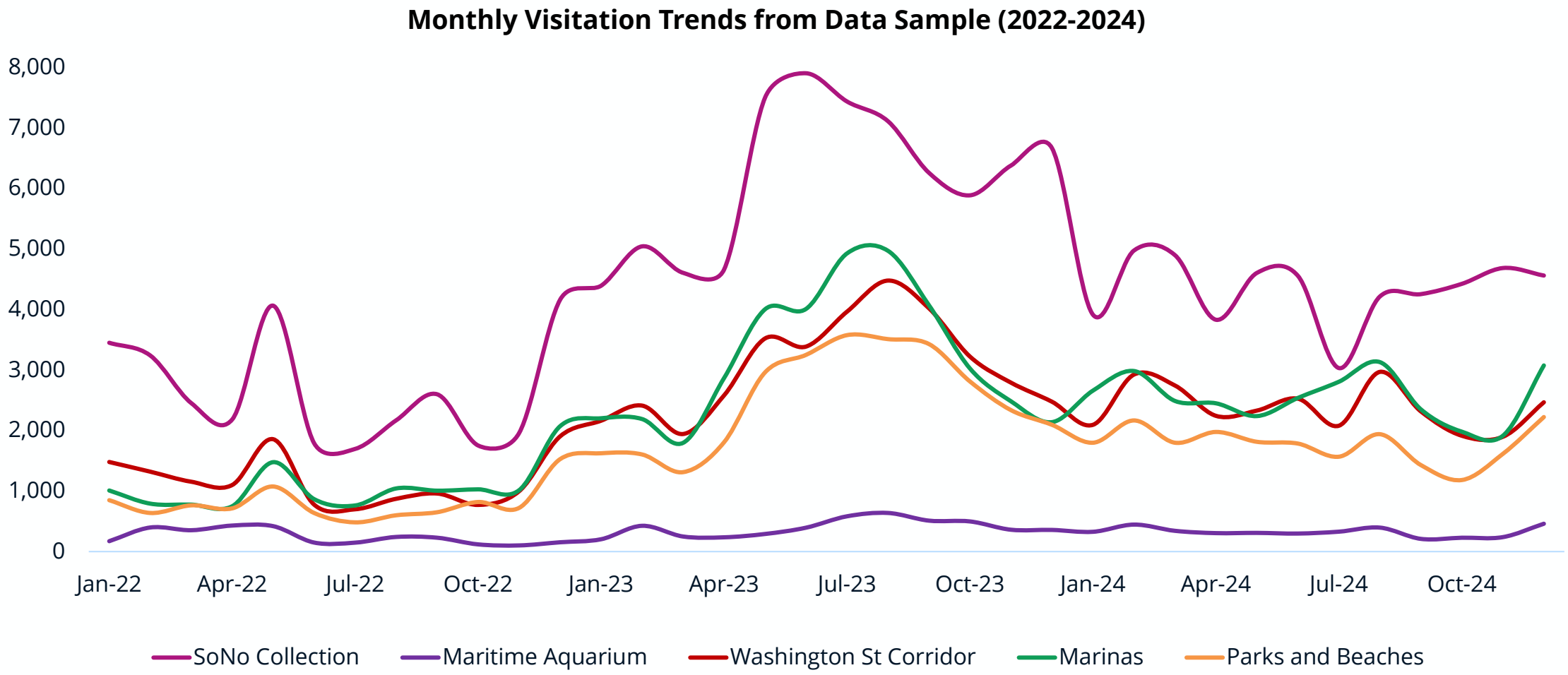




Note: the Marina data is comparable to the other recreation locations.
Source: Azira. Azira is a third-party data source, which provides a sample of anonymized user data, leveraging mobile device location information collected from smartphones. This data shows, on a sampled individual user basis, geographic origins, time spent in given locations, demographic, and spending pattern related information.

RECREATION | MONTHLY VISITATION TRENDS

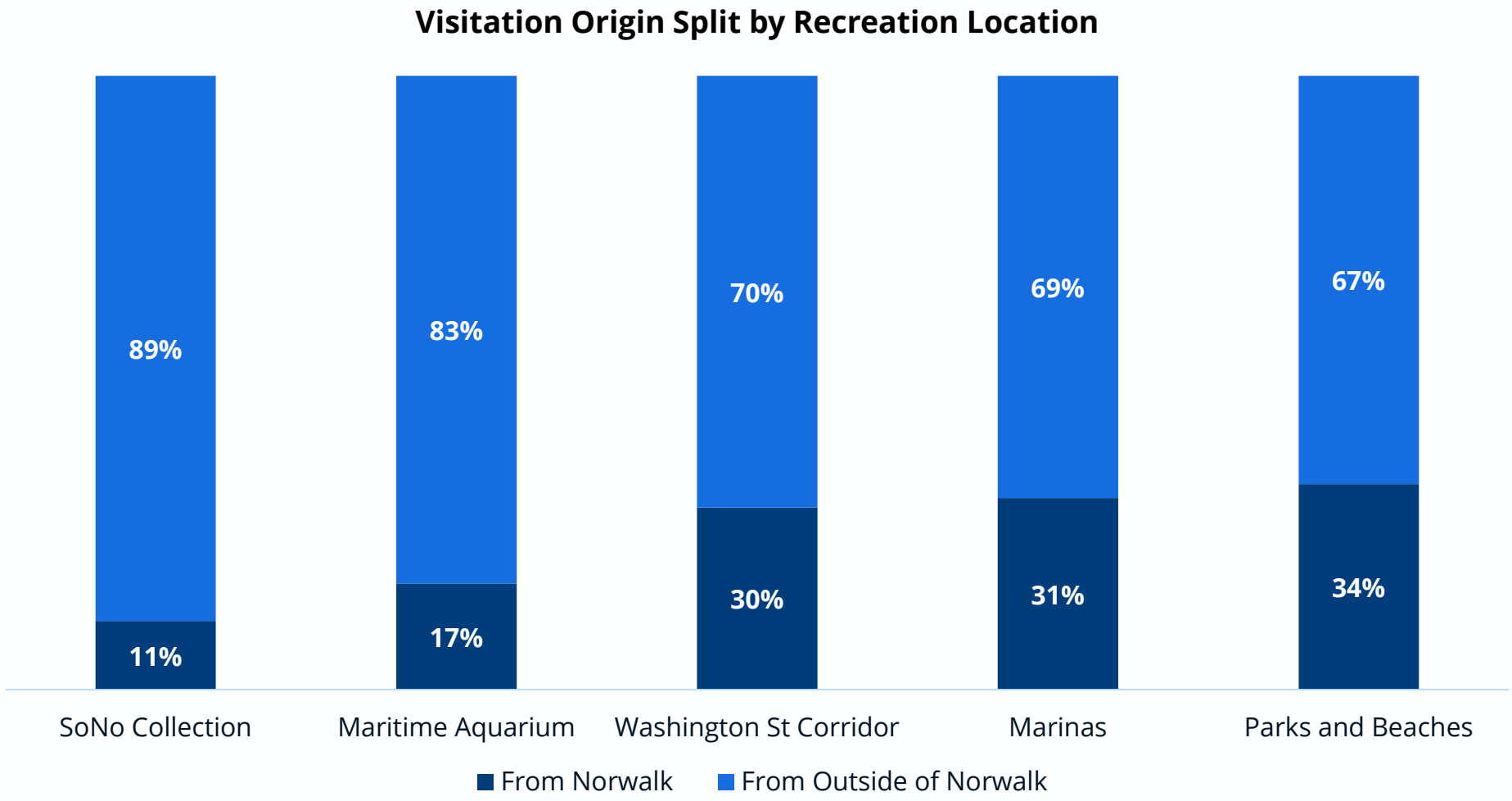
Visitation trends are similar across all types of locations, with the SoNo Collection showing the greatest visitation relative to the other categories. Visitation appears to be higher in 2023 than in 2022 and 2024.



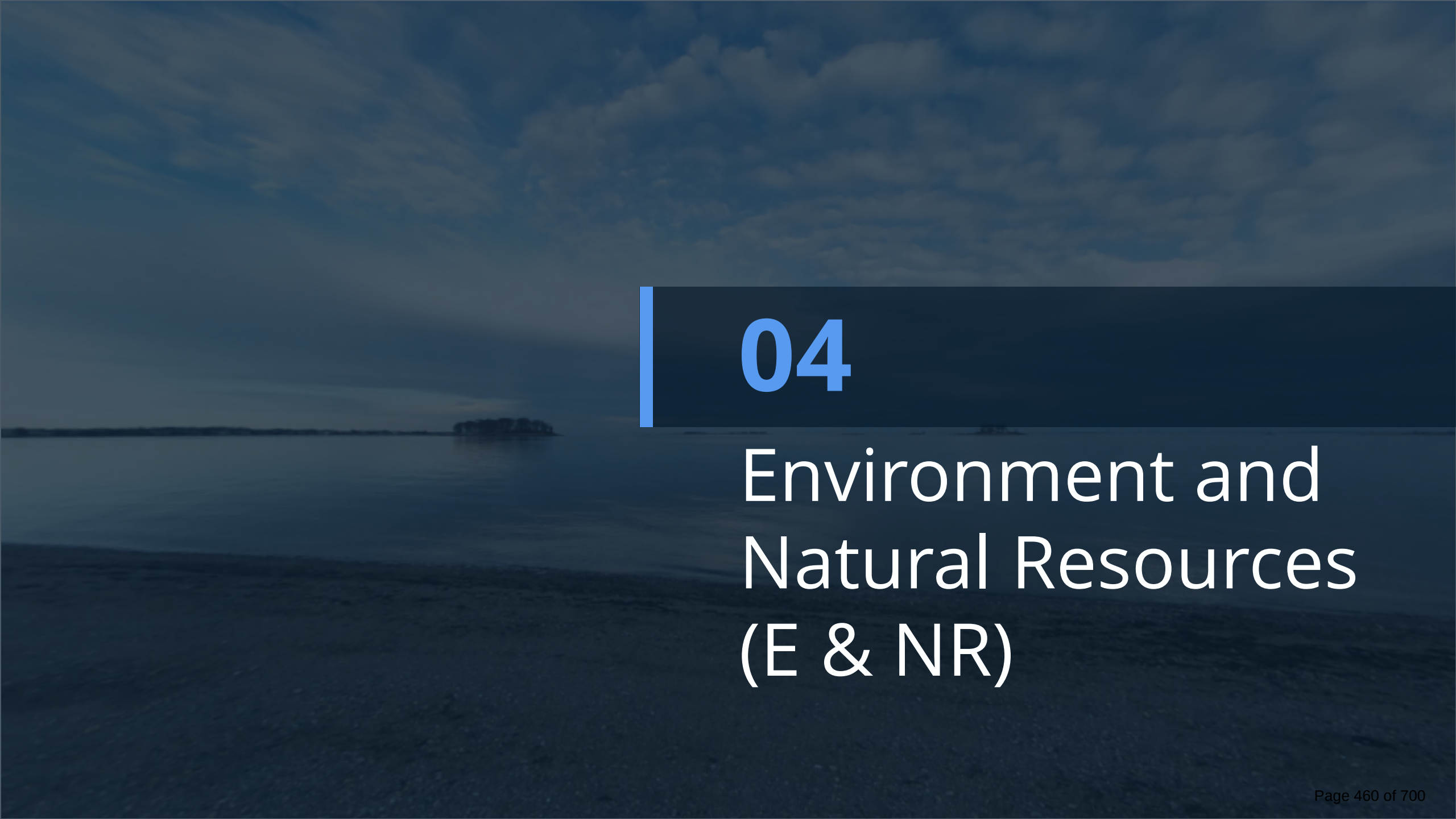
Note: The visitation trends are a sample and do not reflect total visitation counts.
Source: Azira

RECREATION | VISITATION ORIGINS

Regional anchors like the SoNo Collection and Maritime Aquarium have the highest shares of non-Norwalk visitors. About one-third of visits to marinas, parks, and beaches are by Norwalk residents.



Source: Azira



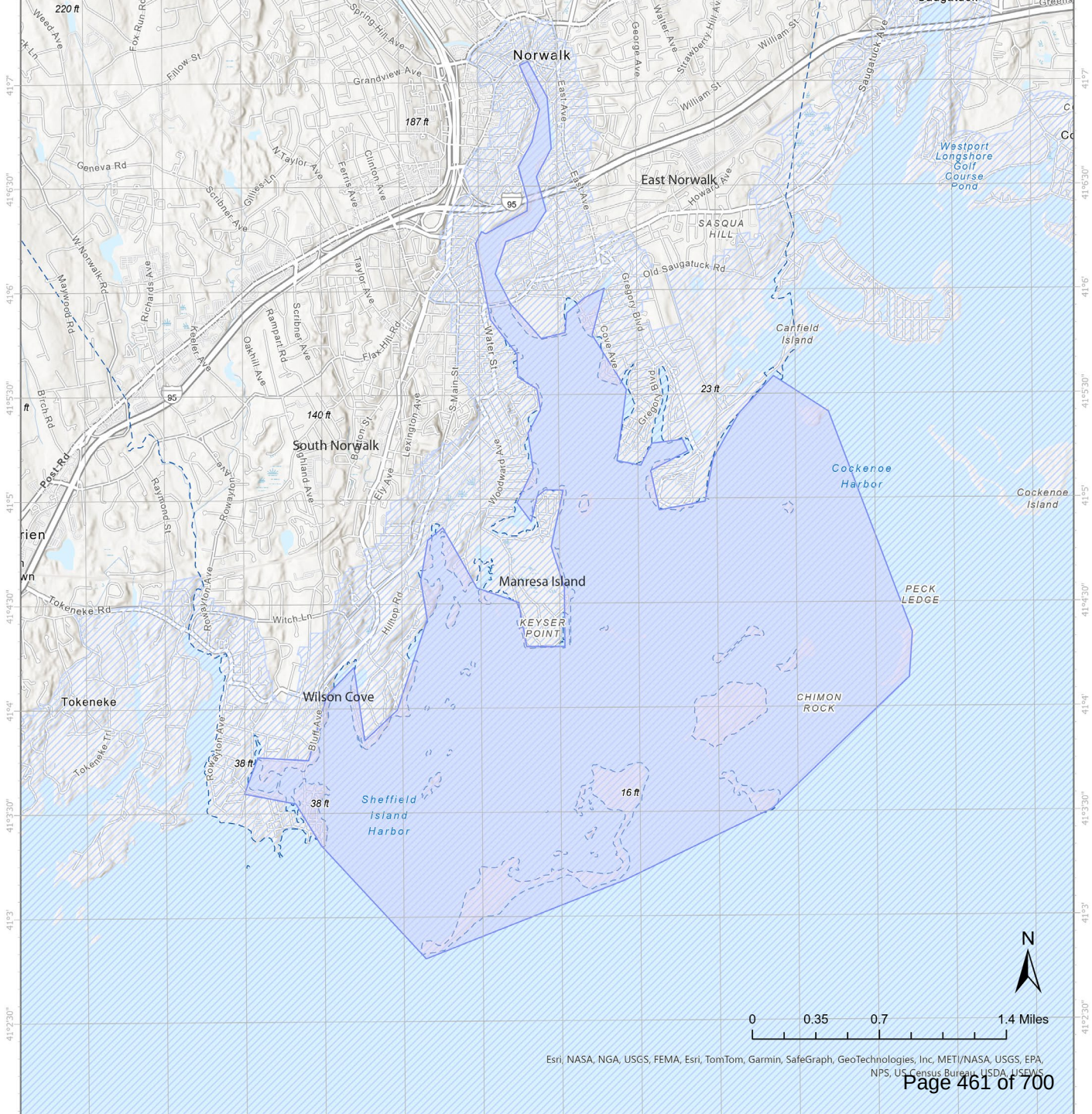
04

Environment and Natural Resources (E & NR)

E & NR|STUDY AREA OVERVIEW

The study area for Environment & Natural Resources is shown at right. The maps in this section look at the below components, detailed in the following slides:

- Navigational Opportunities & Hardships
- Shoreline Topography & Makeup
- Historic and Current Wetlands
- Harbor Wildlife and Critical Habitats
- Harbor Protected Areas
- Shellfish
- Public Access
- Heat Vulnerability
- Flood Hazards
- Sea Level Rise
- Erosion Susceptibility
- Land Use
- Recreational Boat Traffic

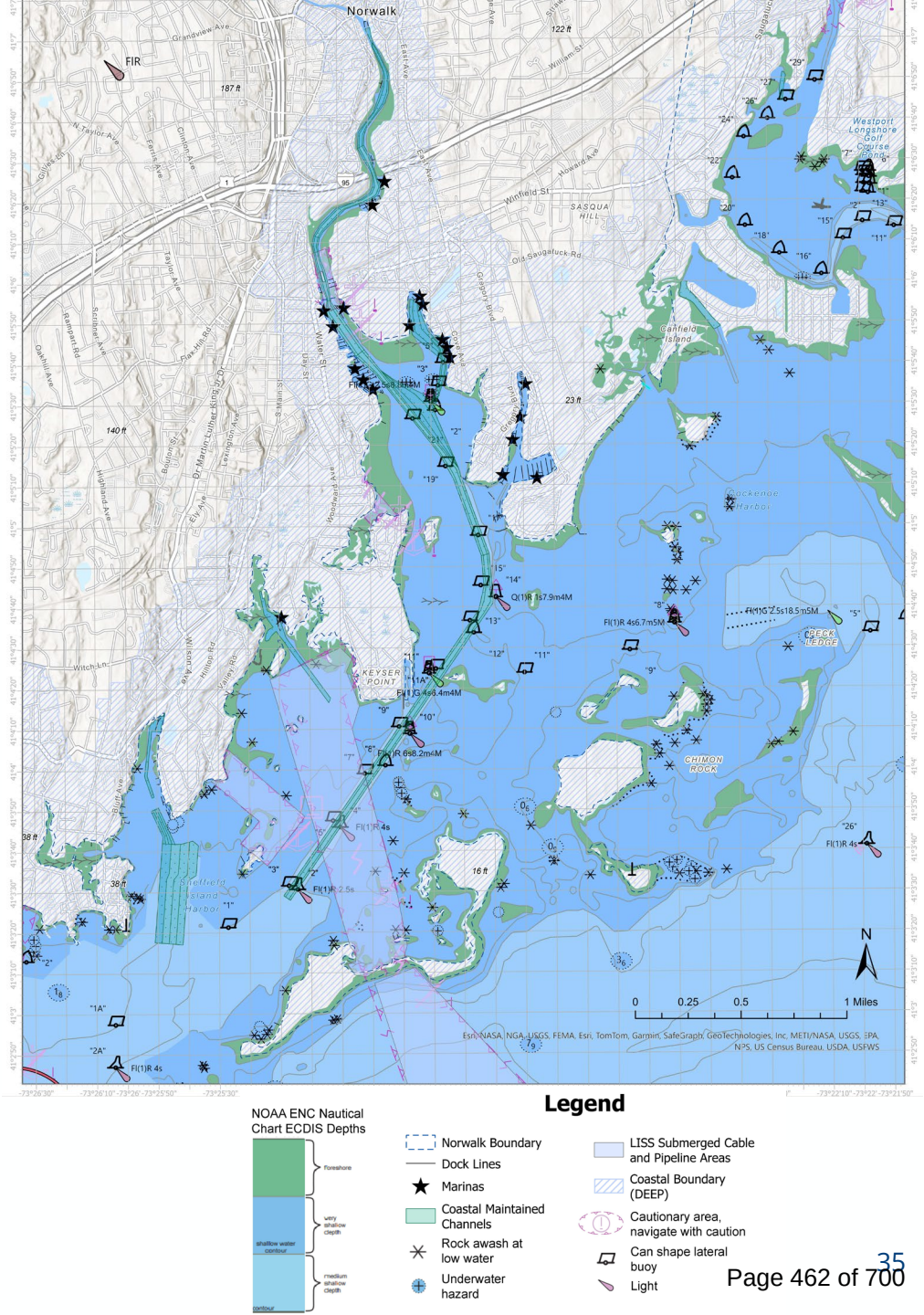


E & NR | NAVIGATIONAL OPPORTUNITIES & HARDSHIPS

Norwalk Harbor presents both challenges and opportunities for those who navigate its waters.

- The 4.7-mile Norwalk Harbor Channel is between 10-12 feet deep, and its width varies by location, ranging from 100 feet to 250 feet wide. This clearly defined, federally maintained navigation channel runs from the outer harbor to Norwalk Harbor, located at the mouth of the Norwalk River.
- Dredging of the channel is managed and overseen by the U.S. Army Corps of Engineers (USACE) in coordination with several City commissions including the Norwalk Harbor Commission and Shellfish Commission. USACE oversight also includes a 10-foot-deep, 17-acre anchorage near Fitch Point.
- Dredging maintains the critical depth needed for navigability in the Harbor. This occurs every 10-15 years based on sediment accumulation, and dredging last occurred in 2014. Over time, sediment accumulation can negatively affect navigability. Shallow zones and shoaling, particularly near the islands and along harbor edges, require careful navigation and can pose a risk to larger/deep-draft vessels, especially during low tides.
- Other hazards include congestion and visibility. Norwalk Harbor experiences a variety of vessel traffic (including commercial fishing boats, recreational yachts, and crew teams), which can become congested near the Washington Street Bridge connecting South Norwalk to East Norwalk.
- Navigation is further challenged by large tide swings (+/- 7 ft), geomorphic shoaling, outcropping, strong currents and fog.

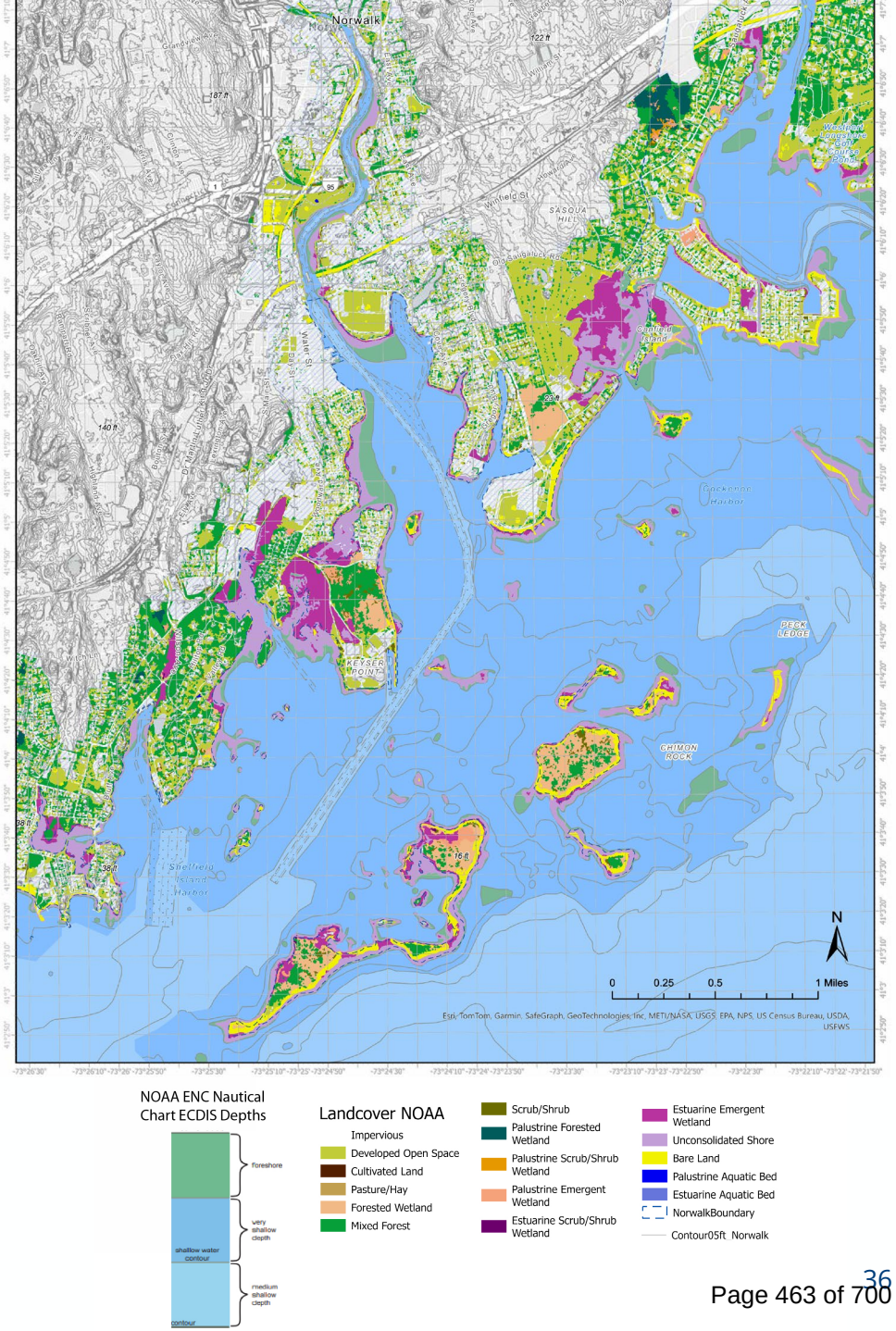
Source: USACE New England District, "Norwalk Harbor Navigation Project."



E & NR | SHORELINE TOPOGRAPHY AND MAKEUP

Norwalk Harbor's shoreline is characterized by a mix of natural and hardened edges.

- The topography features gentle slopes descending towards the water, with elevations ranging from sea level at the shoreline to higher terrains inland (60-70 feet above sea level).
- The shoreline includes a mix of wetlands and forests (typically located closer to the Long Island Sound) with developed, hardened shorelines more commonplace in the upper Harbor where commercial and industrial activity is centered.
- Per NOAA data, shoreline habitat categories present within the study area include Developed Open Space, Mixed Forest, Estuarine Emergent Wetland, Palustrine Emergent Wetland, and Bare Land (areas with minimal vegetation).
- Further into the Harbor, man-made structures such as seawalls and piers provide stability to the waterfront, reinforcing areas prone to erosion. These hardened shorelines and impervious surfaces support industrial and/or commercial use but limit natural absorption. They are not mapped with any specific habitat category.
- Areas in the southern area of the study area (such as at Calf Pasture, Canfield, and Sheffield), are critical for water filtration and serve as vital habitats for marine life. The wetlands absorb excess water during storms, reducing flood risks and helping to maintain the delicate balance between land and sea.
- The Harbor’s topography influences not only the environmental conditions but also the opportunities and challenges for those navigating its waters. The interplay of these shoreline features shapes Norwalk Harbor’s identity, blending natural resources with practical maritime function.

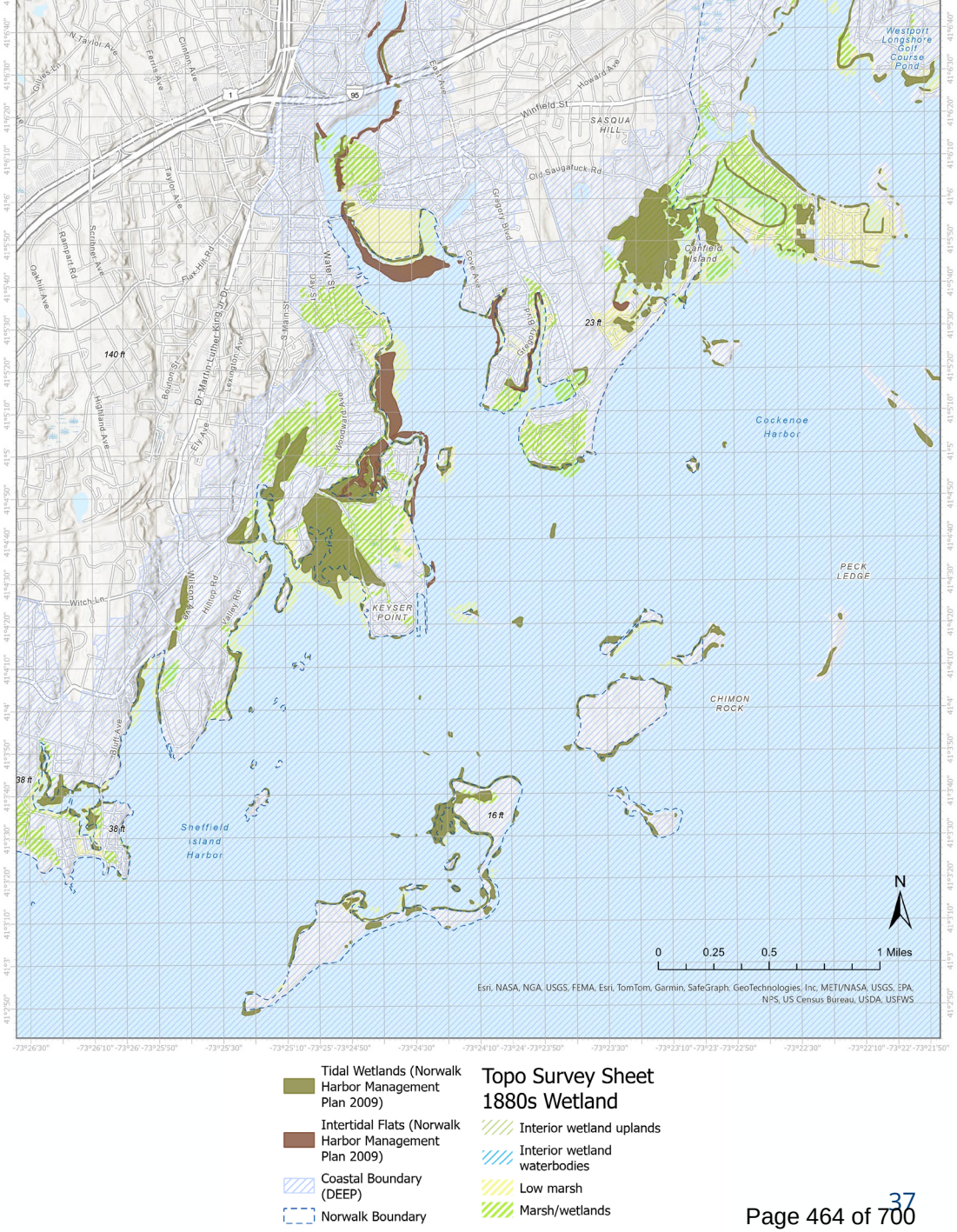


E & NR | HISTORIC AND CURRENT TIDAL WETLANDS

During the 20th century, significant wetland loss occurred along the Harbor from increasing shoreline development. Today, existing wetlands still serve an important purpose for fish and other marine organisms.

- The map at right shows historic wetlands (circa the 1880s) in lighter green and yellow cross hatch, with existing wetlands shown in darker green and brown.
- Significant wetland loss has occurred at inland areas near Calf Pasture Beach and Veterans Park, where historic low marsh and interior wetlands have been replaced by urban development or filled land.
- Wetlands around Keyser Point and Manresa Island have notably shrunk, with much of the historic marshland now absent along the eastern and southern shorelines.
- Offshore islands like Chimon, Shea, and surrounding isles retain much of their historic wetland extent, showing strong persistence likely due to minimal development pressure.
- The Harbor's tidal wetlands and intertidal zones serve as valuable habitat for a variety of species, as detailed on the following slide.
- Protection of wetlands in Norwalk was codified in 1974 through the establishment of the Inland Wetland Agency and the Inland Wetland and Watercourses Act.

Source: City of Norwalk, Connecticut Inland Wetlands & Watercourses Regulations. Adopted February 12, 1974.



E & NR | HARBOR WILDLIFE & CRITICAL HABITATS

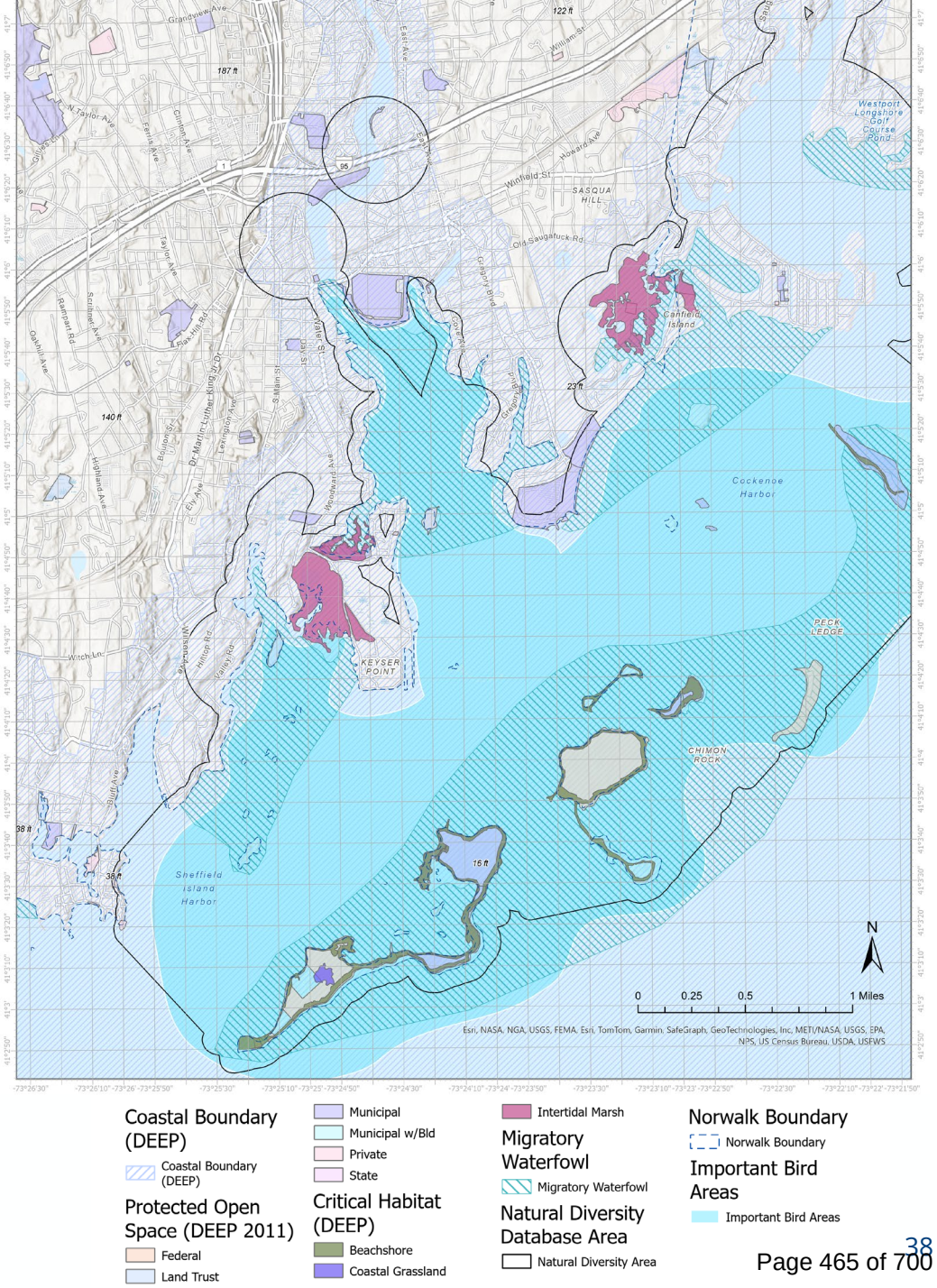
Norwalk Harbor hosts a vibrant ecosystem that supports a diverse array of wildlife, thanks to its varied habitats and protected open space areas. Beachshore and coastal grassland environments provide critical habitat for species both above ground and in-water.

- **Birds:** The Harbor and its surrounding areas, including the Norwalk Islands, are significant habitats for migratory waterfowl and colonial waterbird species such as herons, egrets, and ibises. These species are especially prevalent in the Stewart B. McKinney National Wildlife Refuge on the Norwalk Islands. The islands provide essential nesting and foraging grounds for these birds.

- **Marine Life:** The waters of Norwalk Harbor are home to various fish species, supporting both commercial and recreational fishing activities. The Harbor's tidal wetlands and intertidal zones serve as nurseries for juvenile fish and other marine organisms, contributing to the area's biodiversity. According to the 2018 Harbor Health Study, 148 individual fish representing 14 different species were documented in the harbor. The most abundant species observed include Cunner, Northern Searobin, and Northern Pipefish.

- **Mammals and Other Wildlife:** Coastal areas in Connecticut, including those around Norwalk Harbor, are known to support species such as white-tailed deer, red foxes, and various small mammals. The diverse habitats also support reptiles and amphibians, contributing to the ecological richness of the area. The prevalence of these species underscores the ecological importance of Norwalk Harbor and its surrounding environments.

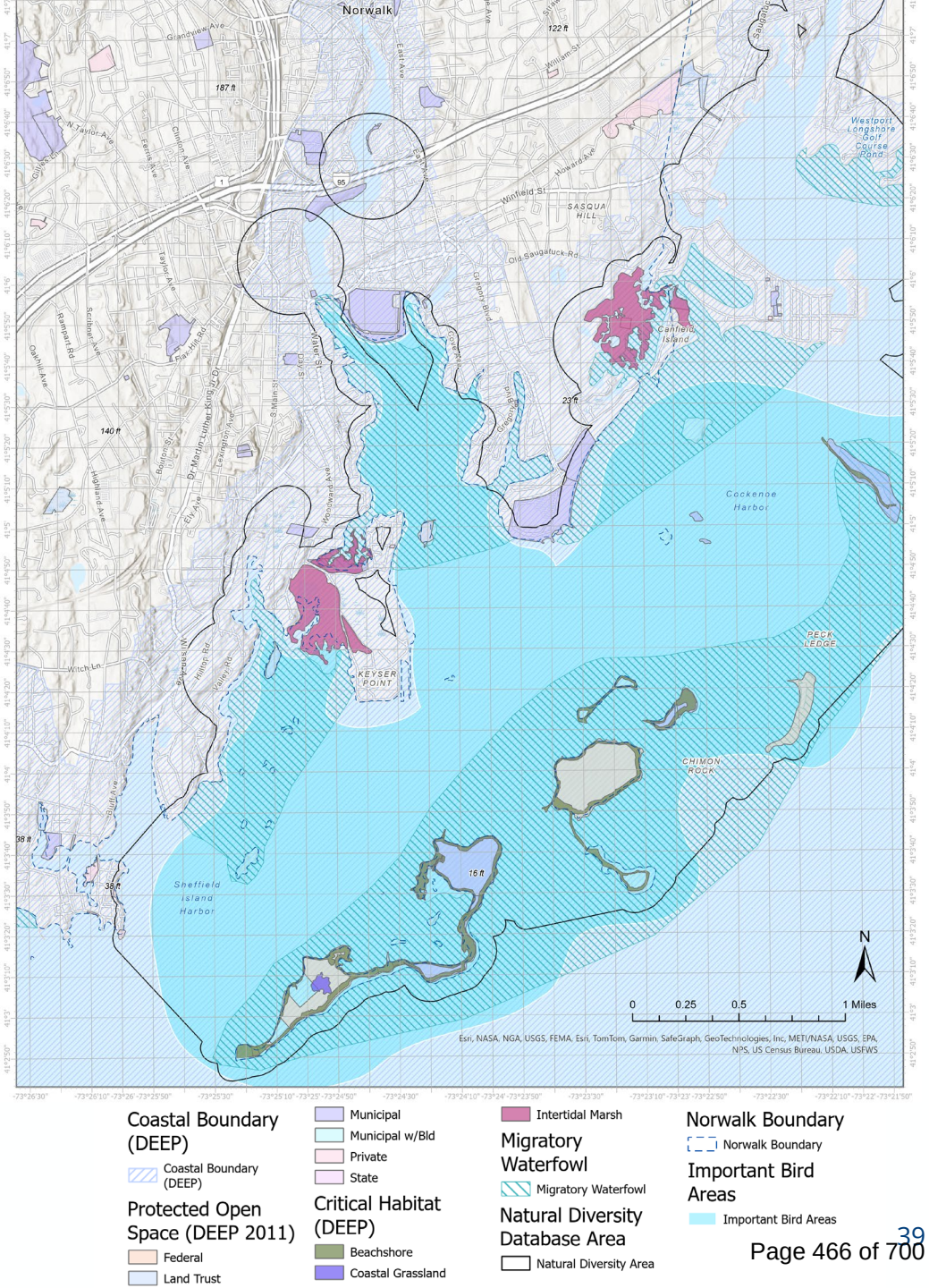
Source: Harbor Watch. Harbor Health Study, 2018.



E & NR | HARBOR PROTECTED AREAS

The Norwalk Harbor hosts a variety of protected open space under federal, state, and municipal jurisdiction, as well as under private ownership.

- The majority of this protected space exists on the lower end of the Harbor, closer to the Long Island Sound, as the northern component of the Harbor is largely developed. Municipal protected properties, through the Norwalk Recreation and Parks office, include Calf Pasture Beach, Veterans Park, Oyster Shell Park, Shea Island, and portions of Peach Island. This municipally protected land is intended and utilized for recreation purposes.
- Portions of the Norwalk Harbor Islands have been identified by the State as protected species areas. Sheffield Island and Chimon Island are also recognized by the federal government as portions of the Stewart B. McKinney National Wildlife Refuge.
- The forest, shrublands and beaches of the Norwalk Islands are recognized as regionally significant habitat for colonial nesting birds like herons and egrets, vital nesting and migratory habitat for neotropical birds, and high-quality wintering grounds for waterfowl. In addition, The Chimon Island Unit has historically supported as many as 1,200 breeding pairs of herons, egrets and ibises. To protect habitat, the West Beach is the only portion of the island open to the public. Passive public uses like wildlife observation and photography are encouraged there. The nearest public motorboat launch is at Veterans Park.
- Most recently, Manresa Island, on the southwestern portion of the lower Harbor, was recently purchased by a private donor, with plans to develop the island into a protected public park through the newly formed non-profit, Manresa Island Corp.



E & NR | SHELLFISH

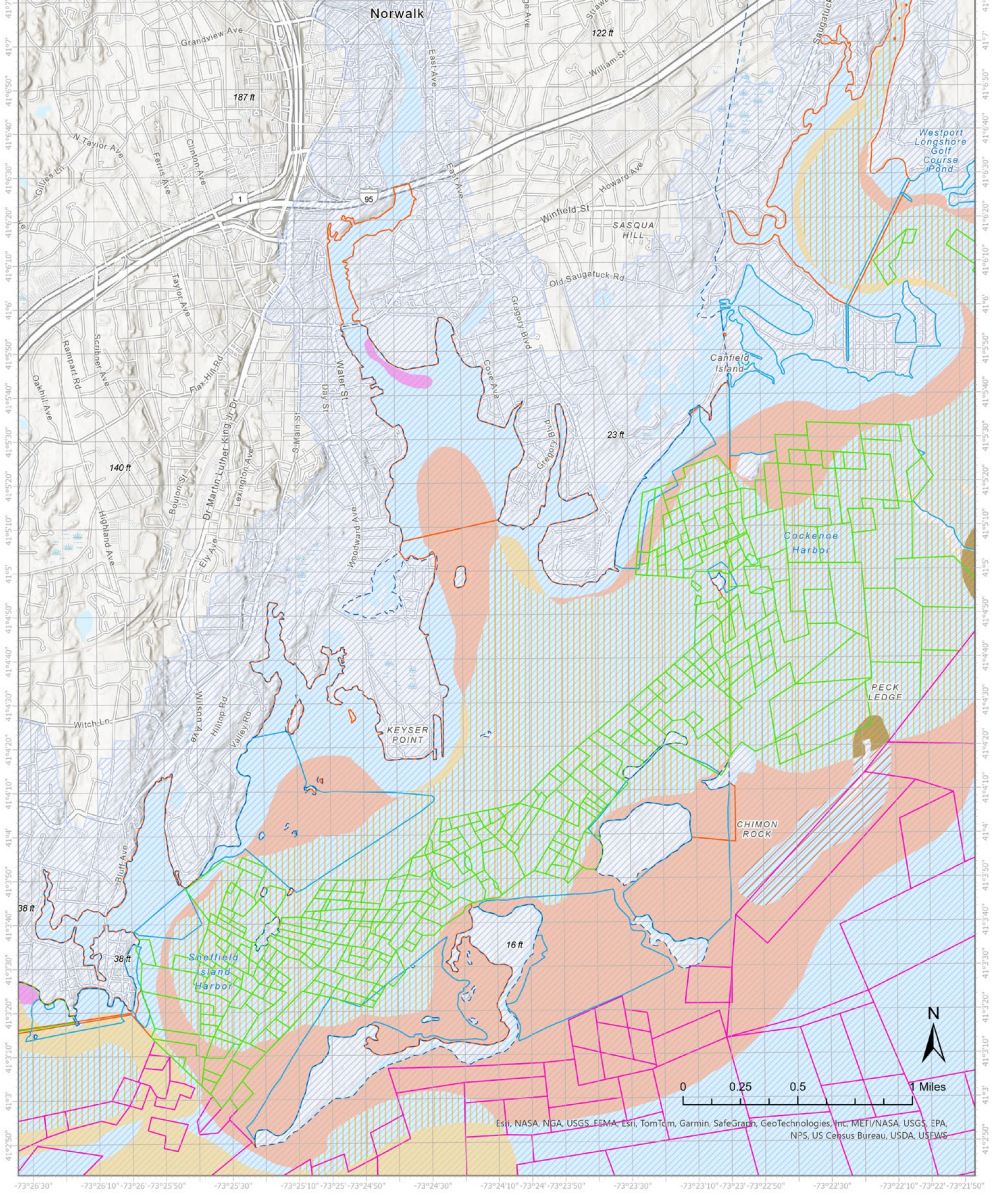
The Norwalk Harbor is well known for its role in the shell fishing industry. The Harbor supports various shellfish species, including Eastern Oysters, Hard Clams (Quahogs), and Soft-Shell Clams.

- Norwalk Harbor is home to significant aquaculture and shellfish operations. While natural shellfish beds exist throughout the Harbor, there are also shellfish beds managed by the government. These include State and Town managed beds for commercial shell fishing and recreational beds available to recreational fishermen.

- Recreational shellfishing areas are located near the central Harbor and along the shoreline south of Calf Pasture Beach. These areas are open to residents and visitors for personal use and are regulated to ensure sustainability.

- The Town beds are managed by the Norwalk Shellfish Commission, while the State managed beds are managed by Department of Agriculture's Bureau of Aquaculture. This Bureau is responsible for issuing commercial licenses for use of these beds along with regulating shellfishing in these areas and conducting water quality analysis.

- Designated recreational shellfishing areas are managed by the Norwalk Shellfish Commission, which establishes permits, seasonal restrictions, harvest limits, and other requirements to ensure sustainable use.



Legend

Coastal Boundary (DEEP)
- Coastal Boundary (DEEP)

Shellfish
- Oyster
- Hard Clam
- Soft Clam
- Oyster / Hard Clam / Soft Clam
- Oyster / Hard Clam
- Oyster / Soft Clam
- Hard Clam / Soft Clam

CT State and Town Managed Shellfish Beds
- Natural Bed
- Recreational Bed
- State Mananged Bed
- Town Managed Bed
- Norwalk Boundary

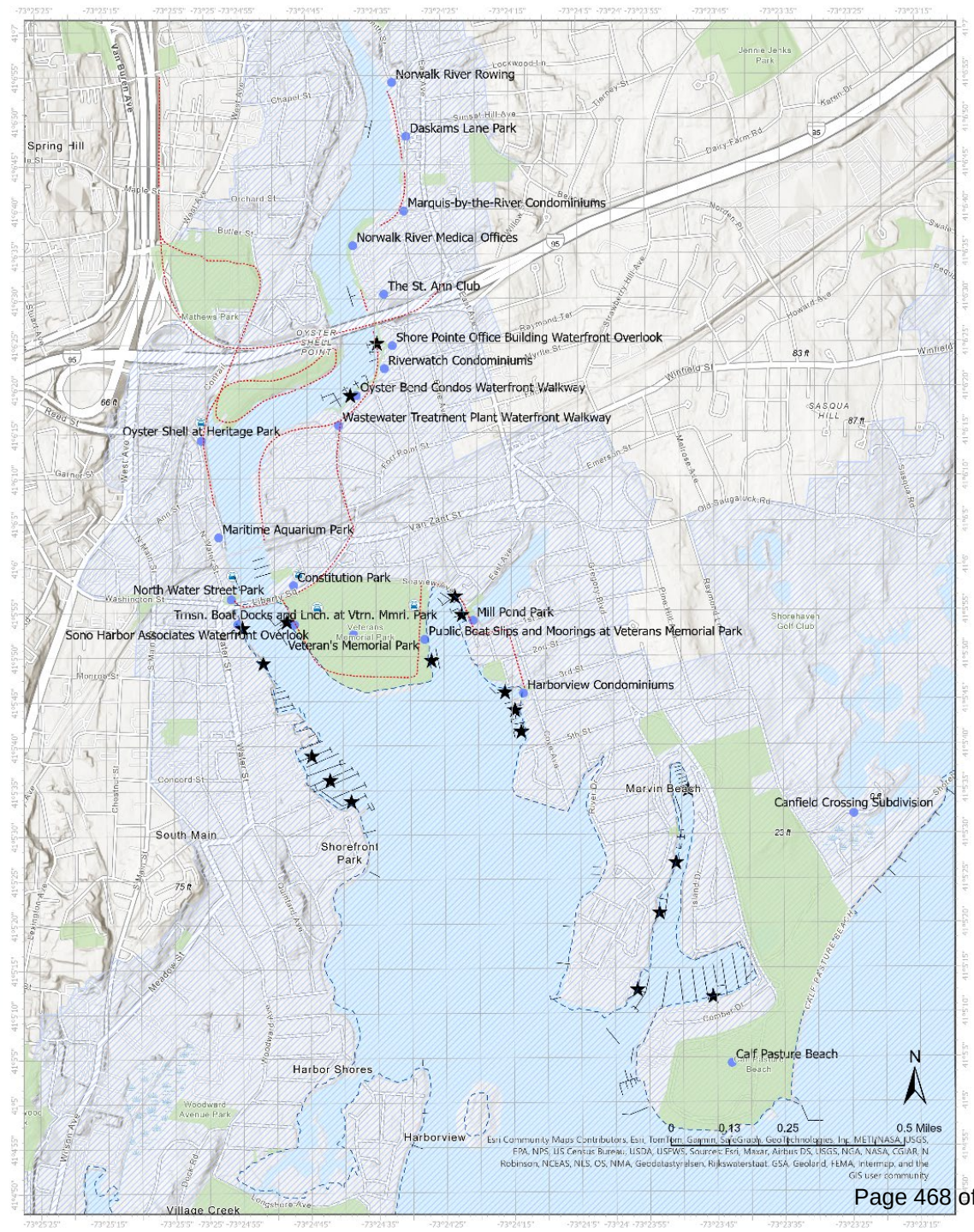
E & NR | PUBLIC ACCESS

The Harbor hosts multiple public access options for residents and visitors to engage with the water.

- **Parks and Trails:** Notable public access park areas include the 35-acre Veterans Memorial Park, Calf Pasture Beach, Norwalk Heritage Park, Oyster Shell Park, and the Norwalk Harbor Loop Trail/Norwalk River Valley Trail.
  - The Norwalk Harbor Loop Trail connects several waterfront parks, including Oyster Shell, Mill Pond, and Constitution Park, though it remains incomplete in areas near the Maritime Aquarium and East Avenue.

- **Public Boating Facilities:** The harbor boasts 15 marinas and 13 private clubs equipped with boating amenities, providing ample opportunities for boating enthusiasts.

- **Street Ends:** There are numerous street ends around the Harbor that act as official and unofficial public access points. Some are well utilized or maintained by neighborhood associations, and some are blocked off by adjacent owners and/or unknown to the neighboring community. These street ends were evaluated in greater detail through the Street Ends & Public Access Study (Section 3).

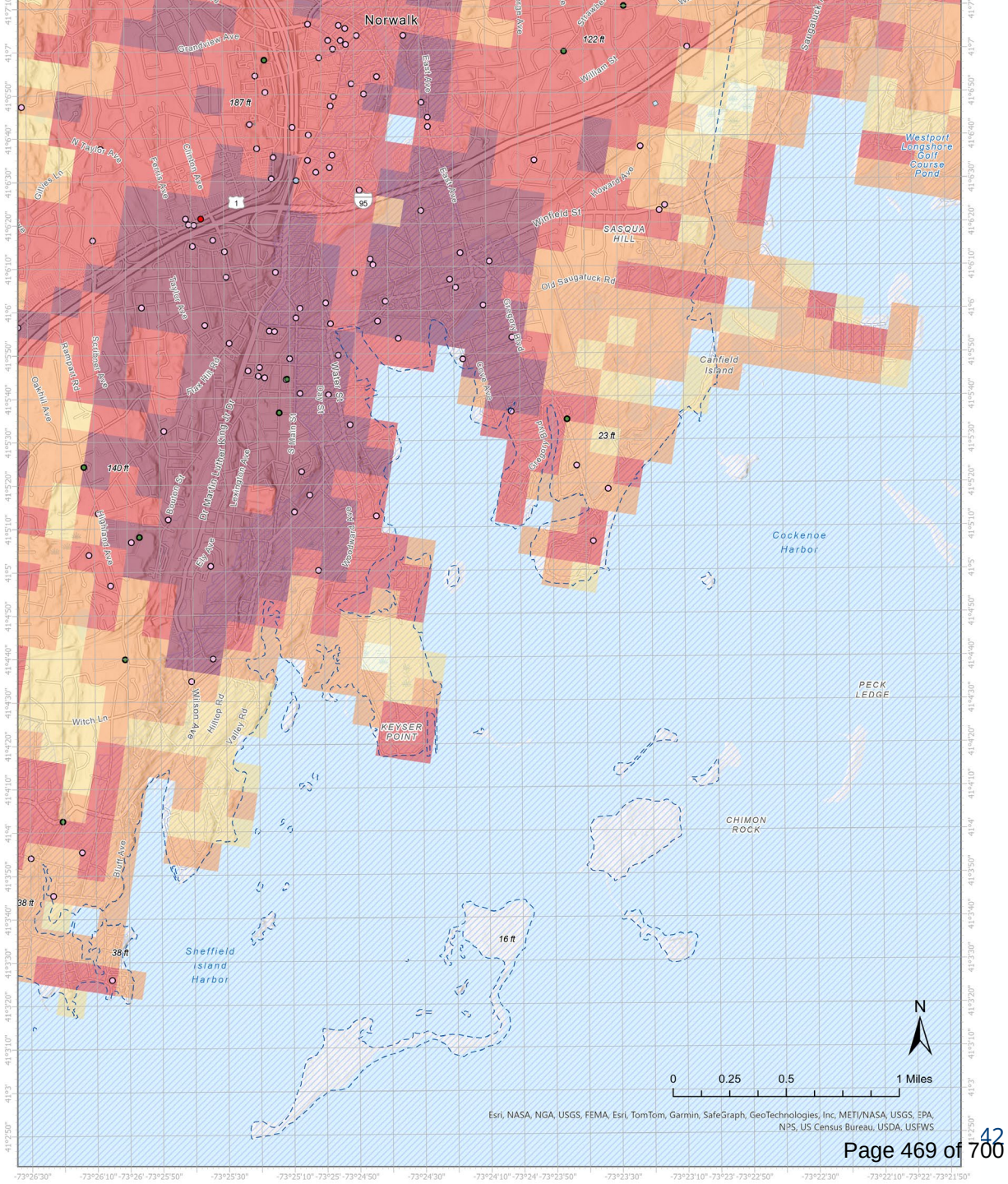


E & NR | HEAT VULNERABILITY

Heat vulnerability is one of several climate-related challenges posing a risk to Norwalk, in addition to flooding and sea level rise.

- The highest levels of heat vulnerability (shown in deep red and purple) are concentrated in the central and western parts of Norwalk, particularly along major road corridors and denser residential neighborhoods south of I-95.

- The eastern and coastal portions of Norwalk, including areas around Calf Pasture Beach and the Norwalk Islands, show significantly lower projected heat vulnerability, likely due to greater vegetation, open space, and proximity to Long Island Sound's cooling influence.

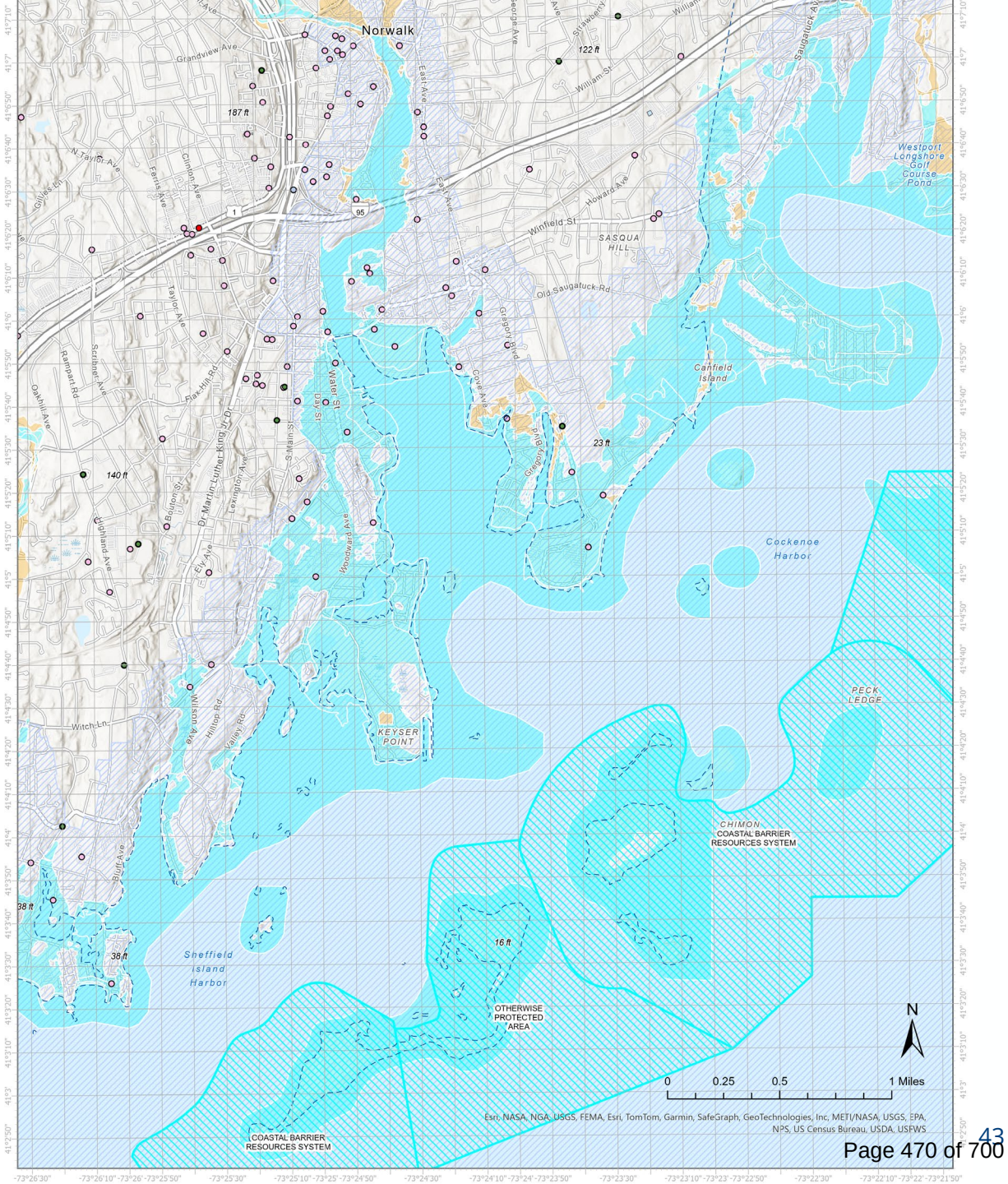


E & NR | FLOOD HAZARDS

Much of the Norwalk Harbor study area is within the FEMA flood hazard zone, posing a potential threat to the city's assets during flood events.

- As shown at right, significant portions of the Norwalk shoreline—particularly along the Norwalk River, Calf Pasture Beach, and the islands—fall within FEMA flood hazard zones (VE, AE, AO, and X), indicating high exposure to coastal and storm-related flooding. This includes areas with public assets and infrastructure.

- Chimon Island, Sheffield Island, and surrounding areas are designated as part of the Coastal Barrier Resources System (CBRS), meaning they are recognized as environmentally sensitive areas with restrictions on federal flood insurance and development, further emphasizing their flood exposure and ecological importance.

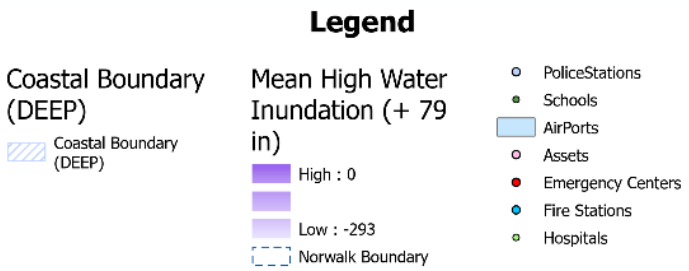


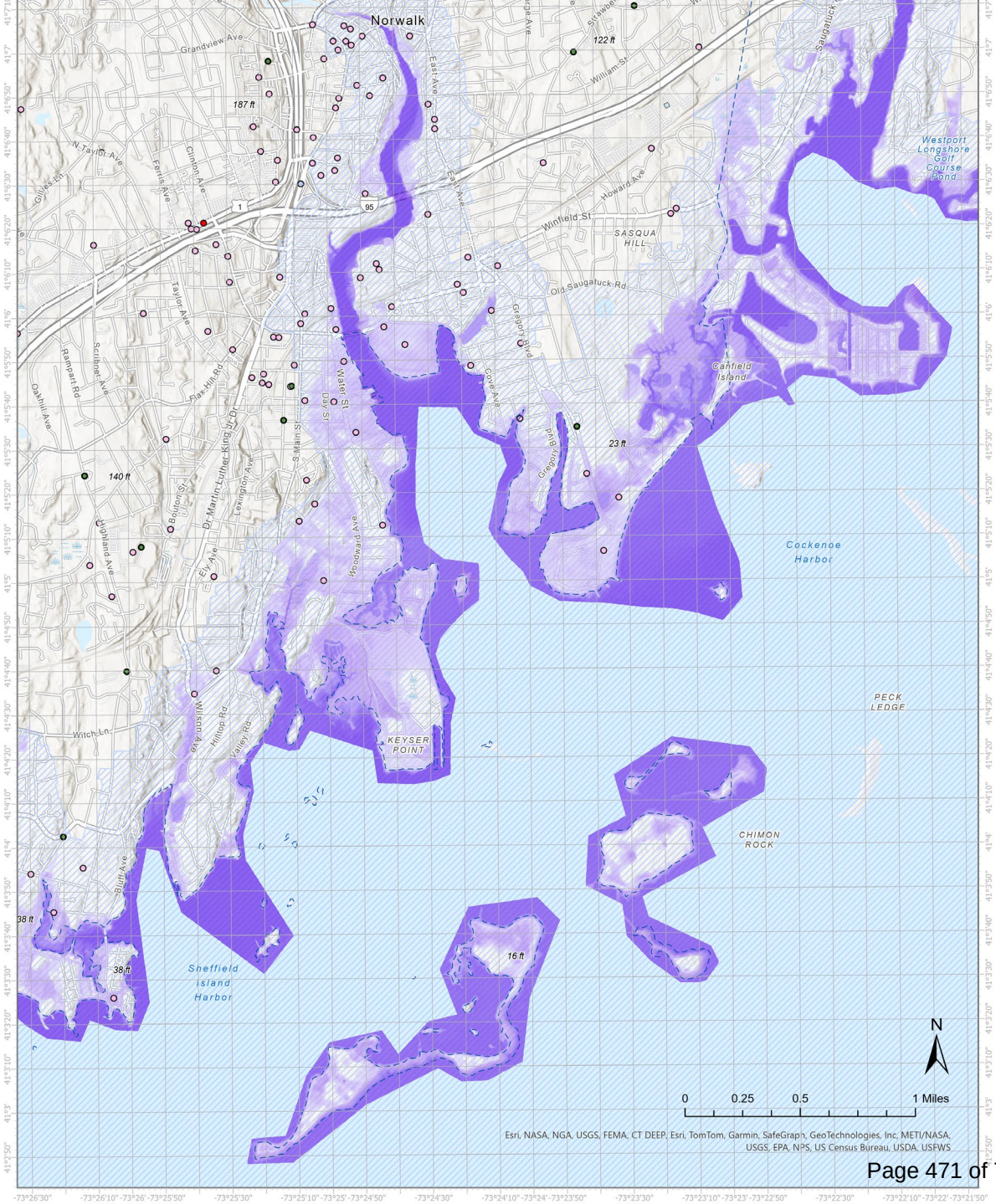
E & NR | SEA LEVEL RISE

Sea level rise is another hazard posing significant risks to Norwalk Harbor.

- Substantial portions of Norwalk's shoreline—especially areas around Veterans Memorial Park, Calf Pasture Beach, Keyser Point, and the Norwalk Islands—are projected to experience mean high water inundation with a 79-inch sea level rise. This includes several developed waterfront areas and open spaces.

- Low-lying coastal infrastructure and critical facilities are at risk, with multiple schools, emergency centers, and community assets located adjacent to or within the projected inundation zones, particularly in South Norwalk and along Water Street.

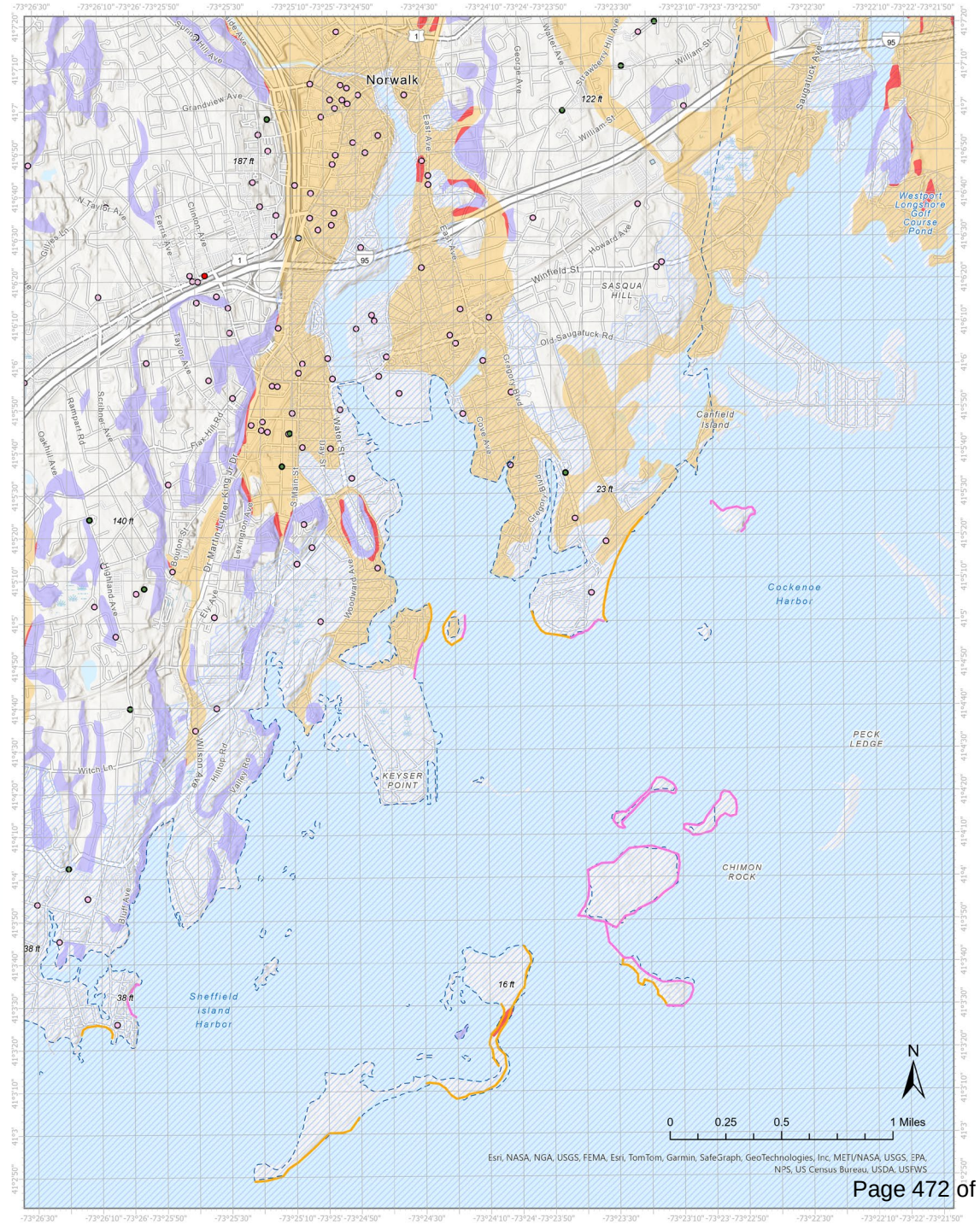




E & NR | EROSION SUSCEPTABILITY

- Shorelines along the central and southern harbor, particularly near the Norwalk River mouth and south of Veterans Memorial Park, contain areas highly or most susceptible to erosion, marked in red and orange. These areas coincide with developed waterfronts and public infrastructure, highlighting potential risk to access points and community assets.

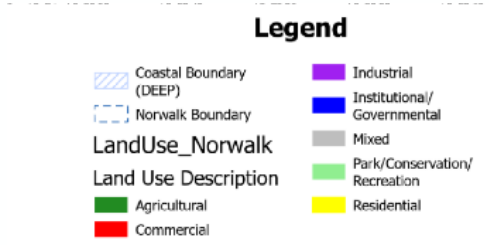
- Additional erosion hotspots are located on the Harbor-facing side of Ram Island and along narrow, exposed stretches of the western shore, where surficial materials are mapped as erosion-prone.

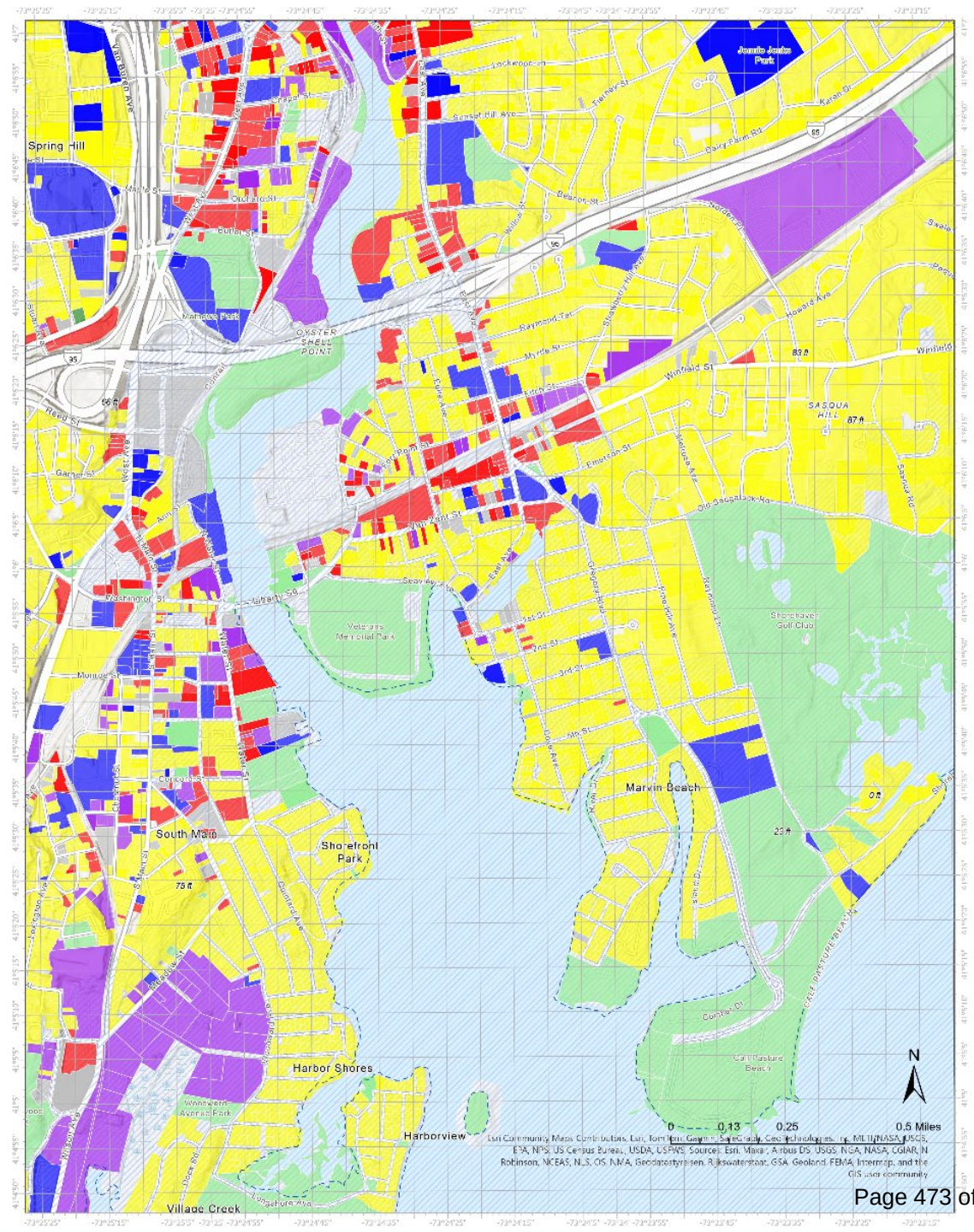


E & NR| LAND USE

Land adjacent to the Harbor is characterized by a mix of natural and developed landscapes, including residential uses, commercial facilities, conservation areas and recreational parks.

- Land use along the Harbor is highly varied, with a mix of industrial, commercial, institutional, and residential uses concentrated near Water Street in South Norwalk and East Avenue in East Norwalk. This reflects the Harbor's role as both a working waterfront and a civic waterfront.
- Residential areas dominate the upland portions surrounding the southern Harbor, including around Calf Pasture Beach and Shorefront Park, where low-density single-family housing transitions into public recreational land.
- The Norwalk Islands and much of the immediate shoreline around Keyser Point, Calf Pasture and southern Sasqua Hills are designed for park, conservation, or recreation use. This land use pattern supports ecological protection and public access near the Harbor.
- Pockets of industrial use remain on the western shore near I-95 and the Norwalk River mouth, consistent with the city's history of maritime and manufacturing activity.

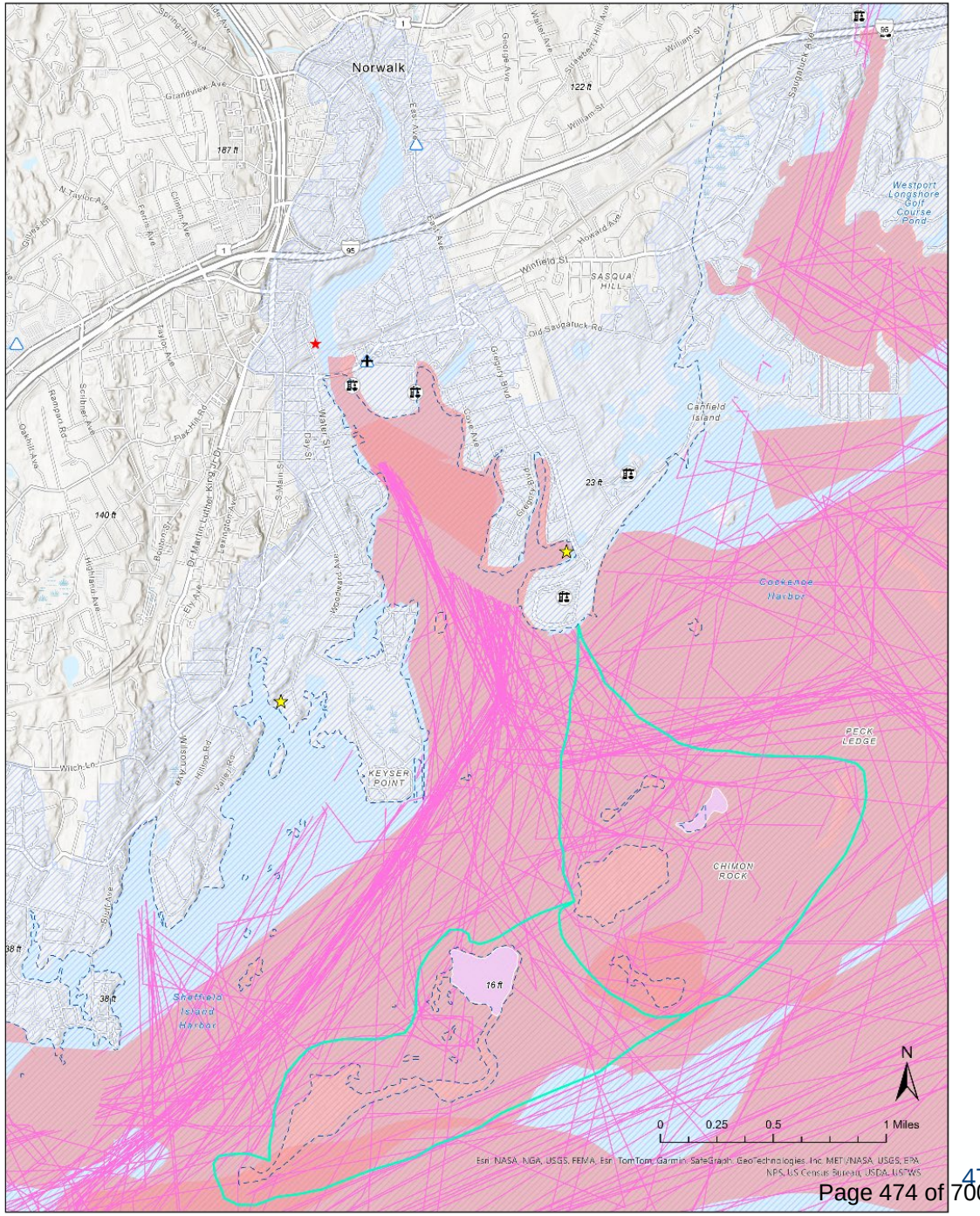




E & NR| RECREATIONAL BOAT TRAFFIC

Norwalk Harbor supports a wide range of water-dependent recreation, including numerous marinas, harbor infrastructure, and water trails visible on the map. The dense web of vessel traffic lines underscores the harbor's use for boating, kayaking, and marine transport.

- Calf Pasture Beach and Shady Beach Park, shown near the southern harbor, are major public waterfront recreation areas with access to swimming, fishing, and boating facilities. These parks anchor recreational use along the Sound.
- Sheffield Island and the Sheffield Island Lighthouse, noted in the map's southwestern extent, are accessible by ferry and serve as key historical and recreational destinations within the Norwalk Islands complex.
- Recreational shellfishing areas overlap with active use zones around the harbor and islands, supporting community access to natural resources, managed by the Norwalk Shellfish Commission.

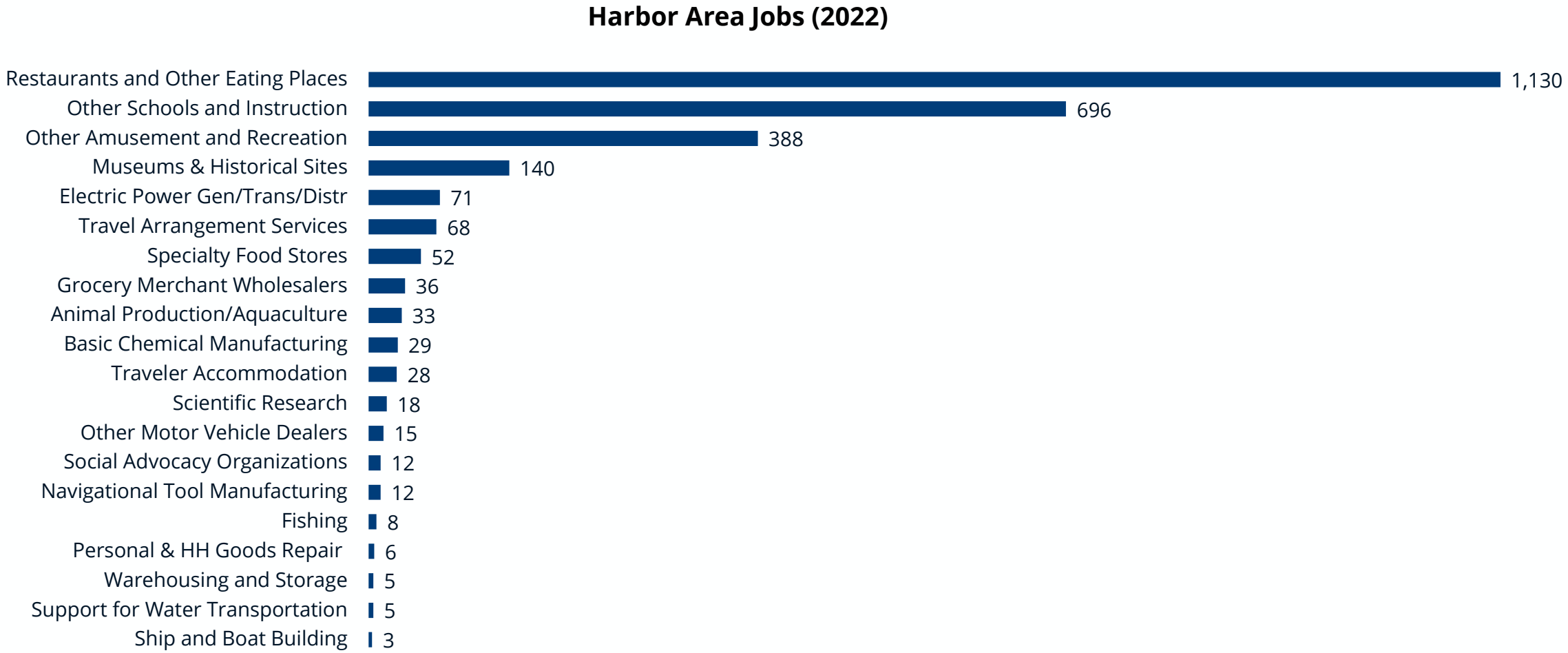


05

Appendix

INDUSTRY | HARBOR AREA WATER-DEPENDENT JOBS

Tourism industries such as restaurants, amusement, and museums have the most jobs that could be water-dependent. Out of all jobs related to schools and instruction only some are related to the Harbor.

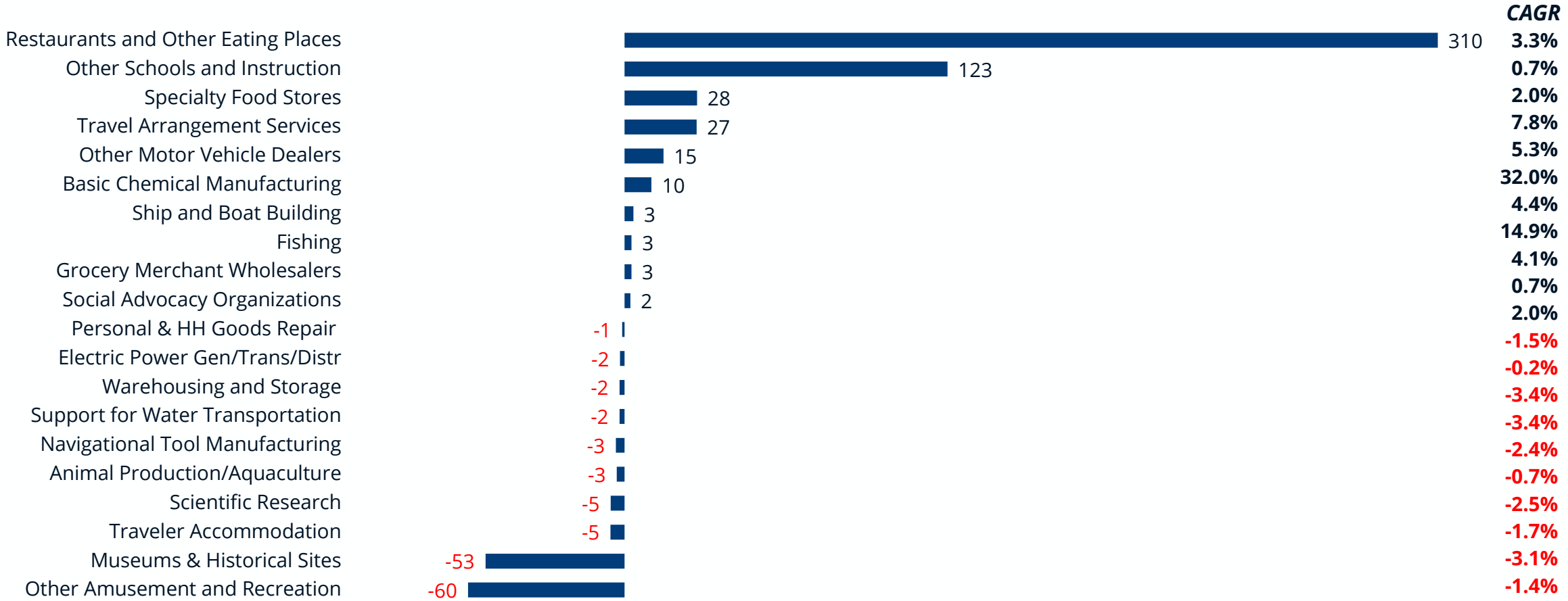


NOTE: The industry categories represent those jobs that could be water-dependent.
Source: Census OnTheMap and Lightcast, 2013 and 2022

INDUSTRY | HARBOR AREA WATER-DEPENDENT JOBS OVER TIME

Ship and boat building and fishing industries have been stagnant over the last 10 years. Growth is primarily driven by tourism-related restaurant and travel services jobs, as well as education-related jobs.

Change in Harbor Area Jobs (2013-2022)



NOTE: The industry categories represent those jobs that could be water-dependent.
Source: Census OnTheMap and Lightcast, 2013 and 2022

Norwalk Strategic Harbor Study

Task 2.2 Industrial Economic Analysis

July 2025

OVERVIEW | GOALS AND METHODOLOGY

Building on the Baseline Conditions Analysis, this Industrial Economic Analysis digs deeper into the water-dependent industrial landscape, including industry trends, challenges, and opportunities.

Goals

1. Demonstrate a comprehensive overview of water-dependent economy in Norwalk.
2. Position industry trends over time within the context of current industrial economic needs and challenges around the Harbor.
3. Provide recommendations to support the Harbor's industrial economic needs, which will inform other Management Strategy- and Funding-related recommendations as part of the Strategic Harbor Study.

Methodology

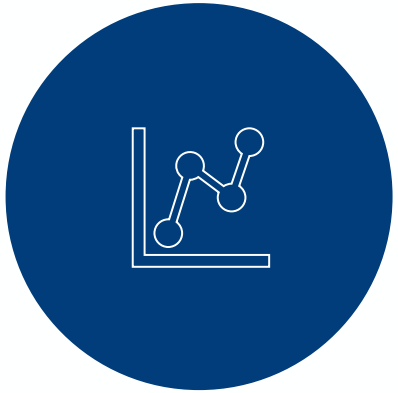
1. Data analysis of jobs, businesses, and gross regional product
2. Benchmarking with peer cities and regions
3. Industrial business focus group and city stakeholder engagement

OVERVIEW | COMPONENTS

This analysis is broken down into three sections covering qualitative and quantitative analyses and a fourth section with a SWOT analysis and recommendations.

STAKEHOLDER ENGAGEMENT

Key takeaways from the interviews with city stakeholders and focus groups with harbor-dependent business owners.

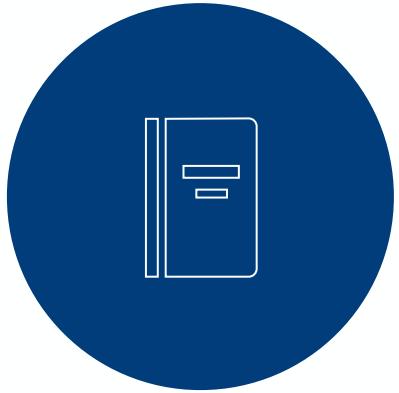


INDUSTRIAL ANALYSIS

Data-driven analysis of jobs and businesses over time, including a deep-dive into those that are water-dependent, with comparisons to peer regions.

WORKFORCE AND INFRASTRUCTURE NEEDS

Infrastructure and workforce needs as highlighted by stakeholders, as well as profiles of types of harbor jobs.



SWOT AND RECOMMENDATIONS

Analysis outcomes represented as strengths, weaknesses, opportunities and threats matrix, in addition to recommendations.

Stakeholder Engagement

STAKEHOLDER ENGAGEMENT | CITY STAFF

1. Different uses and interests coexist and compete over the Norwalk Harbor.

- There are three main drivers of demand over the limited available space in the Norwalk Harbor: 1) real estate development for new housing and other uses (commercial, schools, hospitals, etc.), 2) waterfront industrial, 3) tourism and recreation including boating.

2. Zoning and land use decisions in Norwalk inform the future viability of industrial businesses.

- The city's current zoning approach tries to balance industrial uses with new residential and recreational ones.
- Past efforts such as the 2022 Industrial Waterfront Land Use Plan provide neighborhood-specific suggestions, although no clear priorities are defined for the Harbor across the competing uses, which have organically been shaping the Harbor.

3. Governance fragmentation and infrastructure limitations pose barriers to use Harbor potential for economic growth across these uses.

- There are certain infrastructure needs that have been highlighted by the industrial- and boating/tourism-related stakeholders, such as moorings, dredging, bulkheads, docks, and waterfront resilience. The Harbor Management Commission rarely uses its capital budget.

4. Many valuable parcels within the Harbor's remain underutilized, often used for parking or boat storage, despite their potential for commercial, industrial, or mixed-use development.

- Specific actions as part of this Strategic Harbor Study, including the Moorings and Street Ends Studies, the Management and Funding Strategies, complemented by leveraging zoning, permitting, and capital planning, can help identify strategies to unlock the Harbor's potential as a driver of economic development and tourism.

1. The Harbor's water-dependent industry is essential and vulnerable.

- Tourism and recreation depend on a healthy, functional waterfront—boats, marinas, and access to the islands. These uses are interdependent with industrial services that maintain infrastructure and ensure safety.
- Industrial businesses feel that decision making about the waterfront does not recognize how essential these services are to all uses of the Harbor.

2. Industrial space is threatened by new development and other uses of the Harbor.

- Condos, rowing clubs, and recreational development threaten the space used by industrial businesses, who provide services such as dock maintenance, barge deliveries, marine repairs, that support these activities. If these businesses are forced to close, services will have to come from outside Norwalk, increasing costs.

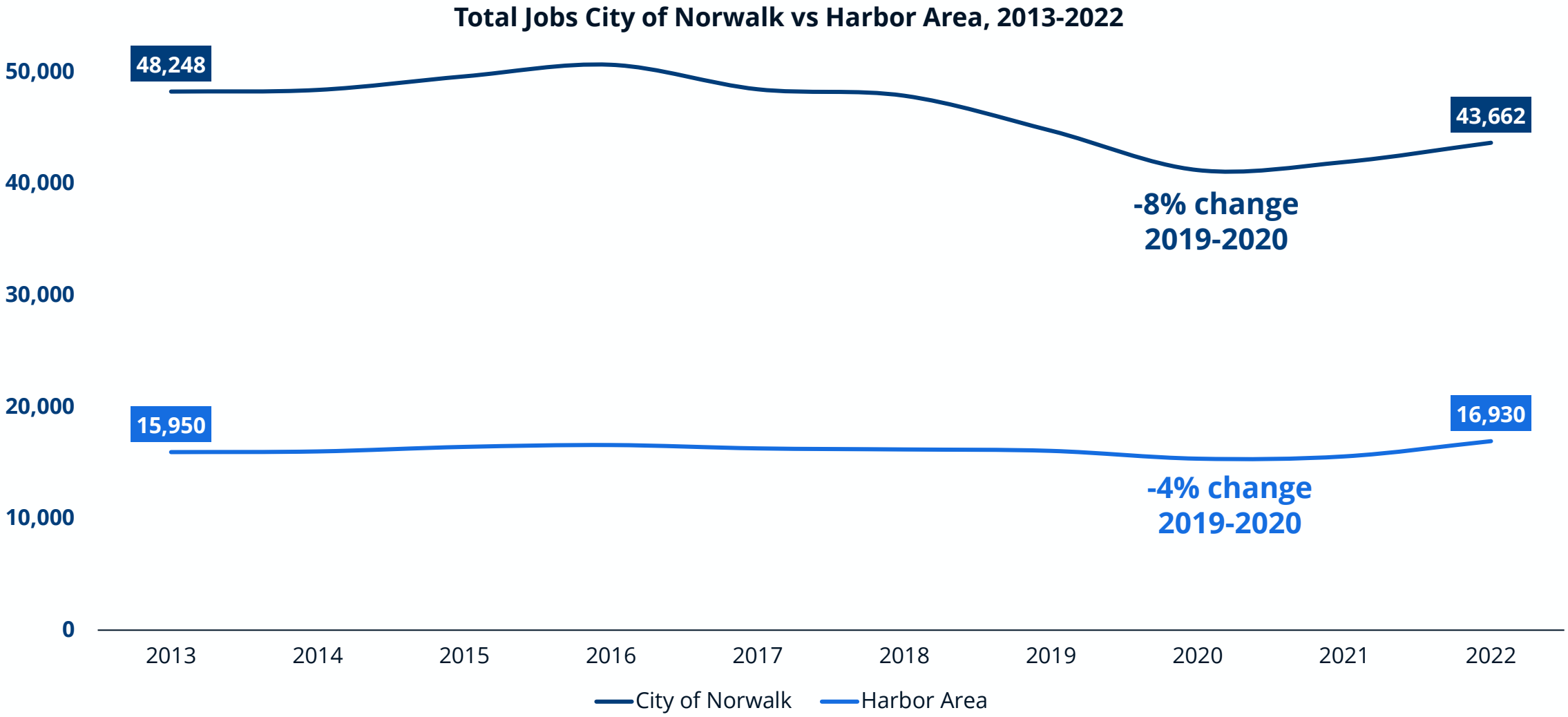
3. There is a lack of workforce development pipeline for marine economy businesses and a disconnect between organizations that invest in workforce development programs and the businesses that could benefit from skilled workers.

- There is a shortage of skilled tradespeople (carpenters, electricians, marine techs), and businesses are struggling to find and retain qualified workers in or near Norwalk. Many workers come from outside the City.
- There are some career exposure programs, such as the Maritime Pathways program at Maritime Aquarium, but connections between these programs and the businesses does not exist.

Industrial Analysis

INDUSTRY ANALYSIS | TOTAL JOBS

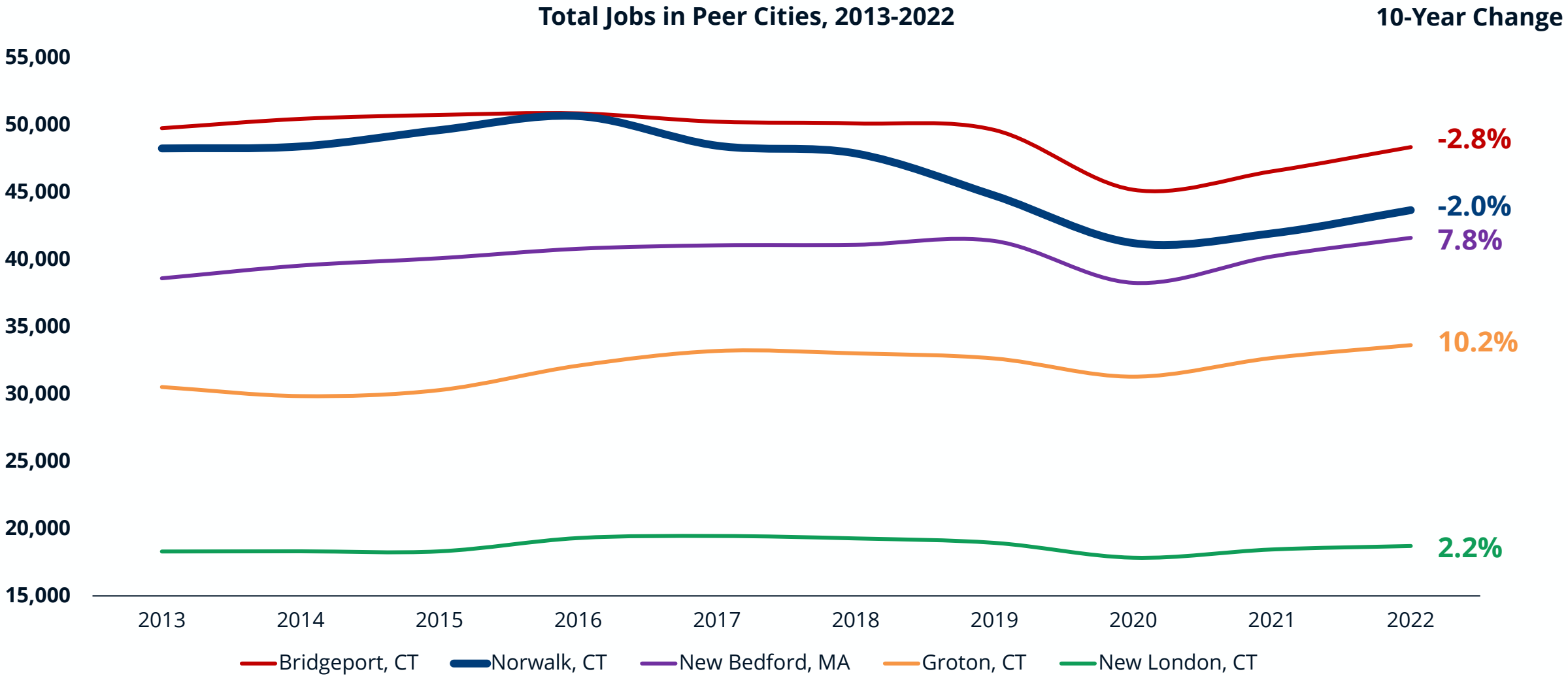
While total jobs in Norwalk started decreasing before the pandemic, jobs in the Harbor Area have stayed relatively consistent and have recovered from a slight COVID-induced dip.



Source(s): Census OnTheMap, Lightcast

INDUSTRY ANALYSIS | TOTAL JOBS COMPARISON TO PEER CITIES

Bridgeport and Norwalk both saw a decrease in jobs over a 10 year period, while smaller Connecticut cities like Groton and New London increased over this period, as did New Bedford, MA.



Source(s): Census OnTheMap, Lightcast

INDUSTRY ANALYSIS | WATER-DEPENDENT INDUSTRIES

Water-dependent industries fall into four overarching buckets aligned with business owners' perspective of the economic landscape.

Aquaculture

- Oyster and shellfish farming
- Commercial fishing

Boating/Marine Services

- Ship and boat building
- Boat dealer
- Marinas
- Boat repair and maintenance
- Sailing instruction
- Boat clubs

Tourism

- Harbor restaurants and cafes
- Recreational fishing charters
- Seaport association
- Fish and seafood markets
- Maritime Aquarium

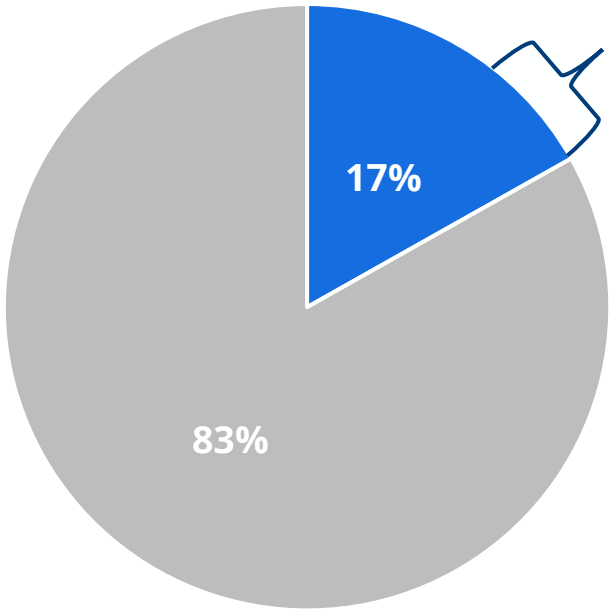
Waterfront Industrial

- Marine construction
- Harborside industrial businesses

INDUSTRY ANALYSIS | SHARE OF POSSIBLE WATER-DEPENDENT JOBS

Roughly 13 percent of all jobs in the City of Norwalk can be possible water-dependent jobs. This ratio increases to 17 percent in the Harbor Area, but remains lower than what is expected.

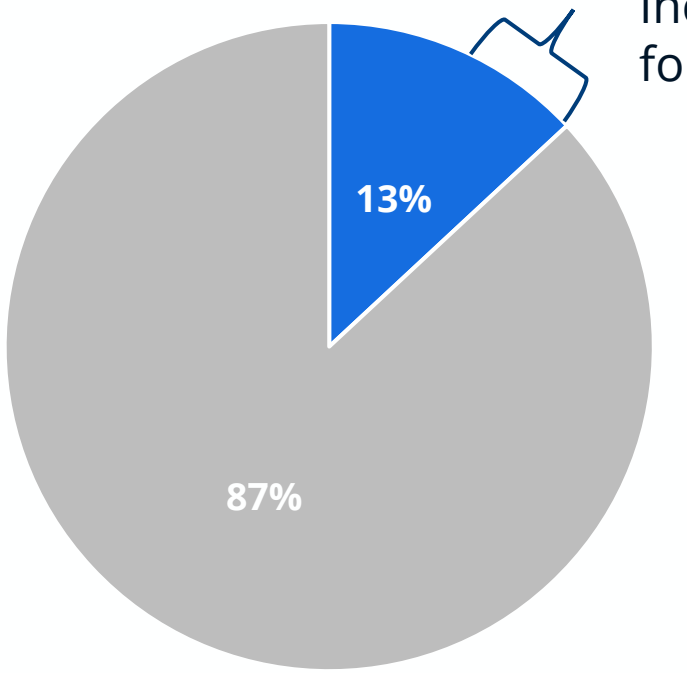
Harbor Area



Includes 7% for restaurants

- Industries with Water-Dependent Jobs (No Restaurants)
- Industries without Water-Dependent Jobs

City of Norwalk



Includes 6% for restaurants

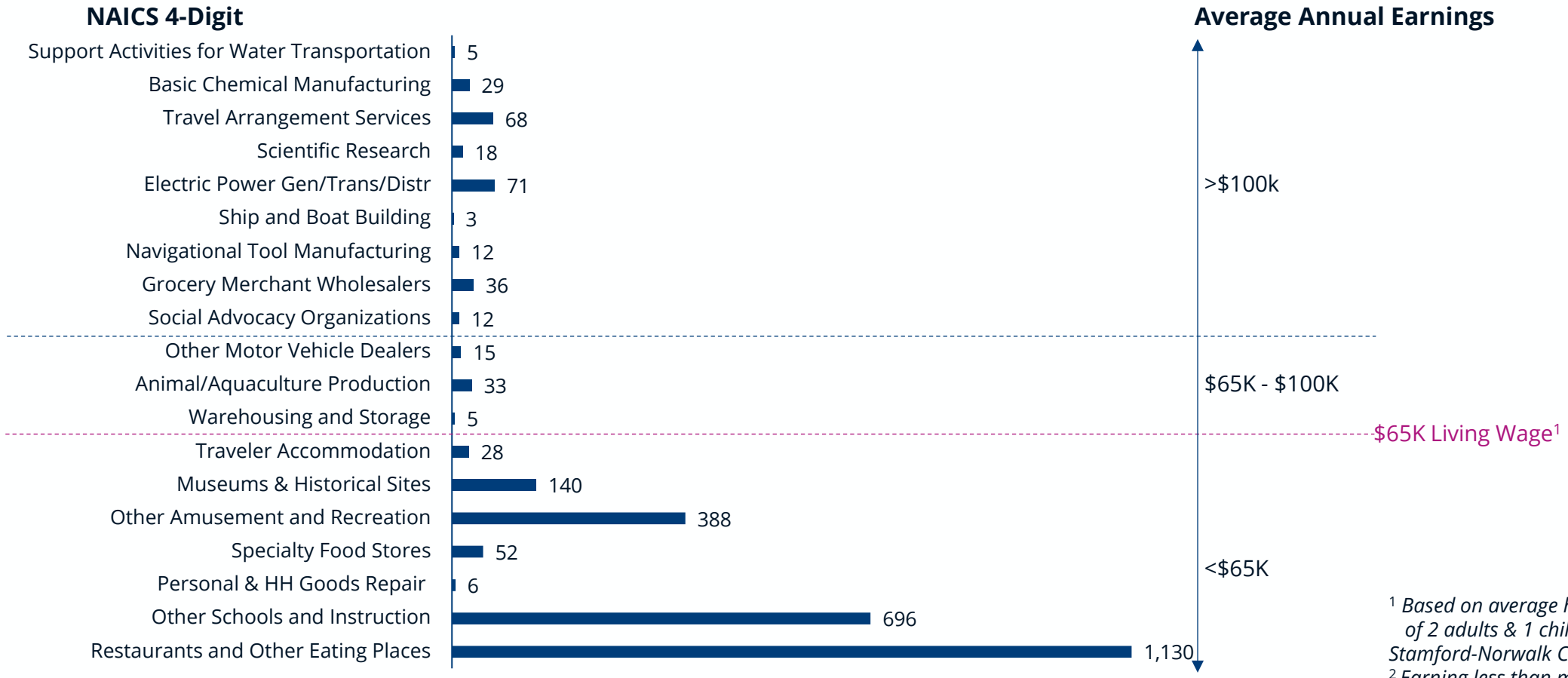
- Industries with Water-Dependent Jobs
- Industries without Water-Dependent Jobs

Source(s): Census OnTheMap, Lightcast

INDUSTRY ANALYSIS | HARBOR AREA WATER-DEPENDENT JOBS EARNINGS

Jobs in water-dependent industries in the Harbor Area are concentrated below the living wage particularly restaurants which comprise a large portion of these jobs.

Harbor Area Jobs and Earnings in Water-Dependent Industries



[1] *Based on average household size of 2 adults & 1 child in Bridgeport-Stamford-Norwalk CT MSA*
[2] *Earning less than minimum wage*

Note: Earnings data is based on MSA level data for 4-digit NAICS.
Source(s): Lightcast; MIT Living Wage Calculator.

INDUSTRY ANALYSIS | WATER-DEPENDENT ECONOMIC ACTIVITY COMPARISON ACROSS PLANNING REGIONS

The water-dependent economy makes up just over 5% of the Western Planning Region's total economy, which is significantly less than Southeastern, but is the second fastest growing across the coastal regions.

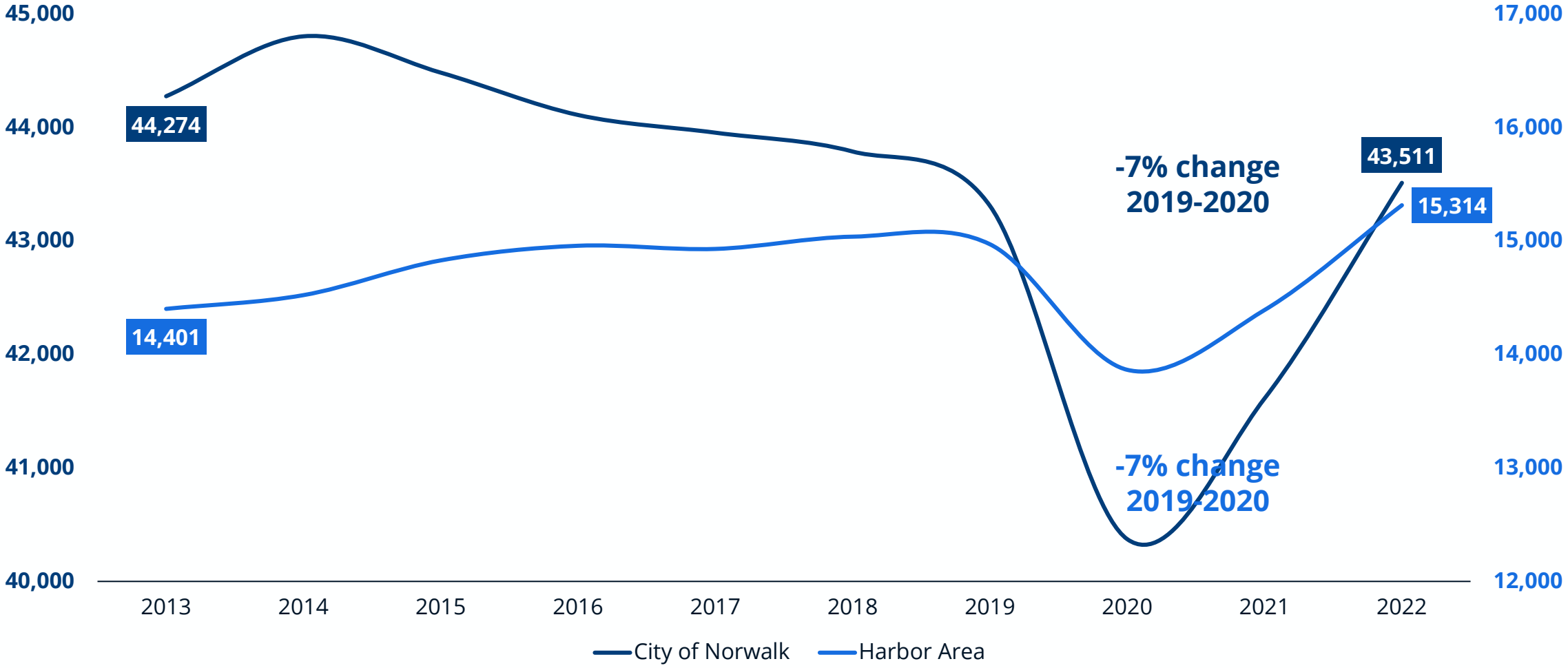
CT Planning Regions	Total Economy GRP 2022	Water-Dependent Economy GRP 2022	% of Total Economy	Total Economy GRP Growth since 2013 (%)	Water-Dependent GRP Growth since 2013 (%)	Difference (%)
Western	$70.9B	$3.8B	5.4%	36.5%	69.4%	32.8%
Southeastern	$19.4B	$3.2B	16.5%	34.1%	57.8%	23.7%
South Central	$46.3B	$3.3B	7.0%	38.0%	75.3%	37.3%
Greater Bridgeport	$22.6B	$955M	4.2%	27.1%	59.3%	32.1%

Source(s): Lightcast

INDUSTRY ANALYSIS | WATER DEPENDENT JOBS

Industries with water-dependent jobs in the Harbor Area experienced more volatility in 2020, but still recovered, driven by restaurant and recreation jobs.

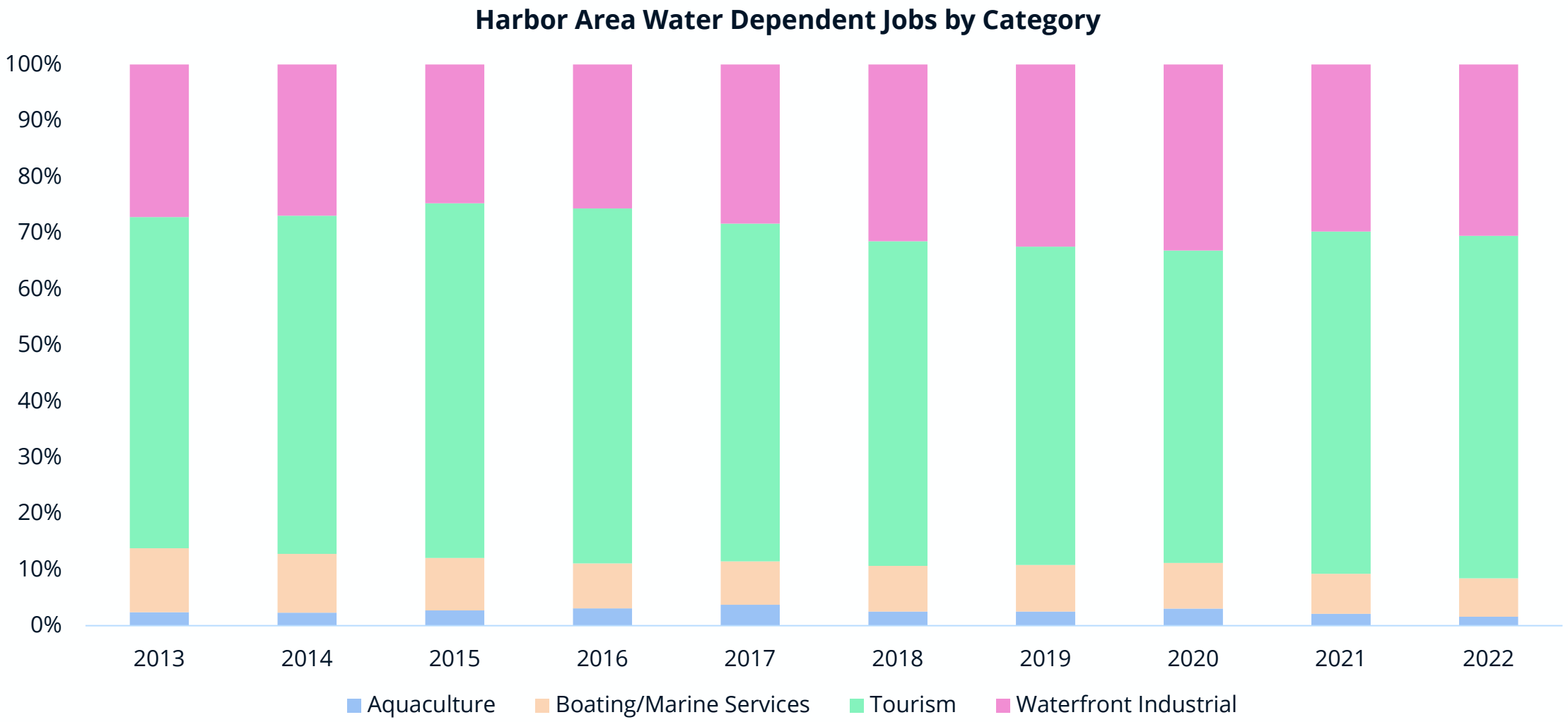
Total Water-Dependent Jobs City of Norwalk vs Harbor Area, 2013-2022



Source(s): Census OnTheMap, Lightcast

INDUSTRY ANALYSIS | WATER DEPENDENT JOBS BY CATEGORY

The share of jobs related to aquaculture, boating, and marine services has decreased over time while those related to tourism and waterfront industrial have increased.

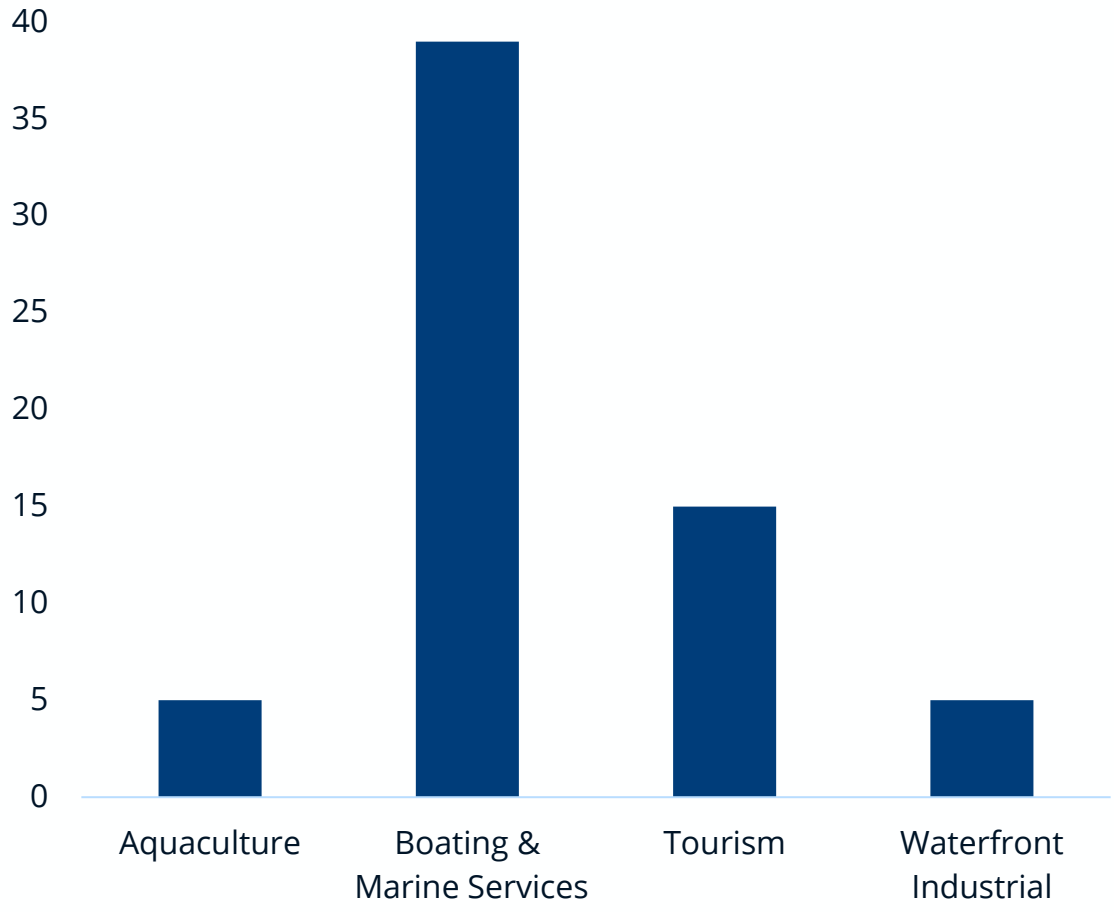


Source(s): Census OnTheMap, Lightcast

INDUSTRY ANALYSIS | WATER-DEPENDENT BUSINESSES

A majority of water-dependent businesses in the Harbor Area are related to boating and marine services, speaking to the recreational use of the harbor and commercial industries that support it.

Harbor Area Water-Dependent Businesses by Category



Aquaculture
- Copps Island Oysters (60 FTE)

Boating & Marine Services
- Norwalk Cove Marina/Rex Marine (70 FTE)

Tourism
- Maritime Aquarium (80 FTE)
- Harbor Lights Restaurant (20 FTE)

Waterfront Industrial
- King Industries (260 FTE)
- G&C Services (9 FTE)

Source(s): ArcGIS Business Analyst, business owner focus group

Workforce and Infrastructure Needs

WORKFORCE EXAMPLES

For each industry category, there are a range of job types that fall within them. The ones that are sampled below have a range of salaries, but generally do not require college degrees.

Oyster Farmer (~$35k-$45k)
Responsible for cultivating, maintaining, and harvesting oysters. Includes physically demanding work on boat and land.

Harbor Restaurant Owner (~$65k-$100k)
Responsible for overseeing all aspects of waterfront dining operations—from staffing and service to vendor management and customer experience.

Boat Mechanical Foreman (~$75k-$90k)
Oversees the maintenance and repair of vessels, ensuring all mechanical systems, such as engines, hydraulics, and mooring equipment operate safely and efficiently.

Marine Construction Worker (~50k-75k)
This worker carries out projects including pile driving, masonry, maintenance and repair, dock building, and dock carpentry.

INFRASTRUCTURE AND WORKFORCE NEEDS

1. Industrial space is critical not only for industrial businesses but for the recreational and development activities that rely on them.

- Industrial businesses are losing operational land to residential development, undermining their ability to support development and recreational uses of the harbor through services like barge delivery, dock construction, and harbor maintenance.

2. There is a need for investment in infrastructure upgrades to support the commercial activity of the harbor.

- Upgrades are needed for dredging, bulkheads, docks, and waterfront resilience to support the sustainability of the commercial economy of the Harbor.

3. There is a shortage of skilled tradespeople that provide the necessary services to support all Harbor uses.

- The harbor economy depends on marine techs, electricians, and carpenters, but there’s a growing gap due to aging workers and limited training pipelines.

4. There is a lack of affordable housing in the Harbor Area to attract new workers.

- High local rents force workers to live farther away, making it harder to attract and retain staff across all levels—from marine construction to marine education to waterfront industrial.

SWOT and Recommendations

SWOT MATRIX

The Harbor is Norwalk's premier asset, and the strengths, weaknesses, opportunities, and threats of that asset inform the recommendations that can create the future the city wants for it.

Strengths

- Set of long-standing legacy businesses that represent the working waterfront including marine construction, aquaculture, and other industrial businesses.
- Deep water access through dredging that supports harbor-wide functionality for industrial uses, marinas, and resilience initiatives.

Weaknesses

- Shrinking availability of land to support the complete Harbor economy.
- Lack of skilled workforce for necessary marine construction activities.
- Limited housing affordability along the Harbor for local employees.
- Aging infrastructure for marine facilities including bulkheads and docks.

Opportunities

- Position Norwalk as a regional center for waterfront access.
- Expand workforce development and training opportunities through connections between local education groups and employers.
- Manresa Island offers an opportunity to increase public access to the Harbor.
- Ensure zoning aligns with city's goals for the harbor and coexistence of different uses that support one another.

Threats

- Loss of remaining industrial businesses that support the recreational uses of the Harbor.
- Climate change impacts (sea level rise, flooding) that threaten all uses of the Harbor.
- Dredging as an activity that both supports recreational and commercial boating but also disrupts local harbor ecosystems and water quality.

02

Appendix

APPENDIX| WATER-DEPENDENT INDUSTRIES DEFINITION

The below table summarizes the industries that contain jobs dependent on the Harbor in Norwalk.

Industry Category	Industry Activity	NAICS Description
Aquaculture	1. Aquaculture	➢ Animal Production
Fishing and Fisheries	1. Fishing 2. Fish and Seafood Wholesales and Retailers	➢ Fishing ➢ Grocery and Related Product Merchant Wholesalers ➢ Specialty Food Stores
Boating and Marinas	1. Ship and Boat Building and Repair 2. Boat Dealers 3. Marinas	➢ Ship and Boat Building ➢ Other Motor Vehicle Dealers ➢ Personal and Household Goods Repair and Maintenance
Maritime Transportation	1. Port and Habor Operations 2. Warehousing and Storage	➢ Support Activities for Water Transportation ➢ Warehousing and Storage
Maritime Trade	1. Chemical and Gas Manufacturing 2. Nautical System and Trade Manufacturing 3. Other Manufacturing	➢ Basic Chemical Manufacturing ➢ Other General Purpose Machinery Manufacturing ➢ Navigational, Measuring, Electromedical, and Control Instruments Manufacturing
Energy, Power, and Telecommunications	1. Electric Power Generation, Transmission and Distribution	➢ Electric Power Generation, Transmission and Distribution
Research	1. Scientific Research 2. Environmental Organizations	➢ Scientific Research and Development Services ➢ Social Advocacy Organizations
Tourism and Recreation	1. Water Sightseeing 2. Accommodations and Hotels 3. Restaurants and Other Eating Places 4. Parks, Gardens, and Other Amusement Places 5. Boating Instruction	➢ Scenic and Sightseeing Transportation, Water ➢ Consumer Goods Rental ➢ Travel Arrangement and Reservation Services ➢ Other Schools and Instruction ➢ Museums, Historical Sites, and Similar Institutions ➢ Other Amusement and Recreation Industries ➢ Traveler Accommodation ➢ Restaurants and Other Eating Places

Note: The table reflects the water-dependent industries that are present in Norwalk per the jobs data. Additional industries are reflected in the memo for Task 2.1
Source: The NAICS codes were derived from water-dependent uses as defined by Section 22a 93(16) of the Connecticut Coastal Management Act (CCMA), under the Connecticut General Statutes (CGS) as well as HP&A's previous project experience developing industry-based definitions of water-dependent and/or blue economy uses, in MA, RI, and NY.

Section 2

Moorings & Water Access

Mooring Study

Mooring Study

Norwalk Harbor and Geographic Area

City of Norwalk, CT

Prepared by Indigo River Architecture and Engineering,
D.P.C. Revision 02 – June 08, 2026

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I. Introduction

Norwalk, Connecticut is a major boating destination on Long Island Sound, with a vibrant recreational boating economy supported by extensive infrastructure, a strong marina network, and access to the scenic Norwalk Islands. The city's waterfront offers opportunities for seasonal boaters, transient cruisers, and charter operators alike. Specifically, it offers the following valuable resources:

- Natural deepwater harbor with protected access to Long Island Sound;
- A mix of tidal river, estuary, and coastal harbor environments with approximately 3.5 miles of navigable shoreline; and
- Extensive recreational opportunities, including parks, private marinas and yacht/boat clubs, with access to the Norwalk Islands that are popular for anchoring, beach access, kayaking, and fishing.

There are limitations, however, as a substantial portion of the inner harbor is shallow, with extensive shoaling, mudflats, and tidal wetlands. Moreover, the harbor is busy in the summer months with substantial traffic. That, combined with the environmentally significant and shallow waters, substantially impacts the location and types of moorings that can be utilized.

The City of Norwalk, as part of the Strategic Harbor Study effort, is interested in expanding access to the waterfront through public mooring fields that serve a larger geographic area than currently utilized, and that potentially provide access to the Manresa and Norwalk Islands. To that end, Indigo River Architecture and Engineering, D.P.C. ("Indigo River") along with our maritime specialist TMS Waterfront ("TMS") performed a detailed analysis of the harbor, community research, and limited field work to provide a feasibility and alternatives analysis for the moorings and water taxi access. Please note that additional public access considerations are covered in other deliverables included in the Strategic Harbor Study, including the Street Ends Study.

II. Harbor Data

A. Facilities and Mooring Providers

The harbor includes over 2,000 berthing and mooring spots, which include transient moorings, dinghy docks, marinas, commercial uses, and private dockage. This number includes over 500 mooring locations, with approximately 150 to 200 designated for recreational use—often managed by boating clubs or private individuals. There are two permitted (and charted) mooring anchorages, the north field at Veteran's Memorial Park and the south field along the east side of the navigational channel.

Recreational boats typically moor via swing moorings (Single Point Moorings or "SPM") or Double Point moorings ("DPM") and may tie near docks or in club fields depending on membership or slip availability. Furthermore, there are fifteen (15) marinas and thirteen (13) private boating clubs serving the harbor, offering both annual and transient mooring options. Notable existing facilities include the following:

- Norwalk Transient Moorings: This anchorage, located centrally in the harbor, offers both seasonal and transient moorings with dinghy access to the town docks at Veteran's Memorial Park and Marina, typically through platforms like Dockwa.

- Veteran's Memorial Park and Marina: Offers up to 20-ft boat slips and dinghy slips, linked to harbor mooring holders. This facility is widely used by recreational users and city residents.

B. Mooring Permits and Regulations

Mooring regulations in Norwalk are governed by the NHMC's "Rules and Regulations for Mooring and Anchoring Vessels in Norwalk Harbor."[1] Pursuant to Section 2 of the Regulations ("Mooring Permits Required"):

(i) The Harbor Master must approve all mooring locations in Norwalk Harbor, including locations used for "individual-private" mooring purposes and locations used for "commercial" mooring purposes as defined by the U.S. Army Corps of Engineers (USACE) and the Connecticut Department of Energy and Environmental Protection (DEEP). A mooring permit issued by the Harbor Master shall be required for the use of each approved mooring location.

(ii) It is a violation of the Norwalk Code for any person to moor any vessel in Norwalk Harbor without a permit from the Harbor Master approved by the Mooring and Harbor Safety Committee and issued through the online mooring system established by the NHMC.

(iii) Placement of mooring tackle to secure any floating dock unattached to land and greater than 100 square feet to which a vessel may be attached for any period of time is subject to these Rules and Regulations and state and federal regulatory requirements administered by the Connecticut DEEP and USACE, and must be reviewed by the NHMC for consistency with the Norwalk Harbor Management Plan.

C. Wind, Wave, and Environmental Conditions

- Wind: The harbor is characterized by the prevailing wind directions of South-Southwest (SSW) and South-Southeast (SSE) in the warmer months, with winter experiencing higher occurrences of East-Northeast (ENE) winds. Average wind speeds are typically around 8 to 9 miles per hour (mph), with occasional gusts up to 30 to 40 mph during active weather conditions. The summer doldrums are typical of the Long Island Sound, and generally during the boating season from May to October, winds are lighter, more varied in direction, and overall lest gusty. Data for the harbor is available from SailFlow and is provided below.[2]

[1] Rules and Regulations for Mooring and Anchoring Vessels in Norwalk Harbor. The City of Norwalk Harbor Management Commission. Last updated 2016 March 22. Accessed via https://www.norwalkct.gov/DocumentCenter/View/9478/MooringRulesAdopted41916-2

[2] Norwalk Light: Complete Wind Report & Forecast. SailFlow.

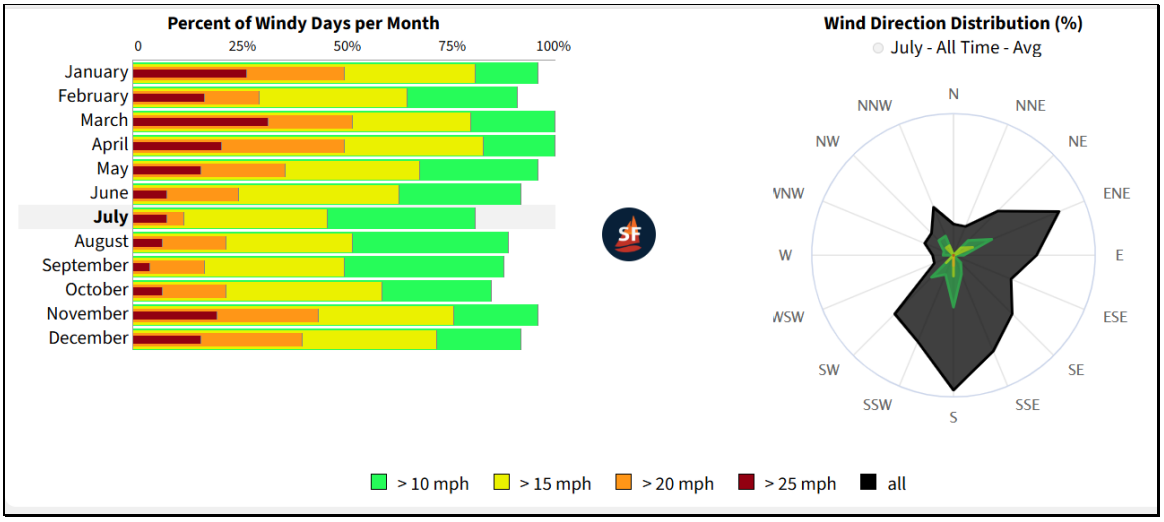


Figure 1: Wind Rose: Norwalk Harbor, Average. *Source: SailFlow*

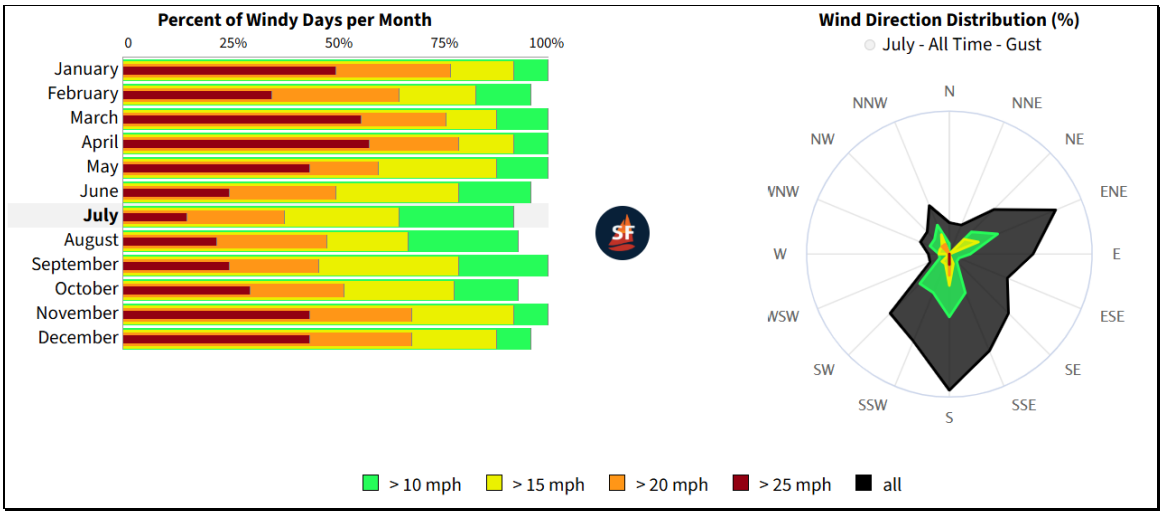


Figure 2: Wind Rose: Norwalk Harbor, Gusts. *Source: SailFlow*

- Waves: Wind driven waves in the Norwalk greater geographic area are a function of the direction of the wind, tidal conditions, and geographic locations. Inside the inner harbor, prevailing southerly winds create waves of 1.5 ft to 4.5 ft (wind speed and shallow water dependent) perpendicular to the channel. Southwest and easterly winds create the same heights of waves everywhere south of Plum Island and Calf Pasture Beach. As such, a large portion of the geographic areas are significantly exposed to large waves. At the Norwalk Islands, each is unique – different directions of wind create lee-effects, most notably at Shea Island where Ram Bay is protected from large waves in from all directions, except from West and West northwest, which have low probabilities of occurrence.
- Wake: No wake studies are available publicly for Norwalk Harbor, so Indigo River has utilized several studies performed in the New York Harbor which has similar constraints – notably, restricted area tidal estuary characteristics in the East River, Hudson River, and the Upper

Bay.[3] Vessel wakes outside of the navigation channel is consistent throughout the harbor with periods of 4 to 7 seconds and wave heights of 1.5 to 2.6 ft based upon observed small boat data. Closer to the navigation channel, wake from recreational boats is very steep (high wave height with short period). In general, where water depths are adequate and tidal shoals are present (such as in the navigational channel in the inner harbor), the governing waves on site are wakes from vessel traffic, especially during high-volume summer months. These waves are steep with long periods and result in "whitecaps" due to the prevalent shoaling. Furthermore, the inner harbor is geographically constrained, and therefore wakes can reflect, superimpose, and stack, causing a "confused" sea state; in the outer islands, open stretches of water allow the wake waves to dissipate.

Short period "choppy" waves can be stopped easily by surface attenuators and deflection at shoals. Longer swells carry a lot more energy and are a deeper wave, i.e. their profile extends down into the water much deeper than the surface. Typically, these long waves pass under pile-supported structures and floats, and they can only be attenuated with deep wave fences or rubble mound/island structures (e.g., groins, breakwaters).

D. Tides

Due to the shoaling throughout the geographic area, tidal swings are critically important to any mooring. Under normal conditions, the tidal swing (diurnal) is approximately 7.67 ft; highest astronomical (HAT) to lowest astronomical (LAT) tides are 9.48 ft and -1.76 ft respectively, for a swing of 11.24 ft. Many locations of the geographic area are accessible at high tide; with the swing as much as 11 ft, low tide presents a significant hazard to navigation and access. The tidal datums are available via the National Oceanic Atmospheric Administration.[4]

E. Currents

Data for currents is not publicly available, however, typical Long Island Sound currents at the mouth of river-fed harbors typically do not exceed 1 to 1.5 knots.

F. Bottom Composition, Habitat, and Aquaculture

- Norwalk Inner Harbor.
    - Dominant bottom: Fine mud/silt with high organic content; this is typical of low-energy, dredged estuarine channels and berths in western LIS harbors.
    - Hard/rocky substrate: Very limited; most edges are bulkheaded or rip-rap with scattered gravel/cobble pockets.

[3] The comparison of Norwalk Harbor and NY Harbor is justified by the use of AIS data confirming that the volume and type of traffic in the NYC East River area is similar to that for Norwalk; specifically, the volume of smaller recreational boats (under 100 ft), which are the governing criteria for mooring field comfort and placidity.

[4] Datums for 8468448, South Norwalk CT. Tides & Currents. NOAA. Accessed via https://tidesandcurrents.noaa.gov/datums.html?id=8468448Current

- Shellfish resources: Inner-harbor waters are not the core of Norwalk's recreational or natural seed beds; those are seaward.
- Aquaculture: No active aquaculture plots mapped in the inner harbor; leases and natural beds lie offshore of the harbor mouth.
- Submerged Aquatic Vegetation (SAV, or eelgrass): No mapped eelgrass within inner-harbor Norwalk (according to 2012/2017 CT DEEP datasets); eelgrass in western LIS is sparse and not recorded in CT DEEP datasets.

- Norwalk Outer Harbor
  - Dominant bottom: Mixed sand and muddy sand on shoals and channel flanks; mud persists in deeper, lower-energy pockets. Regional sidescan/backscatter mapping shows increasing grain size (harder returns) approaching the island ledges.
  - Hard features: Scattered gravel/cobble patches and anthropogenic hard edges; most substantial rock occurs nearer the islands/reefs just outside the mouth.
  - Shellfish use/classification: Portions adjacent to the mouth are conditionally approved or otherwise classified for shellfish harvesting; status varies with rainfall.
  - Aquaculture: No lease blocks mapped inside the dredged approach; leases are offshore toward the island chain (see below).
  - SAV: No mapped eelgrass polygons in the outer-harbor polygon for 2012/2017.
- Manresa Island (shoreline & nearshore within Norwalk)
  - Dominant bottom: Intertidal mudflats/sandy mud and salt-marsh fringe on the landward side; sand to muddy sand around exposed beaches and the causeway margins; increasing coarse/rocky elements toward the island-chain side.
  - Hard features: Rip-rap revetments and man-made shore structures from the former power station; localized rocky patches. (Site has ongoing remediation/reuse planning, but in-water jurisdiction remains the City of Norwalk.)
  - Shellfish/Aquaculture: Immediately adjacent waters connect to classified beds and nearby leases offshore; Manresa's immediate nearshore is not itself a core lease area.
  - SAV: No eelgrass mapped adjacent to Manresa in 2012/2017 CT DEEP datasets.
- Norwalk Islands (within Norwalk's jurisdiction)
  - Dominant bottom: Rock outcrops, boulder and cobble fields (hard, high-backscatter substrate) around island ledges/reefs. Sand to sandy gravel, shell hash common on shoals and bars. Muddy sand to mud in lee/depressions.
  - Shellfish beds: This area contains Norwalk's historic natural beds (designated by Superior Court in 1882) and is the focus of recreational beds used today (status conditional). These lie in waters around/among the islands.
  - Aquaculture: Extensive commercial oyster leases seaward and among the islands within Norwalk (e.g., Copps Island grounds).
  - Rock outcrops/reefs: Numerous named/unnamed ledges and reefs are charted (hard bottom hazards/structure) around Sheffield–Chimon–Copps complexes.
  - SAV: No eelgrass mapped (according to 2012/2017 CT DEEP datasets) within Norwalk's island complex; historic eelgrass layers do not show contemporary presence here.

- Shellfish status/areas: State classifications (Approved, Conditionally Approved, Restricted, etc.) are maintained by the Connecticut Department of Agriculture (CT DoAg). It is important to always check the latest classification layer. Recreational shellfish zones and closures are mapped and hotline-controlled by Norwalk; beds are largely around the islands within city limits. Natural oyster seed beds established by court decree (1882) include tracts in Norwalk waters.
- SAV: CT DEEP datasets for 2012 and 2017 show no eelgrass mapped in Norwalk's waters for those years (this is the most recent statewide data available.)

III. The Nuts and Bolts of Moorings

A. Types of Moorings

- Swing Mooring (Single-Point Mooring or "SPM"): A boat is secured to a single anchor point, and it swings in a circle around the anchor depending on wind, wave, wake, tide and currents. This mooring arrangement is best for large, open areas where space is not a constraint, and it is generally the most common and economical mooring practice. Furthermore, the swing allows the vessels to align with prevailing forces to minimize wind, wave, and current from being perpendicular to the beam of the vessel (generally they take most of the force parallel to the main axis). The spacing of the moorings is critical to avoid vessels overlapping as they swing, and therefore the space efficiency is very low, typically 11,000 sf to 14,000 sf. Due to that extra space, waterfront view interferences are reduced to a minimum. In Norwalk, due to the shoaling and tight quarters adjacent to the navigational channels, this type of mooring is generally reserved for yacht clubs, such as at Wilson Point, and is common throughout the remainder of the Long Island Sound such as in Larchmont and Oyster Bay.

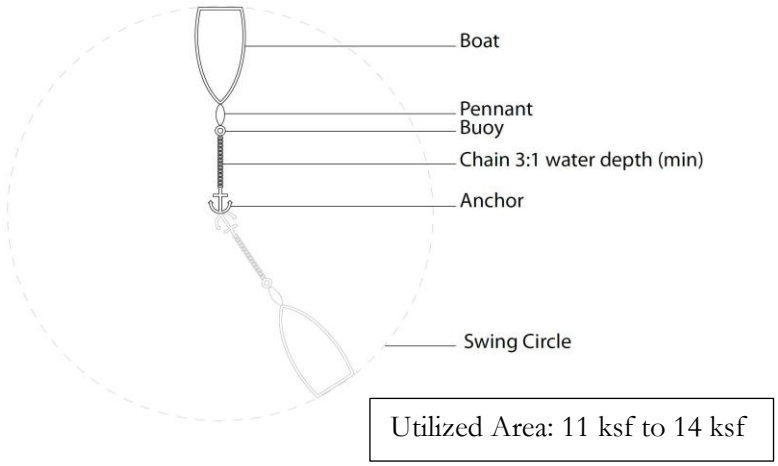


Figure 3: Single Point Mooring

- Fore and Aft Mooring (Double Point Mooring or "DPM"): The boat is held in place by two mooring lines — one at the bow and one at the stern — usually tied to separate anchors or pilings. Primarily, this arrangement reduces space requirements but is harder to maneuver to. As such, this mooring arrangement is best for narrow and congested harbors, mooring fields adjacent to navigation channels, and where large swings are not feasible (such as where rock outcrops or other obstructions are present). The two-anchor system provides additional holding capacity in most conditions if they are aligned with prevailing wind, wave and current. However, when the forces are perpendicular to the orientation, waves and wind can batter vessels during extreme conditions. While this configuration should be reserved for protected harbors, it is common in the Long Island Sound to have these fields in open water – such as in Byram, Shippan Point, and Larchmont Harbor.

  In Norwalk, due to the shoaling and tight quarters adjacent to the navigational channels, this type of mooring is common in both the North and South Anchorages. Other locations where this can be found include Mamaroneck, NY and Southport, CT.

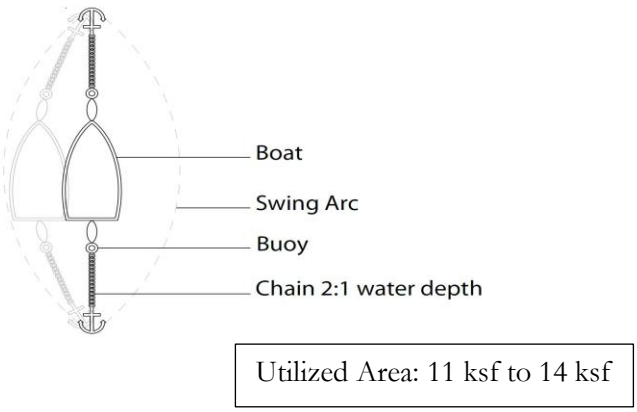


Figure 4: Two Point Mooring

- Mooring Docks (Double Point Mooring Dock or "DPMD"): A fairly unique configuration that can be found on the Long Island Sound (such as at Glen Island) is where floating docks are moored to the Double Point Moorings and vessels tie up to the floating docks like they would on land. This arrangement is a further reduction in required space, as multiple boats can be tied up on a single DPM, and is the safest way to access. However, it does have the same constraints as DPM, with the added cost of infrastructure and maintenance, and is therefore reserved for very well protected harbors or rivers and lakes. One distinct advantage to this system is that the docks would attenuate waves and wake waves.

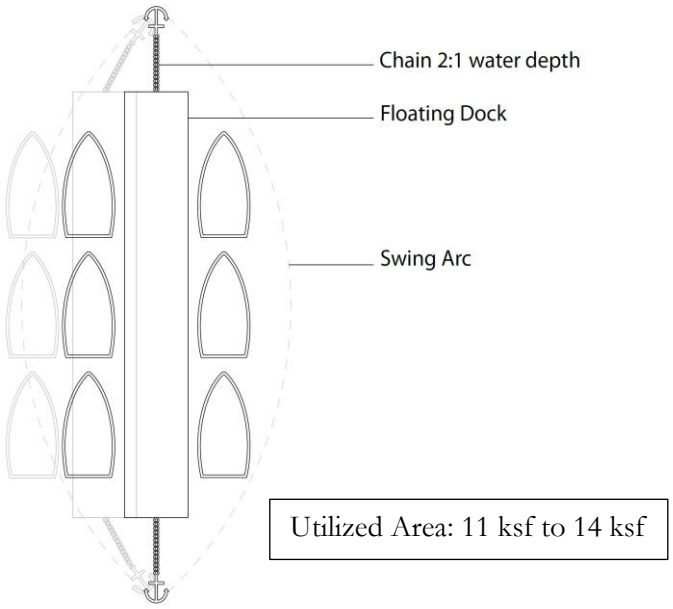


Figure 5: Dock Mooring

B. Anchor and Rode Types Commonly Used

- Anchors:
  - Mushroom Anchor: Often used for permanent moorings in soft bottoms. Holding power is proportional to the length of chain, weight of the mushroom, and whether or not it is buried. Typically, these moorings hold well when left in place; annual disturbance prevents deeper embedment. Additionally, due to the length of stem, wrapped chain and pennants are more common.
  - Pyramid Anchor: Similar to a mushroom anchor, pyramid anchors are used for soft bottoms, but are designed to penetrate and immediately bury themselves, resulting in a much higher holding power. Due to their embedment, chain and pennant wraps are less likely.
  - Helix Anchor (Screw Anchor): Installed by rotating into the seabed to a set tonnage through torque and depth; just the stem is visible above the seabed.
  - Deadweight (Block or Concrete): Heavy objects placed on the seabed. This is generally not recommended nor used in the Long Island Sound due to the buoyant weight of and reduction of holding power in the concrete blocks, and the leaching of chemicals from the concrete.
- Anchor Rodes:
  - Chain Moorings: Typical arrangement is a weighted, heavy chain at a general scope of 3:1 (chain: water depth) or more, a buoy, pennants and a pickup mechanism.
  - Advanced Mooring Systems ("AMS"): Elastic rodes such as SeaFlex, MarineFlex, or Hazlett Marine can be utilized effectively and eliminate the need for chain dragging across the bottom. These are held off the bottom by the buoy or intermediate floats.

Table 1: Chain Moorings vs. Elastic Moorings

Aspect	Chain (block + chain "swing" mooring)	AMS: Elastic (Seaflex, HarborFlex/Hazelett-style)
Environmental impacts	Chains drag on the seabed within the swing circle, creating seagrass "halos" (bare patches) and edge effects; loss of habitat and stored carbon documented.	Keeps riser off the bottom (elastic rode and/or floats; often with helix anchors), greatly reducing or eliminating scouring; widely recommended for seagrass protection.
Typical lifespan	Chain life varies widely with corrosion/abrasion; typical ~5–15 year-service life for chain in normal conditions.	40+ years in service with an industry 20-year warranty.
Cost (CAPEX vs. lifecycle)	Lower upfront hardware cost, but higher lifecycle cost from periodic chain/hardware replacement, diving, and bottom damage.	Higher upfront than chain, but lower O&M and inspection burden; manufacturers and harbor-authority AMS packs note potentially lower total cost of ownership.
Maintenance requirements	Routine inspections (often annual topside and 3-year full inspections); chain wear limits (e.g., 20–33% loss) trigger replacement; swivels/shackles frequently replaced.	Reduced dive work because the rode doesn't scour, but still requires periodic checks of elastomer elements, shackles, and buoy hardware per manufacturer guidance.
Storm behavior / footprint	Catenary needs scope (often 3:1+), larger swing radius and seabed footprint; shock loads transmitted during extreme events.	Elastic rode absorbs energy, allows shorter scope (some vendors cite ~1:1 at high water), improving density in mooring fields and reducing loads.

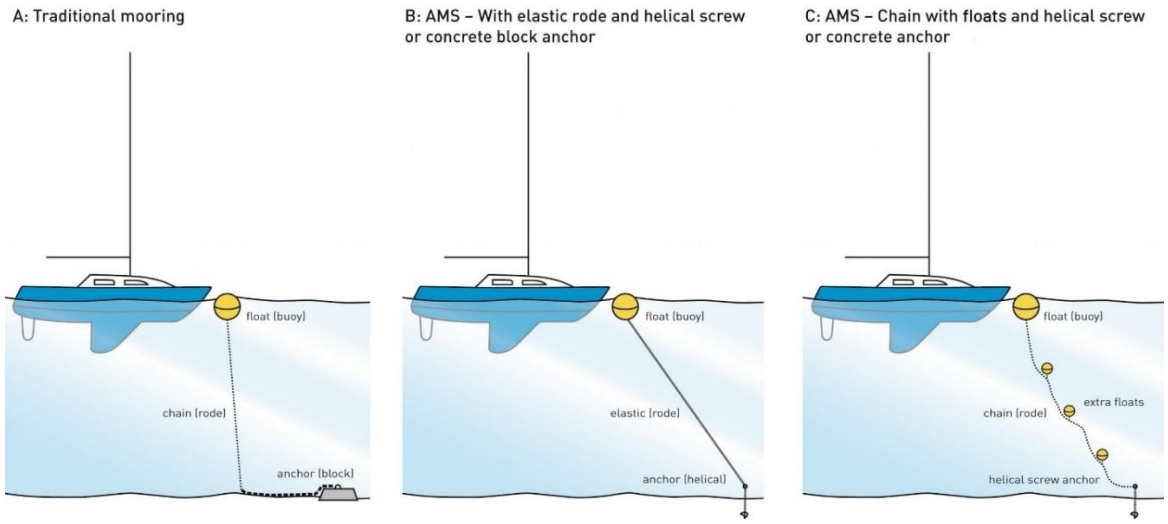


Figure 6: AMS and Chain Mooring Comparison Diagram[5]

[5] Save Our Seabed. Recreational Boating: Mooring. Accessed via https://saveourseabed.co.uk/protecting-our-seabed/recreational-boating/mooring/.

IV. Existing Mooring Zones in the Harbor (Historic and Actual)

Based on navigational charts, the Norwalk Harbor Management Plan, and historic aerials, the following areas are being utilized for moorings (refer to **Figure 6** and **Table 2**). Access to the public moorings is by dingy; no public launch is available to boaters. However, a pump-out boat is available to all boaters. **Figure 7** shows historically popular destination points within the harbor (moorings and anchorages) where boaters are either mooring or anchoring.

- Inner Harbor Basin. Concentrated mooring areas near Veteran's Memorial Park, central Norwalk Island shoreline, and along the river where swing moorings are allocated. This field is significantly constrained by the navigation channel to the west and shoals to the south-southeast. As noted above, there are no legal shellfishing or aquaculture areas in the inner harbor.
- Outer Harbor Area. Mooring zones in deeper water (around 10 ft in depth), including visitor mooring cluster near Norwalk Cove Marina and transient mooring facilities. Again, this area is constrained by the navigation channel and shoaling; moreover, it is central to the harbor along the busy channel.
- Norwalk Yacht Club Field. This field holds about 150 permanent swing moorings, as documented in the Norwalk Harbor Management Plan. A private launch is available.
- Transient/Dinghy Moorings. City-managed guest moorings for visitors near the municipal visitor docks and Veteran's Memorial Park area.
- Norwalk Islands: Unofficial Mooring Area. Unofficial mooring areas at Norwalk Islands, which include Shea, Sheffield, Chimon, Grassy, Betts Island, and Ram Bay. There are extensive leased and recreational shellfishing areas throughout the islands.

Table 2: Mooring Zones

Zone	Type	Moorings	Description
Inner Harbor Basin	DPM; SPM	~150–200	Near Veteran's Memorial Park and along riverbanks
Outer Harbor / Cove	DPM	~20 guest	Visitor moorings near Norwalk Cove Marina entrance
Norwalk Yacht Club	SPM	~150	Licensed under CT DEEP, maintained seasonally
City-Managed Zones	SPM	Varies	Access for city boaters and transient use
Unofficial Areas including Shea, Sheffield, Chimon, Grassy, Betts Islands and Ram Bay	Anchor	Varies	Clusters of anchor moorings for access to the Norwalk Islands.

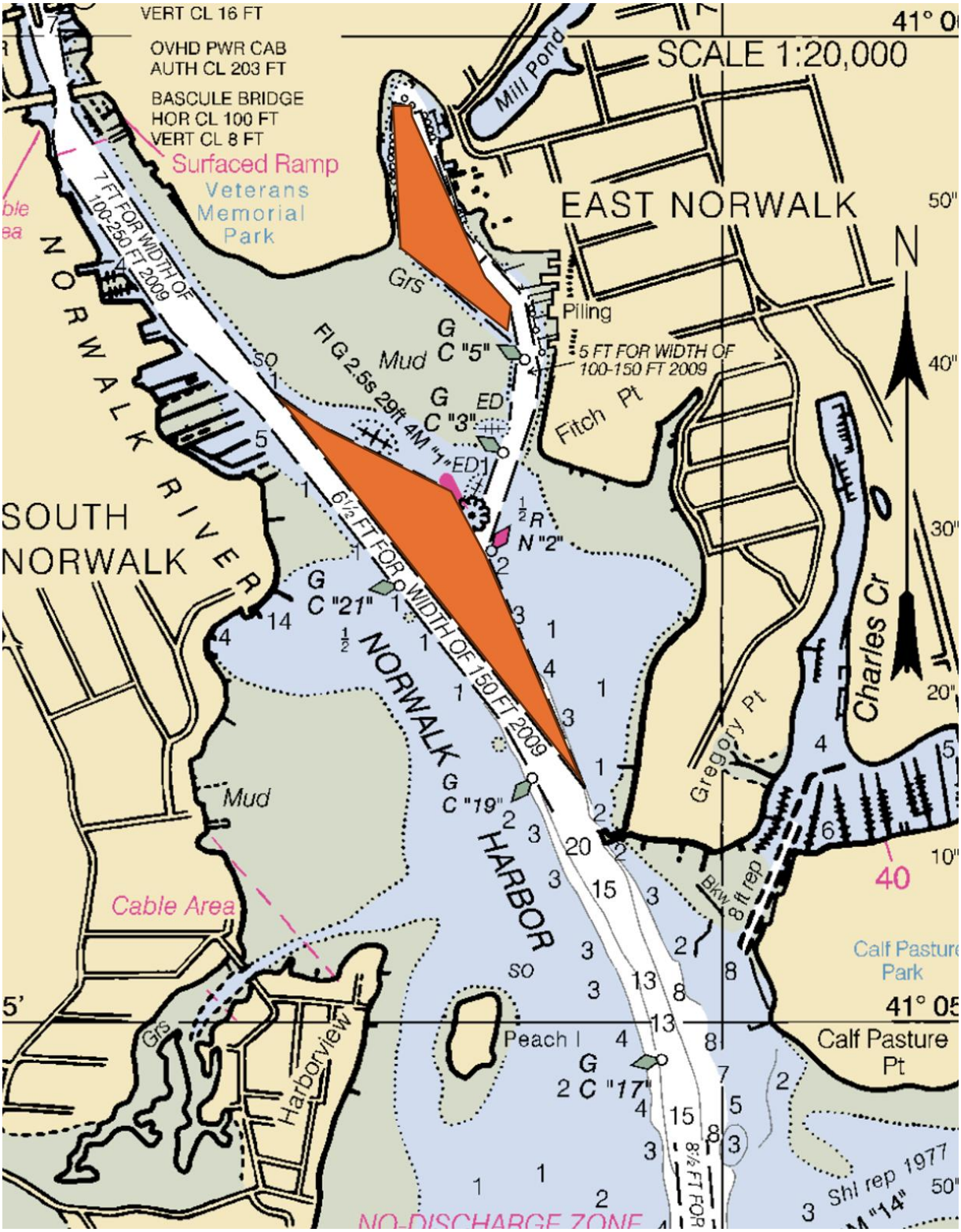


Figure 6: Officially Permitted Existing Moorings (Anchorage): Inner Harbor *(depicted in orange)*

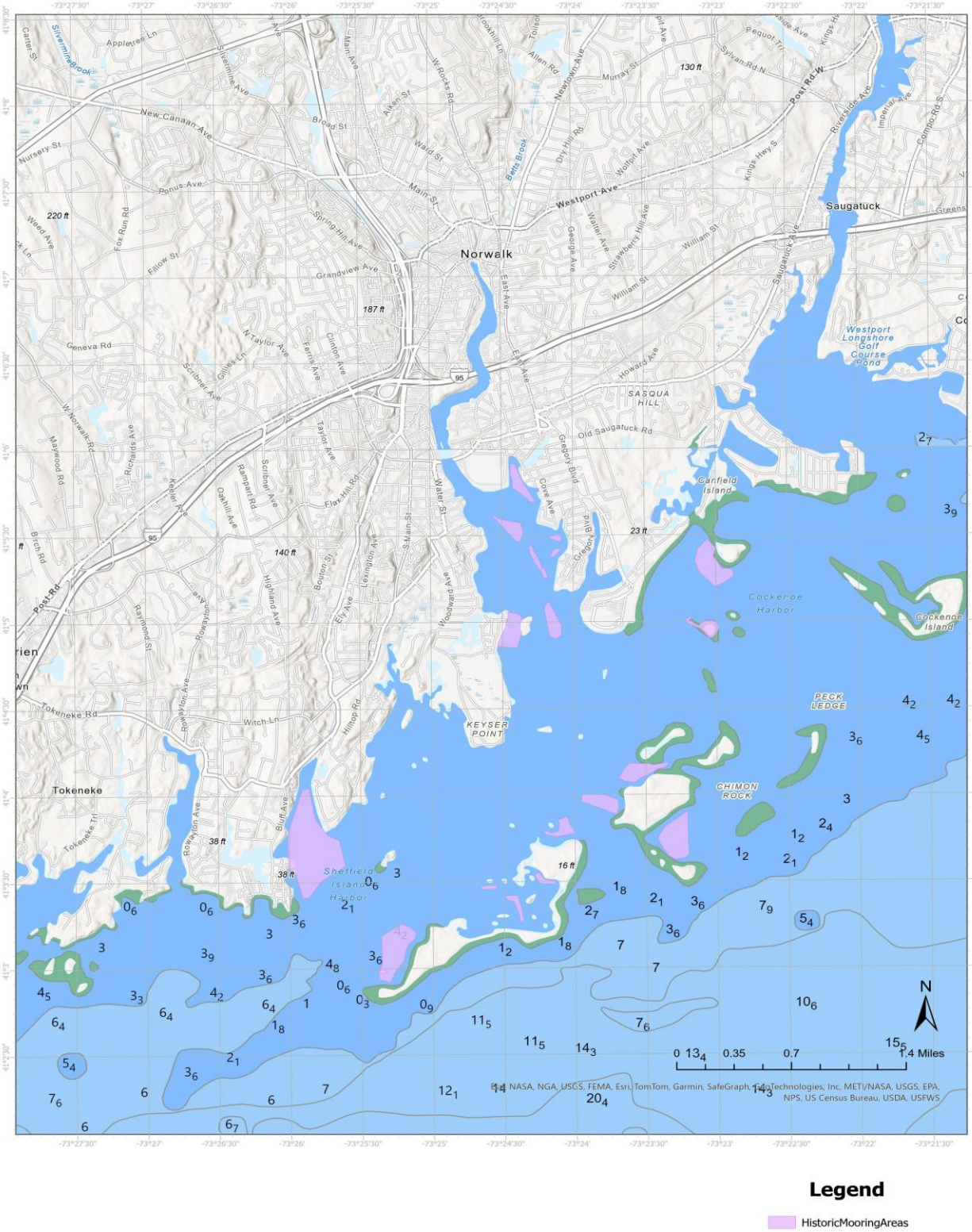


Figure 7: Historically Used Recreational Moorings and Anchorages *(Combination of moorings and/or boats anchoring)*

V. Mooring Upgrades and Expansion

As noted previously, the City of Norwalk is looking to further activate its geographic area with water access and boating. Part of the activation includes the identification of potential mooring fields and street ends where access may be developed for a water taxi or dinghies. Another is the question of whether the equipment should be owned and installed by the lessee or the City of Norwalk (or a mix). The other part is to determine if any proposed expansion a) is environmentally feasible and b) is economically feasible.

A. Challenges

Indigo River started with defining the challenges and opportunities in the harbor.

- Congestion in peak season, especially around Veteran's Memorial Park and the Norwalk Islands.
- Environmental: The presence of extensive shellfish beds, bedrock outcrops, terminal moraines, tidal wetlands, intertidal flats and other ecological systems can be drastically affected by vessels.
- Avoidance of shellfishing lease areas.
- Restrictive environmental permits.
- A restricted fee structure for moorings promulgated by the State of Connecticut.
- Dredging backlogs: Significant parts of the harbor face sedimentation and depth issues; dredge costs and disposal location availability are critical issues currently on Long Island Sound.
- Access: How to get people to and from their boats conveniently without relying upon dinghies; access from the water to "destination" points in Norwalk. Additionally, access to amenities (water, shopping, sanitary discharge, fuel, etc.).
- Pollution and environmental damage caused by moorings and boats when in sensitive areas.

B. Opportunities

Opportunities included the following:

- Expansion of mooring fields to include the Norwalk Islands, eliminating shellfish bed unfriendly anchoring. Further, this could provide direct beach access.
- Growing interest in eco-tourism, paddle sports, and transient cruising.
- Increased demand for floating docks, electric boat infrastructure, and modernized harbormaster systems.
- Programming of Manresa Island and the basin offshore for increased capacity outside of the inner harbor where more parking is potentially available.
- Creating a water-taxi system for increased access to the waterfront around the entire extent of the harbor, which also creates an opportunity for non-boat owners to access the Norwalk Islands.

C. Selection Criteria

Indigo River considered the following factors and criteria in selecting the potential alternatives for new mooring fields:

- Water depth: Due to the extreme tidal swings, it is not recommended that any mooring be installed or swing through less than 5 ft of water at Mean Low Water (MLW). This minimum depth

accounts for lowest astronomical tide of approximately -2 ft (MLW), waves, avoidance of tidal wetland vegetation and of vessels bottoming out. Smaller vessels may be able to moor in two (2) to three (3) ft of water, however, prop wash at that depth has deleterious effects on both bottom habitat and wetlands.

Table 3: Boat Types and Water Depths

Boat Type	Draft (Approx.)	Recommended Min. Depth
Small Dinghies	6–12 inches	2–3 feet
Sailboats (20–30 ft)	3–5 feet	6–8 feet
Sailboats (30–40 ft)	5–7 feet	8–10 feet
Powerboats (under 25 ft)	2–3 feet	4–6 feet
Larger Yachts (40+ ft)	6–8 feet or more	10–12 feet or more

- Seabed type: Preferred bottom condition is silt and sand wherein a pyramid or mushroom anchor can bury itself to establish maximum holding power. Helical anchors can be utilized on any type of bottom except rock. Weathered rock, till (rocks and stones), and shallow bedrock should be avoided as moorings will drag due to lack of embedment and lower friction coefficients.
- Wind, wave, and current exposure
    - Inner Harbor: The primary consideration for protection is to place the moorings in the lee of geographic features that block prevailing winds – specifically South-southwest to East-southeast. That means locations should be north of the line drawn between Plum Island and Calf Pasture Beach.
    - Outer Harbor: The same prevailing directions apply, meaning that moorings should be in the lee of the Norwalk Islands to the maximum extent practicable.
- Density of boats in the area: This criterion was given loose consideration in this round of analysis, as density already clashes with exposure. In general, fields should be located away from the navigation channels and yacht clubs as well as sailboat racing and regatta course areas.
- Environmental regulations (e.g., wetland protection): The moorings will have to adhere to all CT DEEP requirements for permitted mooring areas.
- Budget and Maintenance Capacity: See below for a Cost Benefit Analysis.
- Access: Currently, access to and from public mooring fields is by the boat owner's dinghy. There is an opportunity to provide City-run access through the activation of a water taxi or launch operator system, which can increase safety, reduce the need for dinghy storage, and generate revenue. Indigo River analyzed standard launch and water taxi services and recommends that the criteria be determined by distance and speed. Within the inner harbor, distances are short, but speed is restricted; in the outer harbor, it's exactly the opposite. Rides should be comfortable and under 15 minutes if possible. As such, the criteria used for selection should be as follows:

- Inner Harbor – 6-8 knots (kts) for a maximum of 1 nautical mile (nm) for a trip time of 15 minutes.
- Outer harbor and Norwalk Islands – 12-15 kts for a maximum of 3 nm, for a trip time of 15 mins.
- Inner harbor launches can be open vessel; due to prevailing conditions, outer harbor and the islands should be accessed by a covered vessel.
- Launch docks should be strategically placed to meet the criteria above.

- Amenities:
  - Pump-out boat. If expansion of the mooring fields is planned, an additional pump-out boat should be mandated. There is an opportunity to have a specific pump-out facility on the DPMD-type floating moorings, which would relieve some of the burden on the existing pump-out boat.
  - Access to parking and/or biking and walking paths, including activating underutilized street ends.
  - Safe access to human-powered boating areas (paddleboarding, kayaking, windsurfing, etc.)
- Requirements for Expansion:
  - Launches / water taxi, as detailed above.
  - Optional: Installation, removal, inspection and maintenance crews. With significant potential to add moorings, a capabilities inventory of the City's marine and waterfront staff would have to be completed to determine if the fields can be serviced on an annual basis for installation and removals. Alternatively, a public Request for Proposal (RFP) process could be commissioned for the selection of a marine contractor to do the installations, removals, and inspections (including divers).
  - Optional: Mooring installation work boat (under the City-owned and supplied model).
  - Mandatory: Inspection Program. The inspection of the moorings, for those that may be owned by the City, should have a standard pull and inspection program that rotates on a 3-year basis. Pulling moorings annually actually works against their need to embed themselves into the mud.
  - Mandatory: Additional pump-out boats.
  - Recommended: Standard engineering and installation manual for moorings, to meet minimum criteria for public safety and environmental excellence.
  - Recommended: Conversion from a mushroom system to a helical and APM system for higher reliability, less environmental damage, and tighter density.

VI. Potential New Mooring Field Areas

Indigo River started by eliminating any areas that are shallower than 4 ft. using the current 2025 Navionics Charts (ENC) and the Connecticut Environmental Conditions Online (CT ECO) Geodatabase.[6] These criteria eliminated most of the inner harbor and a large portion of the outer harbor. Cross referencing the available locations with historic anchorage areas, unused space, and access points yielded the following

[6] Connecticut Environmental Conditions Online (CT ECO). Accessed via https://maps.cteco.uconn.edu/.

potential new areas. Note that for the purposes of this study, the inner harbor average boat size was set to be 25 ft, and the outer harbor average boat size was 30 ft, in calculating the number of potential moorings. Please refer to Figures 8 through 11 for the locations discussed below.

A. Inner and Outer Harbors

- Area 1: Veterans Park – Western Shore. South of the boat ramps and transient launch docks, there is a length of shoreline that can accommodate non-swinging moorings outside of the navigation channel, but in enough water for smaller boats (Figure 8). Water depths range from 3 ft to 8 ft at MLW. Using the DPMD system, approximately 16 to 32 boats could be moored along this shoreline with direct access from the boat launch. A water taxi stop could be placed at this location, along with an additional pump-out dock; connections could be provided at the Aquarium and Washington streets on the west side of the Norwalk River.
- Area 2: Gregory Point. This would be an expansion of the moorings between the navigation channel and Peach Island – an area also extensively used by Norwalk Cove Marina (Figure 9). Water depths range from 5 ft to 10 ft at MLW allowing for a range of large and small vessels, including sailboats. Bathymetry and wetland surveys need to be completed, but based upon the potential area deeper than 5 ft at MLW, approximately 25 SPM or 44 DPM moorings could be installed. The advantage to this location is the vicinity to the largest marina in the harbor that has significant dry storage capacity – the moorings would provide temporary wet slips that could be licensed to the marinas. This location could be serviced by both the marina and a water taxi stop at The Point, Calf Pasture Beach or even the proposed improved street end at Lowndes Street.
- Area 3: Calf Pasture Beach. Immediately outside of the breakwater for Norwalk Cove, this smaller area would be available, potentially, for additional transient moorings (Figure 9). Water depths range from 5 ft to 8 ft at MLW allowing for a range of medium to smaller power boats and shallow draft sailboats. However, this area is a bit more exposed than the other identified areas in the outer harbor, so it most likely is a "fair weather" temporary mooring location. Bathymetry and aquatic surveys need to be completed but based upon the potential area deeper than 5 ft at MLW, approximately 10 SPM or 18 DPM moorings could be installed. Again, the advantage to this location is the vicinity to the largest marina in the harbor that has significant dry storage capacity – the moorings would provide temporary wet slips that could be licensed to the marinas. This mooring location could be serviced by a water taxi stop at Calf Pasture Beach.
- Area 9: Veteran's Park Mooring Area (North Anchorage). This existing mooring field could be reconfigured to a DMPD dock mooring for an increase in the number of boats. Existing SPM or DPM moorings would be replaced with helical anchors and elastic rodes. A water taxi stop could be placed at this location, along with an additional pump-out dock; connections could be provided at the Aquarium and Washington streets on the west side of the Norwalk River.

- Area 10: Inner Harbor Mooring Area (South Anchorage.) Due to this location's density and adjacency to the navigation channel, no additional moorings are recommended here.

B. Manresa Island

- Area 4: Manresa Island West Mooring Field. West of Manresa, there is adequate water depth and access to the once-private navigation channel into the Basin (**Figure 10**). Moreover, this location is more sheltered than Area 5 and is in a restricted recreational shellfishing area. Water depths range from 3 ft to 8 ft at MLW allowing for a range of smaller vessels and outboards. Bathymetry would need to be completed to verify depths; based upon the potential area deeper than 3 ft at MLW, approximately 20 SPM or 60 DPM moorings could be installed. Bottom composition would need to be surveyed to determine optimal placement of moorings and confirm that no SAV is present. The field could be serviced by water taxi from Lowndes Street, Manresa Basin, or even the Point.

Advantages:	Protected from wind, wave, wakes Setback from Navigation Channel
Disadvantages:	Distance from downtown and Veteran's Park Adjacent to the navigation channel (wakes) In a charted recreational shellfishing area Intermittent shoaling

- Area 5: Manresa Island Basin. While Manresa Basin offers advantages in terms of access, water depth, and protection against environmental forces, it will be further studied as part of the ongoing Master Plan for the Island. Indigo River considers the basin as feasible for shallow and deep draft (keeled sailboats) and encourages development of the same, but the site makes more sense as a marina with floating docks. Moreover, this is the natural staging point for the Norwalk Islands through a water taxi, ferry, or launch. Finally, from Veteran's Memorial Park or potential street end activation, a water taxi or ferry can connect the inner/outer harbor to the future park planned at Manresa Island, in addition to launching to the beaches. The basin itself is not a shellfishing area, nor is any SAV present. Bottom composition would need to be surveyed to determine optimal placement of moorings. This would be an ideal location for a water taxi stop and homeport.

Advantages:	Deep water basin Highly protected from wind, wave, and wakes Adjacent to navigation channel Manresa Island could act as a parking and staging point
Disadvantages:	Distance from downtown and Veteran's Park

	Under private ownership and development
	More suitable for a marina

- Area 6: Manresa Island South Mooring Field. South of the Basin, there is adequate water depth and access to the once-private navigation channel into the Basin (**Figure 8**). Moreover, it is adjacent to the primary navigation channel. Water depths range from 5 ft to 13 ft at MLW allowing for a range of large and small vessels, including deep keel sailboats. Bathymetry would need to be completed to verify depths; based upon the potential area deeper than 5 ft at MLW, approximately 60 to 100 SPM or 100 to 140 DPM moorings could be installed. The identified areas are recognized as recreational shellfishing areas (water-quality dependent) and are not leased shellfishing areas. Bottom composition would need to be surveyed to determine optimal placement of moorings and confirm that no SAV is present. The field could be serviced by water taxi from Lowndes Street, Manresa Basin, or the Point.

Advantages:	Adjacent to navigation channel
	Outside of leased shellfishing areas
Disadvantages:	Exposed from SW prevailing wind/waves
	Distance from downtown and Veteran's Park
	Adjacent to the navigation channel
	Wake affected
	In a charted recreational shellfishing area
	Not suitable for DPMD due to wave climate

C. Norwalk Islands

The true destination offshore at Norwalk are the islands – sandy beaches, clean waters, and copious lengths of shoreline (**Figure 10**). However, access to the islands via boat involves passing through significant ecosystems that are easily damaged by vessels. Currently, many boats simply anchor at the islands, many within shellfishing leases and sensitive habitat (refer to the historic areas in blue in Figure 10). Instituting a mooring program in the recommended areas (refer to red areas in Figure 10) with elastic rodes would reduce boating impacts.

These proposed moorings are farther out in the Long Island Sound, so exposure to environmental forces and storms require that fields be located in the lee of the islands to the maximum extent possible. There are also deepwater channels running into the areas from the south (between Chimon and Shea Island) and from the east (off Navigation Buoy #2) where boat traffic is commonly present. Each of the islands could be serviced by water taxi from Manresa, or the landings on the eastern shore.

- Area 7: Sheffield Island. The western shore of Sheffield Island has an area with adequate water depth for moorings and access to the island, while staying out of the leased shellfish areas. This area is well protected from all directions except west-southwest to southwest where a large fetch can generate significant waves. Proposed moorings at this location would be transient only.

Advantages:	Outside of leased shellfishing areas Access to Shea Island camp sites
Disadvantages:	Exposed from SW prevailing wind/waves Distance from downtown and Veteran's Park Adjacent to the navigation channel In a charted recreational shellfishing area Not suitable for DPMD due to wave climate

- Area 8: Chimon Island. Between Chimon and Shea Islands, there is a naturally deep area of water that could support well protected moorings away from the shellfishing areas. Proposed moorings at this location would be transient only.

Advantages:	Outside of leased shellfishing areas Access to both Shea and Chimon Island Well-protected cove
Disadvantages:	Distance from downtown and Veteran's Park Restricted geographic / navigable area In a charted recreational shellfishing area

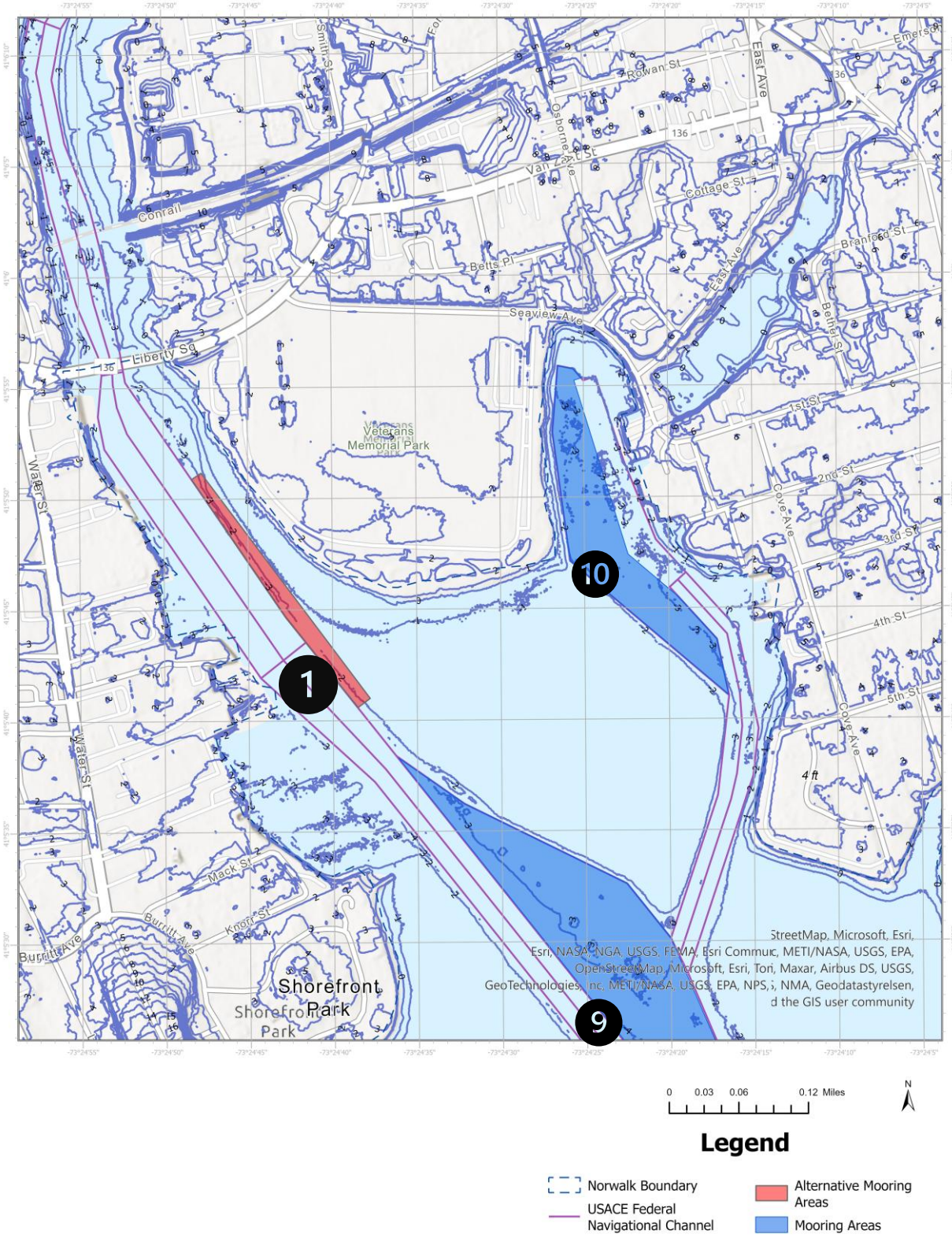


Figure 8: Veterans Park

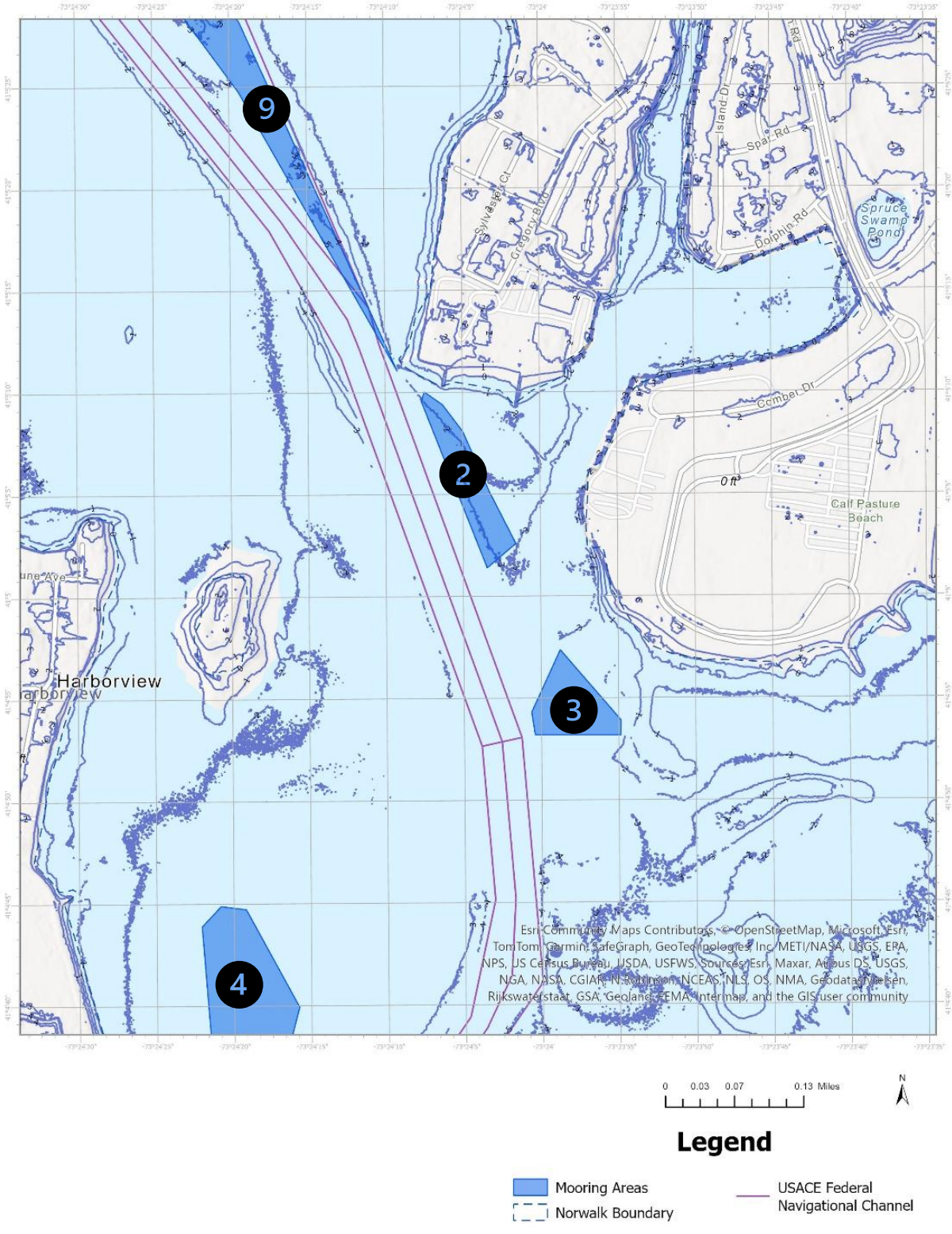
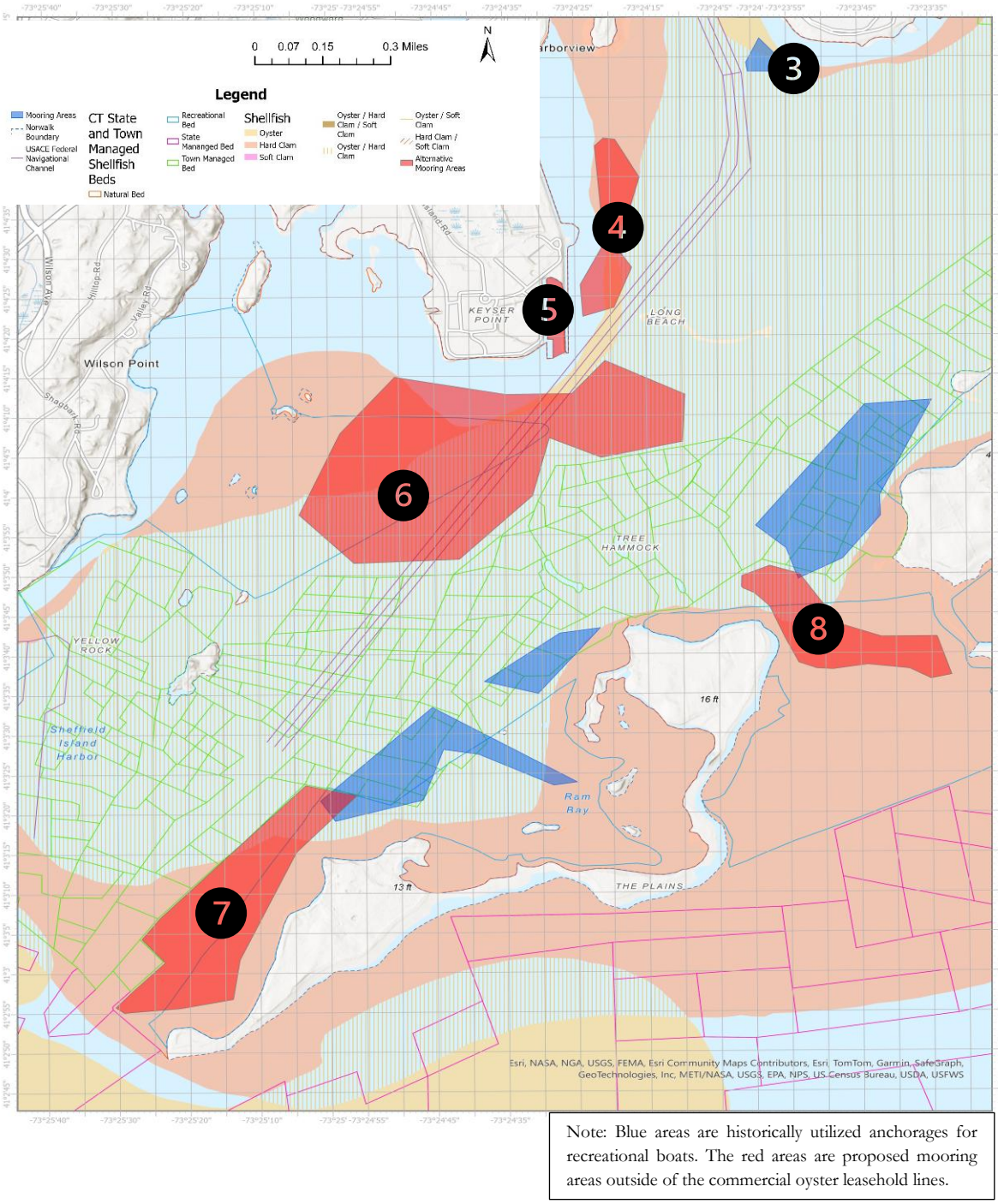


Figure 9: Calf Pasture Beach and Gregory Point



Note: Blue areas are historically utilized anchorages for recreational boats. The red areas are proposed mooring areas outside of the commercial oyster leasehold lines.

Mooring Areas and Critical Habitat

Legend
Alternative Mooring Areas
Mooring Areas
Norwalk Boundary
USACE Federal Navigational Channel
CT State and Town Managed Shellfish Beds
Natural Bed
Recreational Bed
State Managed Bed
Town Managed Bed
Shellfish
Oyster
Hard Clam
Soft Clam
Oyster / Hard Clam / Soft Clam
Oyster / Hard Clam
Oyster / Soft Clam
Hard Clam / Soft Clam

Figure 10: Manresa and Norwalk Islands

Table 3: Potential New Mooring Options

Area	Option 1 - SPM	Option 2 - DPM	Option 3 - DPMD	Option 4 - Hybrid
1 - Veterans Park	0	16	32	32
2 - Gregory Point	25	44	102	44
3 - Calf Pasture Park	10	18	41	18
4 - Manresa West	20	60	180	60
5 - Manresa Basin	0	0	0	0
6 - Manresa South	80	120	0	80
7. Shea Island	40	0	0	40
8. Chimon Island	40	0	0	40
9 - North Anchorage	59	59	59	59
10 - South Anchorage	110	110	0	110
Total Number of Moorings	384	427	354	483
# of Transient Slips	50	34	73	90

VII. Financial and Cost-Benefit Analysis

A. Current Fee Structure and Regulations.

Per Connecticut General Statute § 22a-113k, municipal mooring permit fees are limited to a maximum of $200 per year. This fee is intended to cover administrative and regulatory oversight, mooring field planning, recordkeeping, and permit processing. It does not cover installation, inspections, launches, pump-out boats and everything else to run a municipal program.

As such, in general, the Norwalk program is a permit-only service wherein installations, removals, and inspections are the responsibility of the permittee. Approximately only 20 moorings are installed and maintained by the City, a number that could be expanded some, but not without significant financial and management considerations.

Currently, Norwalk charges $200 (the maximum) for a permit, yielding a maximum revenue of between $30,000 and $40,000; transient moorings are charged at $45/night. Combined revenue is on the order of $46,000 per year. For the purposes of this study, and in the financial model below, Indigo River assumed that the transient moorings are occupied 25 percent of the time from May to October (~150 days).

The regulations do not restrict charging fees for mooring installations, maintenance or removal, inspections, launch services, parking, or concession, which could generate additional revenue and waterfront jobs for the City. Therefore, what develops are three (3) distinct models for mooring field expansion:

1) Continue the current model as a permit-based system.
2) Convert the system into a City-Managed harbor-wide mooring field to generate revenue and jobs
3) Implement a modified model with limited City owned and maintained moorings for transient vessels which provide the greatest possibility of revenue generation.

B. Analysis

As with any model, there are some data gaps, including what the current revenues are, utilization percentages for the transient moorings, number of seasonal days, maintenance costs, and amortization periods of capital costs. Indigo River's assumptions were as follows:

- The boating season runs from May 15 to October 15, and includes 150 days.
- Transient moorings are utilized 50 percent (50%) of the time.
- The launches can make any ride less than 15 minutes.
- The launches are utilized on 50% of the moorings 1 time per week, with 50% service daily for transient moorings.
- Parking is available at the launch locations, or, biking and walking is feasible.
- Amortization period for capital costs is 20 years.
- Administrative costs for the hiring, purchasing and other items needed to stand up the potential new division are excluded.

1. Model 1

Keeping the status-quo of the system, this would be a permit-based mooring field only, and the City would not provide a launch/water taxi, added pump-out boat, nor maintenance and inspection. Each of those costs would be privatized through an RFP process wherein the permittee pays for the services privately to a mooring field management company (such as Norwalk Cove Marina). Financially, this is the easiest plan to implement, apart from the RFP and how that is administered. This also assumes that transient moorings would be managed by the mooring field management company who would also receive the profits.

2. Model 2

Based upon the tabulated estimates in **Table 4**, the annualized cost to the City to run its own mooring program is approximately between $884,000 and $1.2 million, equivalent to a cost of approximately $5,900 to $8,000 per day or between $2,500 and $3,000 per mooring. This is against a projected maximum of approximately $341,000 in revenue; therefore, the model is unsustainable by a substantial amount without legislated funds, grants, or private capital influx (which could include sponsorships).

3. Model 3

Based upon the tabulated estimates in **Tables 7** and **8**, the annualized cost to the City to run a partially managed mooring field, wherein the City would establish more transient moorings and a single water taxi/launch without adding an additional pump-out boat, would be around $377,000 a year. This is against a projected maximum of $314,000 in revenue; therefore, the model is close to workable with minor subsidies.

Table 4: Capital Costs

Capital Costs (w/ 21% Overhead & Profit)					
Mooring Type	**Per Mooring**	**Option 1 Costs**	**Option 2 Costs**	**Option 3 Costs**	**Option 4 Costs**
SPM	$3,000	$1,032,000	$0	$0	$0
SPM - ER	$6,500	$0	$0	$0	$300,000
DPM	$5,000	$0	$1,690,000	$0	$300,000
DPMD	$9,500	$0	$0	$4,284,500	$560,500
DPMD - ER	$14,500	$0	$0	$0	$0
New Launch	N/A	$60,000	$60,000	$60,000	$60,000
New Pump-out Boat	N/A	$60,000	$60,000	$60,000	$60,000
New Water Taxi	N/A	$90,000	$90,000	$90,000	$90,000
	Totals	$1,242,000	$1,900,000	$4,494,500	$1,370,500
	Annualized Capital Cost	$124,200	$190,000	$449,450	$137,050
	COGS - Annual	$760,370	$760,370	$760,370	$760,370
	Expected Annual Cost	$884,570	$950,370	$1,209,820	$897,420
	Per Added Mooring	$2,571	$2,812	$2,683	$2,914
	Per Seasonal Day	$5,897	$6,336	$8,066	$5,983

Table 5: Costs of Goods and Services

Costs of Goods and Services (COGS)		
Launch		
Fuel	50 hp outboard at 6 knots, or 2 gph	$19,200
Labor	Launch captain, 16-hr service, $35/hr	$84,000
Maintenance	Materials, layup, consumables, insurance	$5,500
Water Taxi		
Fuel	150 hp outboard at 10 gph	$96,000
Labor	Captain, 16-hr service, $35/hr	$84,000
Maintenance	Materials, layup, consumables, insurance	$6,500
Maintenance Boat / PO		
Fuel	150 hp outboard at 10 gph	$48,000
Labor	Captain and Crew, 8-hr service, Avg $45/hr, year- round	$50,00
Maintenance	Materials, layup, consumables, insurance	$6,500
Subtotal		$399,900
	10% Admin and Overhead Costs	$39,990
	Total COGS	$439,890
	COGS per Seasonal Day	$2,933
	Break Even Trips at Average $15/ trip	$29,326
	Trips per Day	195.51
	Trips per Hour	12.22
	Per Boat/ Hour	6.11

Table 6: Revenue Projections

	Revenue By Mooring Options			
Area	**Option 1 - SPM**	**Option 2 - DPM**	**Option 3 - DPMD**	**Option 4 - Hybrid**
1 - Veterans Park	0	16	32	32
2 - Gregory Point	25	44	102	44
3 - Calf Pasture Park	10	18	41	18
4 - Manresa West	20	60	180	60
5 - Manresa Basin	0	0	0	0
6 - Manresa South	80	120	0	80
7. Shea Island	40	0	0	40
8. Chimon Island	40	0	0	40
9 - North Anchorage	59	59	59	59
10 - South Anchorage	110	110	0	110
Total Number of Moorings	384	427	354	483
# of Transient Slips	50	34	73	90
Revenue				
Existing Moorings	$46,000	$46,000	$46,000	$46,000
New Permanent Moorings	$29,250	$29,250	$29,250	$29,250
New Transient Moorings	$84,375	$57,375	$123,188	$151,875
Launch Revenue - Transients	$56,250	$38,250	$82,125	$101,250
Launch Revenue - Permanent Moorings	$107,357	$126,321	$90,321	$126,321
Total Projected Revenue	**$323,232**	**$221,946**	**$295,634**	**$379,446**

Table 7: Capital Costs

Mooring Type	Per Mooring	Option 4 Costs
SPM - ER	$6,500	$260,000
DPM	$5,000	$95,000
DPMD	$9,500	$60,000
New Pump-out Boat	$60,000	$60,000
New Water Taxi	N/A	$60,000
	Totals	$565,000
	Annualized Capital Cost	$56,500
	COGS - Annual	$439,890
	Expected Annual Cost	**$496,390**
	Per Added Mooring	$1,028

VIII. Conclusions and Recommendations

After review, there is a viable plan that could be implemented to expand mooring capacity in both the inner and outer harbors while also activating the street ends, Manresa Island, and the Norwalk Islands. However, further study is needed regarding how this would align with the City's administrative model.

New mooring fields could be developed at the identified locations if they are supported by adequate launch and water taxi service, as well as pump-out boats. Without these services, adding additional moorings may not generate the activity or revenue needed for the City of Norwalk to sustain operations.

The financial analysis conducted indicates that it is not cost-effective for the City to create a dedicated mooring division or hire a contractor for installations, removals, and inspections. These responsibilities should remain with the permit holders. Indigo River recommends implementation of a modified hybrid model (Model #3) in which permittees continue to maintain private moorings while the City expands transient moorings, contracts for harbor management services, and establishes a water taxi.

Based upon preliminary financial analysis, under a permittee-paid cost of the mooring infrastructure, the added costs of the launch/water taxi, installation and maintenance of transient moorings, pump-out boat and working expenses (Model #2) are not balanced by the revenue generated through a) charging for the launch and b) focusing on more available and accessible transient moorings at $45/night. The realized shortfall of approximately $170,000 is not unreasonable for what effectively is a municipal public service. This gap can be closed through the elimination of the launch as redundant (water taxi would service), the receipt of subsidies for pump-outs, sponsorship for the water taxi, or even lobbying to the State to increase the private mooring fee cost.

Water taxi and launch landings are most opportunistic at the Manresa Island Basin, Veteran's Memorial Park and at the existing harbor launch as shown in **Figure 11**. Within a maximum of 1.5 nautical miles and trips of under 15 minutes, the system would connect the inner harbor, outer harbor, the Norwalk Islands, and the east and west shores. Additionally, adding boat launches or water taxi landings at the street ends of 3rd Street, Lowndes Street, and Cove Street along with landings at Calf Pasture Beach, the Point, and potentially at Norwalk Yacht Club would help complete public access to inner harbor and the surrounding geographic area (refer to the Street Ends Study for additional information). To fund operations, a per-trip fee of $10 for the inner harbor, $15 for the outer harbor, and $20 for the Norwalk Islands would be required.

Of the proposed mooring installation options, only options 1 and 2 are financially feasible for new installations, apart from upgrading the inner harbor where Indigo River calculates that an additional nineteen (19) vessels could be moored. The initial capital expense of floating docks and mooring hardware, maintenance costs, and seasonal removals cannot be justified under a public program unless significant grants or private funding are received. For the inner and outer harbor, due to space constraints, moorings should be DPM with a standard chain system.

At the Norwalk Islands, Indigo River recommends the installation of forty (40) moorings strategically placed at both Shea and Chimon Islands. Additional mooring areas could be established for permittees to install their own moorings. Based upon the sensitive ecology of this area, these moorings should be pyramid anchors with elastic rodes to prevent chains sweeping the bottom.

In summary, Indigo River recommends implementing Model #3, wherein a water taxi is established in the harbor to service all moorings. Increased transient moorings would largely offset the cost of amenities and installations. While modest subsidies may be required, the model is substantially more feasible than a fully City-managed system.

Figure 11: Water Taxi – Potential Landing Points

Section 3

Street Ends & Public Access

Street Ends Study

Norwalk Strategic Harbor Study

Task 2.4 Study of City Owned Street Ends

June 2026

01

Introduction

BACKGROUND

As a component of Norwalk's broader Harbor Strategic Study, the Street Ends Study is a focused initiative aimed at improving public access to Norwalk Harbor while advancing the city's long-term goals related to environmental sustainability, equitable urban development, and climate resilience. The harbor remains a defining asset for Norwalk—historically, ecologically, and recreationally—and enhancing public engagement with this waterfront is essential to fostering a more connected and resilient city.

This study builds directly upon the foundational work of the Norwalk Harbor Management Commission, and in particular, the contributions of Chris MacDonnell, who played a key role in developing the initial street end matrix and grant materials. That early effort identified numerous street ends with potential for public access and served as a catalyst for this more detailed, implementation-focused evaluation. Our team has expanded on this foundation to assess conditions across the harbor and propose strategic, site-specific recommendations.

Despite Norwalk's proximity to the water, opportunities for public shoreline access are limited, inconsistent, or inadequately maintained. Many of the city's street ends—public rights-of-way terminating at the water's edge—remain underutilized or constrained by unclear jurisdiction, lack of visibility, or environmental degradation. This study views these locations as underrecognized public assets that, if thoughtfully improved, could serve as vital points of access for recreation, ecological education, and community engagement.

PURPOSE & OBJECTIVES

The urgency of this effort is underscored by increasing pressures on Norwalk's shoreline—from sea level rise and storm impacts to growing public demand for access and recreation. Improving the city's street ends is an opportunity to deliver multi-benefit public infrastructure that advances resilience, accessibility, and environmental stewardship. By investing in the transformation of these overlooked public spaces, Norwalk can create a more inclusive and resilient waterfront for current and future generations. This study is motivated by the following key objectives:

1. **Feasibility and Environmental Suitability:** Sites have been analyzed for right-of-way clarity, visibility, vulnerability to flooding, and potential for environmental enhancement. This includes the integration of nature-based solutions such as living shorelines, removal of invasive vegetation and planting of native vegetation, and stormwater management features.

2. **Geographic and Social Equity:** An essential consideration is the equitable distribution of access. The study evaluates whether the selected sites serve neighborhoods that have historically lacked meaningful access to the waterfront, applying both spatial and demographic criteria to help define and address underserved areas.

3. **Design and Policy Alignment:** Where appropriate, the study references best-practice frameworks such as the Waterfront Edge Design Guidelines (WEDG) and incorporates standards for ADA accessibility, coastal resiliency, and low-impact development. Recommendations aim to ensure that proposed improvements are not only feasible but aligned with regional and national standards for sustainable waterfront design.

Ultimately, the Street Ends Study reflects Norwalk's continued commitment to expanding equitable, sustainable, and culturally meaningful access to its waterfront. By investing in the thoughtful transformation of these overlooked public spaces, the city has the opportunity to create a more inclusive and resilient waterfront for current and future generations.

ALL IDENTIFIED STREET ENDS

A total of 21 public street ends terminating at the water were evaluated as part of this study. These sites were included in a preliminary assessment matrix that considered physical conditions, environmental context, and potential for public access improvements.

While all 21 were reviewed in the early phases of the analysis, the study ultimately focused on the 19 sites concentrated around Norwalk Harbor, where shoreline access demand, equity considerations, and implementation feasibility are most aligned with the project goals.

Two sites—Sammis Street and Yarmouth Road, located near Wilson Cove and the Rowayton area—were excluded from mapping and final capital project selection due to their geographic distance from the harbor and differing local conditions. The remaining 19 sites formed the core of the mapping analysis and informed the selection of five priority sites for potential improvements.

Figure 1. Norwalk Identified Street Ends

Norwalk Boundary

Site Street-End Activation

SELECTION CRITERIA FOR PRIORITY STREET ENDS

The following criteria, informed by the goals of the Harbor Management Plan, field assessments, stakeholder input, and data provided by the Harbor Management Commission, were used to select five street end sites to advance for detailed study and potential capital improvement.

Equity & Community Benefit

- **Geographic distribution:** Preference was given to sites that expand access across different parts of the harbor, particularly in areas with limited public shoreline amenities.
- **Environmental justice indicators:** Sites located within Environmental Justice Block Groups* were prioritized to help address historical disparities in access to open space and water-dependent recreation.

**As defined by the 2023 Connecticut DEEP data*

Feasibility & Legal Clarity

- **Public right-of-way (ROW) status:** Sites with confirmed or presumed public ROW access were favored. If ROW issues exist, feasibility of resolving them through coordination or clarification was considered.
- **Site visibility and physical access:** Priority was given to sites that are visible from nearby streets and accessible by foot, bicycle, public transportation, or vehicle.
- **Partnership potential:** Locations where collaboration with adjacent landowners or stakeholders (e.g., boat clubs, neighborhood groups) is feasible were viewed favorably.

Environmental Opportunity

- **Ecological restoration potential:** Sites presenting opportunities for habitat restoration, invasive species removal, or the implementation of nature-based infrastructure were prioritized.
- **Flood risk and climate resilience:** Sites were assessed for their location within flood zones and their potential to integrate adaptive design features such as living shorelines or bioswales.

Infrastructure Potential

- **Availability of supporting features:** Sites with existing infrastructure (e.g., parking, utilities) or capacity to accommodate amenities like seating, ADA-compliant paths, signage, or kayak launches were deemed more implementable in the near term.
- **Compatibility with adjacent uses:** Sites that could complement or enhance existing community assets—such as trails, public parks, or water-dependent businesses—were seen as strong candidates.

02

Existing Conditions

EXISTING CONDITIONS OVERVIEW

The City of Norwalk is home to a variety of waterfront street ends that represent a diverse range of physical, environmental, and jurisdictional conditions. These sites—termini of public rights-of-way abutting the harbor or its tributaries—vary significantly in their current state, visibility, ecological value, and accessibility. As part of this initial analysis, a comprehensive review of site conditions was conducted to understand both the opportunities and constraints that these locations present. The comprehensive assessment matrix for all street ends is in the Appendix.

Physical Access & Visibility

Environmental Context

Shoreline Conditions & Remediation Needs

Zoning & Legal Status

Community Context & Equity Considerations

PHYSICAL ACCESS & VISIBILITY

Many street ends are physically accessible, though several lack clear public pathways, signage, or visual cues that would indicate their public status. A number of sites are adjacent to existing pedestrian, bicycle or public transit infrastructure—such as McKinley Street or Route 10—which could support improved connectivity in the future. However, others remain poorly connected, either due to lack of sidewalks, private encroachments, or inadequate visibility from the surrounding street network.

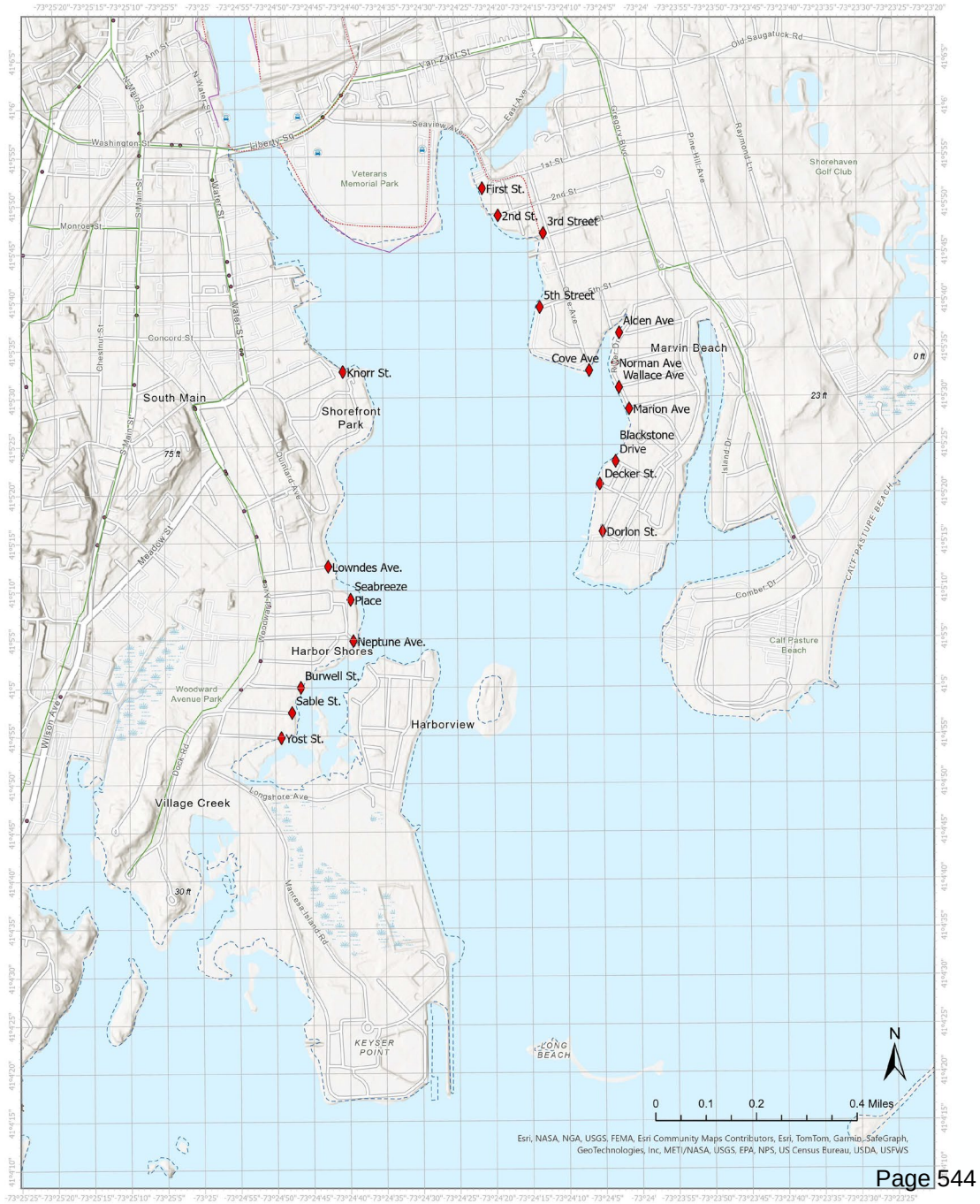


Figure 2. Transit and Access

- Norwalk Boundary
- Harbor Loop Train
- Public Parking
- Bus NTD Routes 2012 Norwalk
- Bus NTD Stops 2010 Norwalk
- Bus Routes Stamford 2018 Norwalk
- Bus Routes Stamford Norwalk
- Bus Stops Stamford 2018 Norwalk
- Bus Stops Stamford Norwalk
- Cross State Bike Routes
- Multi Use Trails
- Site Street-End Activation

ENVIRONMENTAL CONTEXT

Many sites intersect with critical ecological areas, including tidal wetlands and intertidal flats, underscoring the importance of environmental sensitivity and the potential for restoration or low-impact access strategies.

Figure 3. Tidal Wetlands

- Tidal Wetlands (Norwalk HMP 2009)
- Intertidal Flats (Norwalk HMP 2009)
- Norwalk Boundary
- Site Street-End Activation

ENVIRONMENTAL CONTEXT

Many also intersect with intertidal marshes and designated migratory waterfowl habitats. Several sites are adjacent to or within Municipal Protected Open Space and areas flagged for Natural Diversity.

Figure 4. Critical Habitat

Protected Open Space (DEEP 2011)

- Federal
- Land Trust
- Municipal
- Private

Critical Habitat (DEEP)

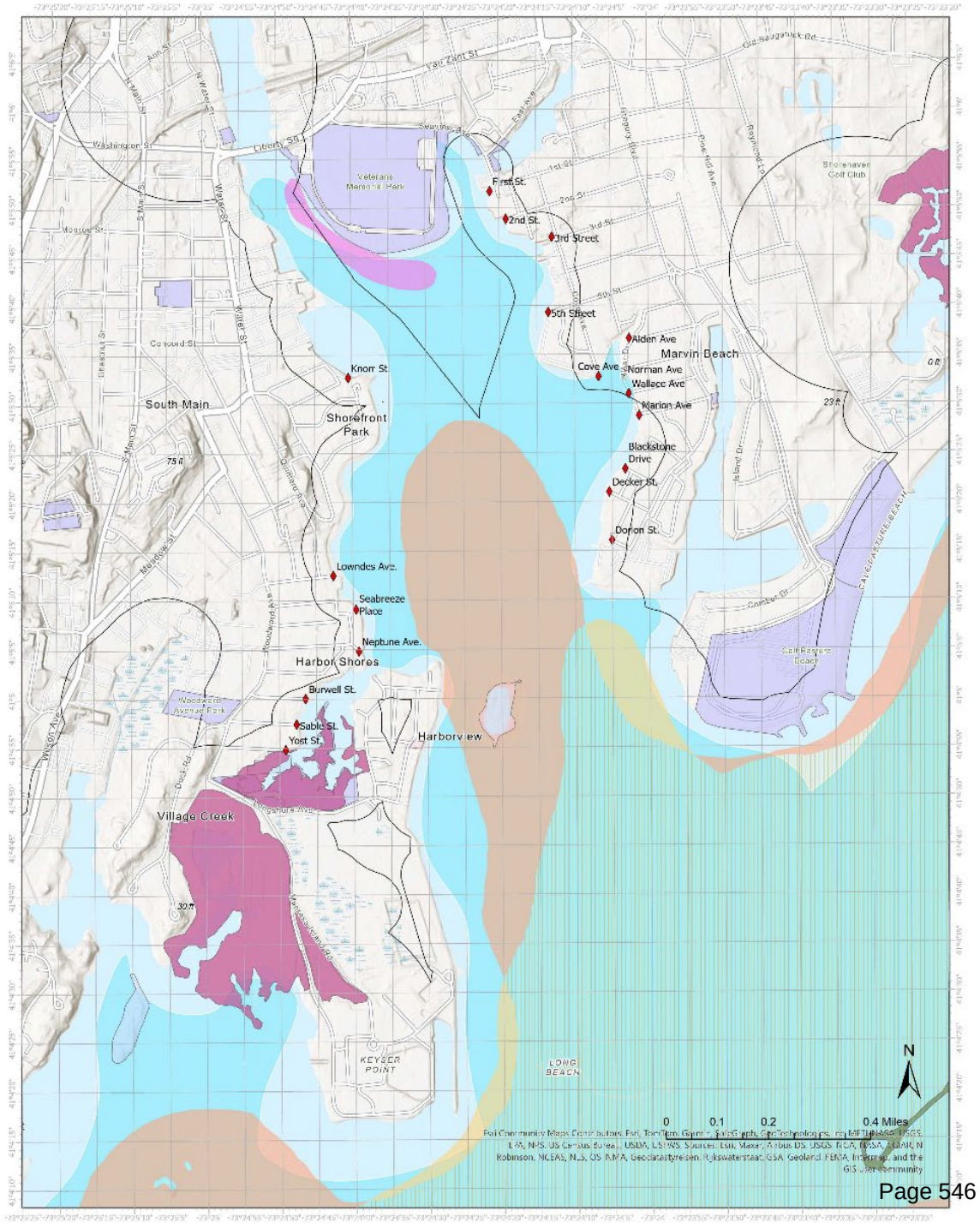
- Beachshore
- Intertidal Marsh

Natural Diversity Database Area

- Natural Diversity Area
- Important Bird Area
- Site Street-End Activation

Shellfish

- Oyster
- Hard Clam
- Soft Clam
- Oyster/Hard Clam/Soft Clam
- Oyster/Hard Claim
- Oyster/Soft Claim
- Hard Clam/Soft Clam



STABILITY CONDITIONS & NEEDS

A subset of locations exhibits signs of erosion risk, either due to surficial instability or exposure to tidal action. Some street ends contain accumulated debris or evidence of past neglect, pointing to the need for basic remediation and cleanup. While a few sites appear relatively stable and ecologically intact, others would benefit from invasive species removal, shoreline stabilization, or targeted habitat enhancement. The sites also presented a range of shoreline topography—some with steep drop-offs to –3m, others with shallower waters.

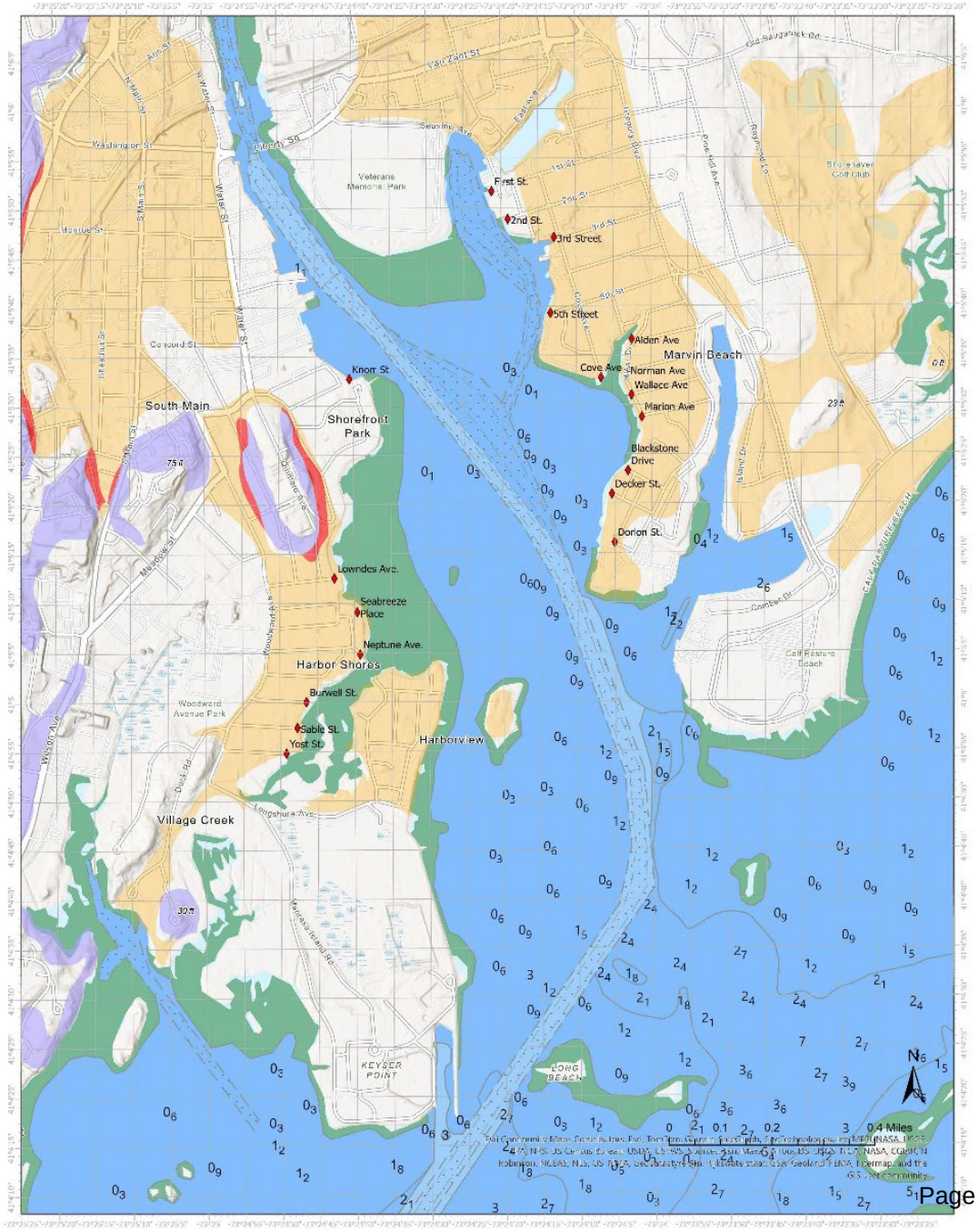


Figure 5. Water Depths and Erosion Risk

NOAA ENC Nautical Chart ECDIS Depths

- Foreshore
- Very Shallow Depth
- Medium Shallow Depth

Erosion Susceptibility

- Most Susceptible
- Highly Susceptible
- Surficial Materials Susceptible
- Soils Susceptible
- Site Street-End Activation

ZONING & LEGAL STATUS

Zoning designations across the street ends vary, with many falling under coastal village (CV) or residential (CD) classifications. Preliminary assessments have flagged right-of-way (ROW) uncertainties at several locations, though further investigation will be required to confirm specific public access rights and clarify any legal encumbrances.

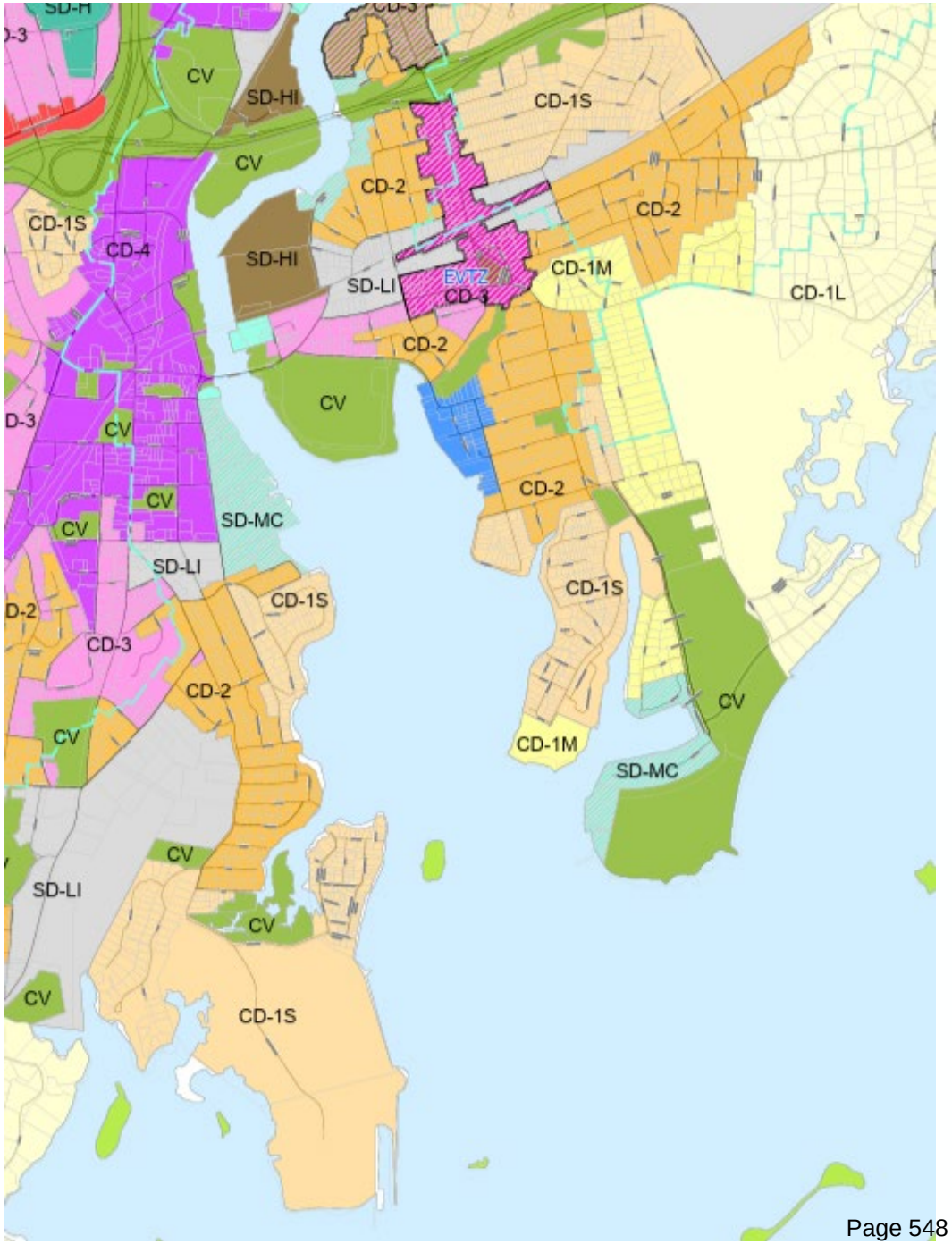


Figure 6. Norwalk Zoning Map

Source: City of Norwalk

COMMUNITY CONTEXT & EQUITY CONSIDERATIONS

Understanding the social context of each site is essential to ensuring that future public access improvements serve a broad and inclusive cross-section of Norwalk residents. Several street ends are located within or adjacent to neighborhoods identified as Environmental Justice (EJ) Block Groups, based on the 2023 American Community Survey and mapped by CT DEEP. These areas meet one or more state-defined thresholds related to poverty, minority population, or limited English proficiency, as outlined in Connecticut General Statute §22a-20a.

Lowndes Avenue and Knorr Street fall within EJ-designated areas. Prioritizing these sites for capital project recommendations will help address disparities in shoreline access and ensures that improvements are directed toward communities that have historically had fewer opportunities for meaningful engagement with the harbor. In addition to EJ status, the study considered related equity factors such as the geographic distribution of sites along the harbor and proximity to existing transportation infrastructure.

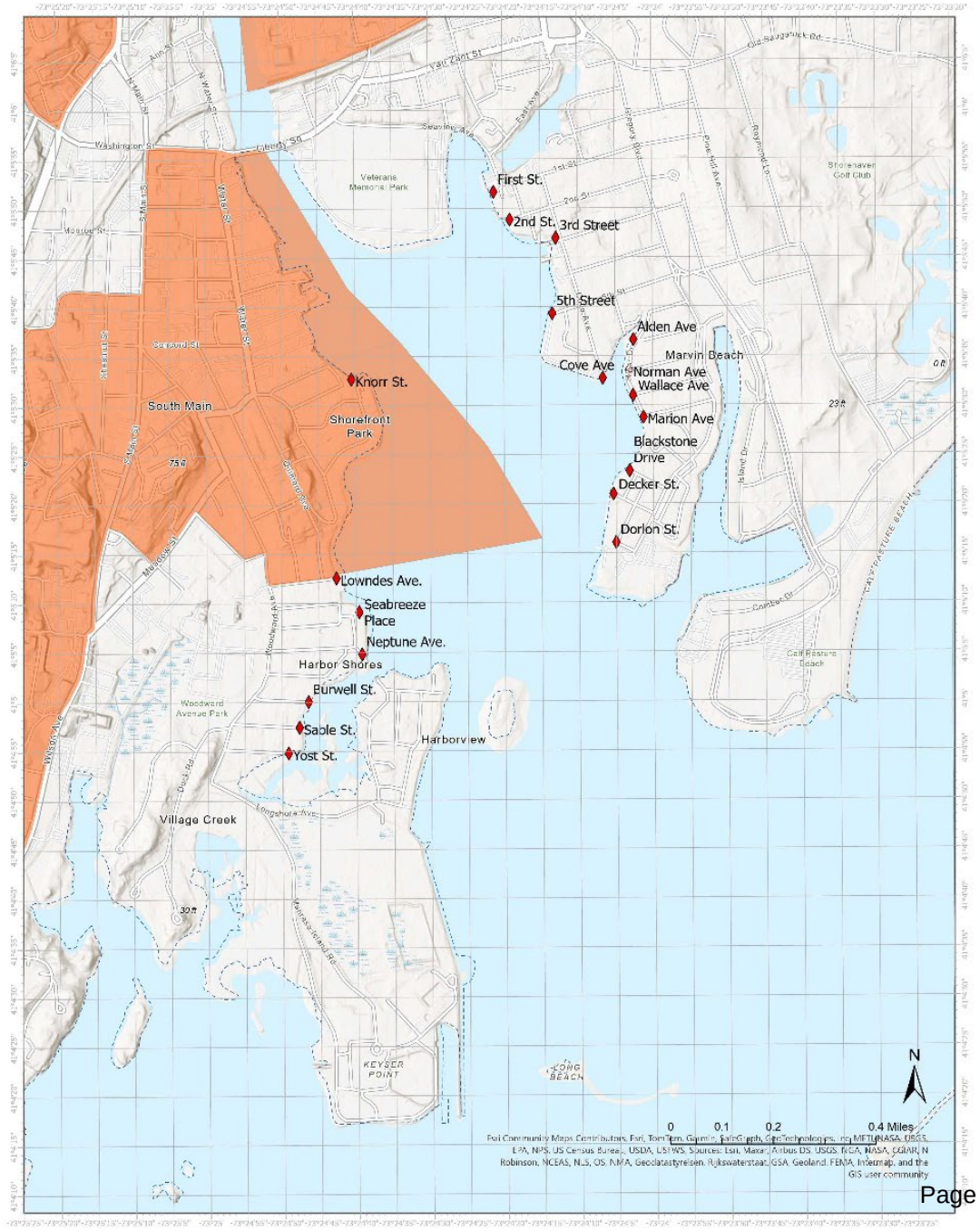


Figure 7. Social Vulnerability

Environmental Justice Block Groups 2023

Norwalk Boundary

Site Street-End Activation

03

Priority Street Ends

PRIORITY STREET ENDS

This study identifies five street ends as priority sites for potential capital improvement projects. These locations were selected through a process that balanced geographic representation, feasibility, public benefit, and ecological opportunity. The recommendations that follow are intended to support future implementation efforts, inform funding strategies, and foster community partnerships.

Five priority sites:

1. Lowndes Avenue
2. Knorr Street
3. 1st Street
4. 3rd Street
5. Cove Avenue

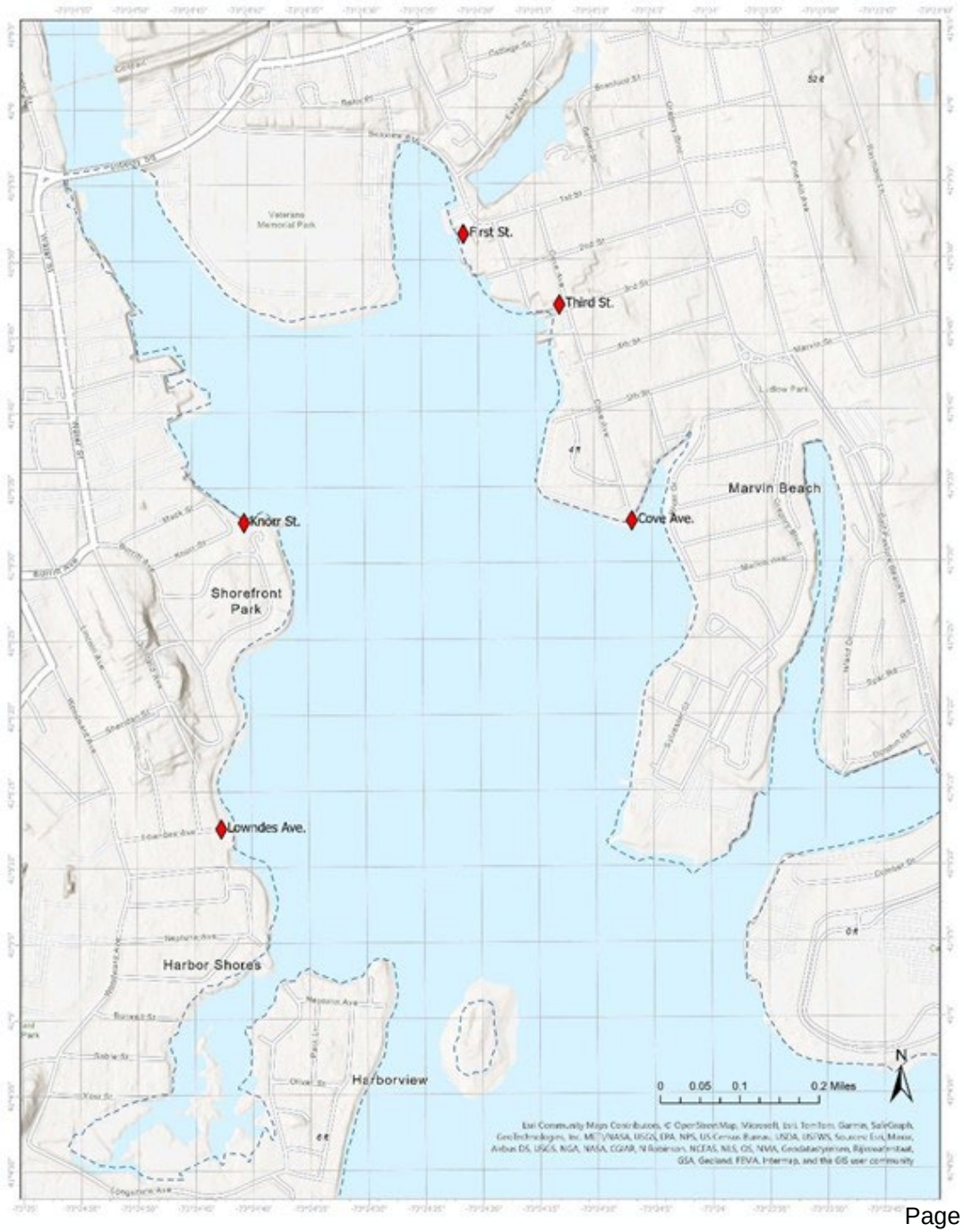


Figure 8. Selected Street Ends

LOWNDES AVENUE

- Lowndes Avenue represents a strong opportunity to enhance public waterfront access in a neighborhood at the edge of Norwalk's 2023-designated Environmental Justice Block Groups.
- The street end is within the Natural Diversity Database (NDDB) area and directly overlays tidal wetlands, with intertidal flats nearby, indicating high ecological value and sensitivity. The site also intersects with FEMA AE flood zones and has been flagged for invasive species, most notably Phragmites, reinforcing the need for environmentally thoughtful design.
- Despite these constraints, the location is currently underutilized and physically accessible, offering immediate potential for meaningful public benefit.

LOWNDES AVENUE

Recommended Improvements

- **Shoreline Restoration:** Continue maintaining the site to prevent Phragmites regrowth and implement a native planting plan to support pollinator habitat and marsh function. Stabilize the shoreline using low-profile living shoreline techniques that work with existing wetland contours.
- **Public Access:** Construct ADA-compliant pathways, with low seating or overlooks that offer safe views without compromising habitat. Due to ecological sensitivity, limit direct water contact or recreational launch facilities. **Interpretive Elements**: Install signage explaining the role of tidal wetlands, the significance of the NDDB designation, and the harbor's bird habitat. Include climate context and information about invasive species management.
- **Community Integration:** Given proximity to underserved areas, ensure inclusive design, with input from neighborhood stakeholders during later planning phases.

KNORR STREET

- Knorr Street is one of the most strategically located sites in terms of access equity, sitting squarely within a 2023-designated Environmental Justice Block Group. The site is also located within the Natural Diversity Database (NDDB) area and falls within the FEMA AE flood zone.
- The shoreline and bathymetry at this site, with a steep incline sloping down to –2 meters, provides adequate water depth for a potential boat launch structure. It features a large, existing paved area with relatively low ecological sensitivity, making it well-suited for light recreation and public access improvements with minimal disturbance.
- The surrounding context, however, introduces key coordination needs: the South Norwalk Boat Club lies directly to the north and shares adjacent water access, while a private residential parcel directly abuts the site to the south, with views over the proposed area. These relationships will need to be thoughtfully navigated as part of any design or implementation process.

KNORR STREET

Recommended Improvements

- **Flexible Access Infrastructure:** Repurpose the paved area with ADA-compliant paths, seating, and defined circulation zones, paired with permeable surfaces and stormwater features like bioswales to improve drainage and ecological performance
- **Public Amenities:** Install bike racks, trash receptacles, and possibly a shade kiosk or canopy for passive use. Lighting should remain low-impact and directional, to preserve nighttime views and minimize disruption to neighboring properties.
- **Waterfront Coordination**: This street end provides adequate water depth for a potential boat or kayak launch. Coordinate with the South Norwalk Boat Club to determine feasible access and shared use of the adjacent waterfront zone, including ROW rights, vessel maneuvering space, or dock infrastructure. Consult with the adjacent landowner to ensure buffering, privacy, and sightline considerations are integrated into any public-facing improvements.
- **Community Activation & Stewardship:** As one of the only large, publicly owned waterfront parcels in a vulnerable area, Knorr presents an opportunity to pilot community-driven programming, including public art, interpretive signage, or educational partnerships with local schools or organizations.
- **Wayfinding & Inclusion:** Ensure the site's public character is clearly communicated with entry signage, harbor trail integration, and multilingual access elements where feasible.

1st STREET

- 1st Street offers direct tidal access via a grassy street end and a gravel shoreline with a steep drop to navigable water. It is within the NDDB area, contains invasive Phragmites, and is flagged for erosion risk, suggesting both the need and opportunity for targeted shoreline rehabilitation.
- It is situated along the Harbor Loop Trail, making it a logical node within the city's existing waterfront access network. Though not in an Environmental Justice Block Group, it is easily accessible by foot or bike and sits within a diverse, residential neighborhood. Ecologically, the site contains invasive vegetation but otherwise appears relatively stable.

1st STREET

Recommended Improvements

- **Invasive Species Removal:** Launch an initial project to remove Phragmites and assess shoreline stability. Follow with native, salt-tolerant plantings for both erosion control and habitat restoration.
- **Public Access Infrastructure:** Add ADA-compliant crushed gravel or boardwalk paths leading to a small overlook. Avoid hardened surfaces and ramps unless shoreline stability improves.
- **Education & Ecology:** Feature signage focused on habitat restoration, the role of marsh plants in filtering runoff, and shoreline resilience. This could serve as a case study in ecological recovery for the broader community.
- **Low-Impact Infrastructure:** Due to the site's small footprint and habitat adjacency, limit new development to minimal infrastructure: one or two benches, interpretive panels, and a possible kayak pull-out zone for viewing or rest (if shoreline grade allows).

3rd STREET

- 3rd Street is a paved street end with an existing parking area that terminates at the water's edge. Although partially obstructed by adjacent private uses—most notably a dock associated with Copps Island Oysters—the site is publicly owned and offers a steep drop-off to approximately –2 meters, making it one of the few locations along Norwalk Harbor with natural conditions suitable for non-motorized boat launching.
- Located within the NDDB boundary and near a small patch of intertidal flats, the site is ecologically adjacent but not directly sensitive, making it a candidate for controlled, water-dependent recreation. Its proximity to the Norwalk Harbor Loop Trail and its zoning within a residential waterfront district further supports its potential as a public water access point. While currently underutilized and somewhat visually ambiguous in terms of public access, 3rd Street is physically well-positioned for meaningful activation. Additional coordination is necessary with stakeholders, including Copps Island Oysters.

3rd STREET

Recommended Improvements

- **Public Access Infrastructure:** Develop a formalized launch area for kayaks or other hand-carried watercraft, potentially using reinforced gravel or a modular ramp system to negotiate the steep grade. Include a clearly marked ADA-accessible path where feasible, and establish low-profile signage to reinforce the site's public status. Install benches or a shaded seating area near the water’s edge, and consider bike racks to encourage multimodal access.
- **Ecological Restoration:** Stabilize the slope with a mix of native vegetation and, if appropriate, a living shoreline edge treatment to soften the transition into the harbor and mitigate erosion. If there is stormwater runoff from the adjacent parking area, incorporate a bioswale or vegetated filter strip to manage water quality.
- **Interpretive & Cultural Elements:** Add signage describing the role of Norwalk’s working waterfront and shellfishing industry, particularly in the context of Copps Island Oysters and the broader harbor economy. Include QR codes connecting users to trail maps, harbor history, and stewardship resources. The site could also serve as a community engagement location, through interpretive art or youth-led coastal programming—there may be an opportunity to collaborate with Copps Island Oysters for education and public awareness.

COVE AVENUE

- Cove Avenue is a paved street end in a residential neighborhood in East Norwalk. Because Cove Avenue is a collector street that feeds neighborhood traffic to adjacent streets, it has adequate width (approximately 30 feet) to enable public access to the waterfront without negatively impacting the adjacent residential properties. Currently, the street end hosts two-hour street parking.
- The site is mapped with tidal wetlands and adjacent to mapped intertidal flats, so minimization of ecological impacts will be an important consideration for any planned programming.

COVE AVENUE

Recommended Improvements

- **Recreational Use for the Neighborhood:** Development of a small boat or car-top launch (launching of small boats such as a canoe or kayak which is then then transported on the roof of a vehicle).
- Establish low-profile signage to reinforce the site's public status. Install benches near the water's edge.
- Avoid hardened surfaces and ramps to minimize ecological impacts.

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General Recommendations

GENERAL RECOMMENDATIONS FOR ALL STREET ENDS

Future street-end improvements along Norwalk Harbor should support safe, equitable public access while enhancing ecological health and shoreline resilience. The following recommendations, across the below categories, are intended to serve as a planning framework for future capital projects beyond the initial five priority sites. They reflect observed patterns across the 21 identified street ends, as well as best practices from national and regional sources such as the Waterfront Alliance's WEDG guidelines, FEMA coastal flood zone standards, and Norwalk's own Strategic Plan for Parks and Public Spaces and Harbor Management Plan.

Public Access Infrastructure

Ecological Restoration & Shoreline Resilience

Interpretive, Educational, & Cultural Elements

PUBLIC ACCESS INFRASTRUCTURE

- **Confirm ROW and Ownership:** All future projects should begin with a verification of public right-of-way status. Public access should be clearly delineated through permanent signage, pavement markings, or landscape design elements.
- **ADA-Compliant Design:** Access points should incorporate sloped walkways, handrails, and firm, stable surfaces that comply with ADA guidelines. Where full compliance is not feasible due to grade or site constraints, provide the highest level of accessibility achievable.
- **Seating and Gathering:** Include durable benches, overlooks, or modest shade structures that encourage passive use without overcrowding small or ecologically sensitive sites.
- **Signage and Wayfinding:** Install consistent, weather-resistant signage identifying the street end as a public access point. Incorporate interpretive elements or QR codes linking to the Norwalk Harbor Loop Trail, public access maps, and harbor ecology information.
- **Support for Active Transportation:** Provide bike racks and pedestrian connections where possible, particularly near existing greenways or transit stops.
- **Lighting and Security:** Consider solar-powered, low-glare lighting in higher-use locations to improve safety, particularly near residential areas or school routes. Ensure lighting is dark-sky compliant to minimize ecological disturbance.
- **Small-Scale Recreation Amenities:** Where shoreline conditions permit, provide low-impact infrastructure for kayaking, paddleboarding, or shoreline fishing. Avoid hardened edges unless necessary for safety or erosion control.

ECOLOGICAL RESTORATION & SHORELINE RESILIENCE

- **Living Shorelines & Natural Stabilization:** Prioritize living shoreline approaches using coir logs, native vegetation, shell beds, and small-scale rock sills in accordance with WEDG and CT DEEP guidelines. These techniques help buffer storm surge, reduce erosion, and support biodiversity.
- **Invasive Species Management:** Identify street ends with infestations of Phragmites, knotweed, or other non-native plants. Plan phased removal and replacement with native grasses, shrubs, and pollinator species to improve ecological integrity and aesthetics.
- **Stormwater Treatment:** Incorporate bioswales, rain gardens, and permeable pavements to intercept and filter runoff before it enters the harbor. Design these features to withstand coastal flood events (e.g., using salt-tolerant plantings and elevated overflow outlets).
- **Flood Zone Considerations:** Many sites fall within FEMA AE flood zones. Future improvements should use flood-resilient materials (e.g., recycled plastic decking, weather-resistant signage) and minimize the use of impervious surfaces.
- **Habitat Connectivity:** Where sites are adjacent to tidal wetlands, existing open space, or Natural Diversity Database (NDDB) areas, prioritize habitat continuity and avoid excessive lighting or human disturbance.

INTERPRETIVE, EDUCATIONAL & CULTURAL ELEMENTS

- **Educational Signage:** Install high-quality panels covering topics such as:
  - Norwalk's maritime and oyster industry history
  - Native and migratory species common to the estuary
  - Sea-level rise in Long Island Sound
  - Harbor stewardship and restoration efforts
- **Community Engagement Opportunities:**
  - Explore "adopt-a-site" programs for schools or civic groups to maintain and monitor street ends.
  - Encourage youth-led art installations, story maps, or environmental monitoring efforts.
- **Digital Integration:** Use QR codes, web maps, or augmented reality content to link physical spaces with digital resources. This could include the Norwalk Harbor Trail map, historic photos, or educational materials.
- **Harbor Identity and Wayfinding:** Design signage and materials to reinforce a cohesive visual identity for Norwalk's waterfront access network. Reference the Norwalk Harbor Management Commission's goals and city branding where applicable.
- **Cultural Representation:** Include public art or design elements that reflect the cultural and historical diversity of Norwalk, particularly in neighborhoods with strong community identities or Environmental Justice designations.

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Appendix

STREET ENDS EVALUTATION MATRIX

Name of Site	Site Description/ Existing Conditions	HMC Priority Site	Vulnerability Assessment						Water Depth	Zoning	ROW Issues (from Preliminary Assessment document)	Existing Access & Connectivity	Potential Use	Other Notes
			FEMA flood zone	Erosion Risk	Critical Habitat	Wetlands & Tidal Flats	Remediation Needs	Social Vulnerability						
Sammis Street	Off walkpath ROW. Tidal flats of Farm Creek		AE		Municipal Protected Open Space				Slow drop off, too shallow for boat launch	CV and CD-1S		Near McKinley St - bicycle route and bus route 12	Could be access to non-yacht club moorings in Wilson Cove	
Yarmouth Road	Good access to Wilson Cove, limited parking. Neighborhood Street (very narrow width)		AE				Remove debris		Slow drop off to -1m	CV and CD-1S	Next to private dock	bus route 12	Tidal kayak and small boat launching	
Yost Street	Access to tidal creek, no open water at low tide. Neighborhood Street.		AE	Erodible surficial materials	Municipal Protected Open Space, Migratory Waterfowl, Natural Diversity Area	Intertidal Marsh			Slow drop off, too shallow for boat launch	CD-1S	Road barrier	Near Route 10, 166 Woodward Ave	Tidal kayak and small boat lauching	
Sable Street	Access to tidal creek, no open water at low tide (bog at low tide). Wider Street than Yost, Yarmouth Streets.		AE	Erodible surficial materials	Migratory Waterfowl, Natural Diversity Area	Intertidal Marsh			Slow drop off, too shallow for boat launch	CD-2		Near Route 10, 166 Woodward Ave	Tidal kayak and small boat launching	
Burwell Street	Access to tidal creek, no open water at low tide		AE	Erodible surficial materials	Migratory Waterfowl, Natural Diversity Area	Intertidal Marsh			Slow drop off, too shallow for boat launch	CD-2		Near Route 10, 166 Woodward Ave		
Neptune Avenue	Narrow ROW between two houses which are using the space		AE	Erodible surficial materials	Migratory Waterfowl, Natural Diversity Area, Important Bird Areas, CT State and Town Managed Shellfish Natural Bed				Slow drop off, too shallow for boat launch	CD-2		Near Route 12, 151 Woodward Ave		
Seabreeze Avenue	Gated and contains signage of Harbor Shores Association, though it appears to be a publicly owned street end.		AE	Erodible surficial materials	Migratory Waterfowl, Important Bird Areas, CT State and Town Managed Shellfish Natural Bed				Slow drop off to -1m	CD-2	Gated by Neighborhood Association	Near Route 12, 151 Woodward Ave		Investigate using property maps

STREET ENDS EVALUTATION MATRIX

Name of Site	Site Description/ Existing Conditions	HMC Priority Site	Vulnerability Assessment							Zoning	ROW Issues (from Preliminary Assessment document)	Existing Access & Connectivity	Potential Use	Other Notes
			FEMA flood zone	Erosion Risk	Critical Habitat	Wetlands & Tidal Flats	Remediation Needs	Social Vulnerability	Water Depth					
Lowndes Avenue	Small wall at street end, parking overgrown, mud flats, close to South Anchorage	Yes	AE	Erodible surficial materials	Migratory Waterfowl, Important Bird Areas, CT State and Town Managed Shellfish Natural Bed	Within Tidal Wetland Area; adjacent to Tidal Flats	Stormwater Outflow, Remove phragmites, Collapsed wall	Falls within Environmental Justice Block Group 2023	Slow drop off to -1m	CD-2	Neighboring property very close	Near Bus route 9 and 136 Woodward Ave stop	Potential mid to high tide access to the harbor/moorings from South Norwalk. Potential for beached boat storage	
Knorr Street	Lots of parking on street, fences off and overgrown. Overgrown lot so space on top of sea wall, deep water close to anchorages. 50-foot street ROW. Close to South Norwalk Boat Club, far from neighbors.	Yes	AE	Erodible surficial materials	Migratory Waterfowl, Important Bird Areas, CT State and Town Managed Shellfish Natural Bed			Falls within Environmental Justice Block Group 2024	Steep drop off to -2m, identified as appropriate for boat launch	CD-1S	Verify Property lines of SNBC and owner to south of wall	Near Bus route 9 and 165 Water Street	Use of land along wall for boat racks. Improve slope wall for boat ramp launch.	50' ROW. Will need to coordinate fairway with nearby boating club. No immediate neighbors.
1st Street	grass above water line, gravel intertidal, Overtons dock encroaches. Potential for programming due to proximity to commerical uses. Wide and slopes down.	Yes	AE		Natural Diversity Database Area, Migratory Waterfowl, Important Bird Areas, CT State and Town Managed Shellfish Natural Bed		Remove phragmites		Steep drop off to -3m from street end	CD-3W	Overtons Dock	Near Harbor Loop Trail	Space for small boat rack, easy launching into East Basin	
2nd Street	Parking on street, gravel intertidal area, 3rd taxing abutter which includes Edgewater park		AE		Natural Diversity Database Area, Migratory Waterfowl, Important Bird Areas, CT State and Town Managed Shellfish Natural Bed				Drop off to -1m	CD-3W		Near Harbor Loop Trail	Kayak small boat launching	

STREET ENDS EVALUTATION MATRIX

Name of Site	Site Description/ Existing Conditions	HMC Priority Site	Vulnerability Assessment							Zoning	ROW Issues (from Preliminary Assessment document)	Existing Access & Connectivity	Potential Use	Other Notes
			FEMA flood zone	Erosion Risk	Critical Habitat	Wetlands & Tidal Flats	Remediation Needs	Social Vulnerability	Water Depth					
3rd Street	Parking area at street end, Blooms dock blocks open water access		AE	Erodible surficial materials	Migratory Waterfowl, Important Bird Areas, CT State and Town Managed Shellfish Natural Bed				Steep drop off to -2m, identified as appropriate for boat launch	CD-3W	Use by Copps Island	Near Harbor Loop Trail	Further investigation necessary on access potential	
5th Street	Sea wall with steps to intertidal area. Grass and hedge maintained by neighbor.		AE	Erodible surficial materials	Migratory Waterfowl, Important Bird Areas, CT State and Town Managed Shellfish Natural Bed				Steep drop off to -2m	CD-1S	Appears to be maintained by someone	Near Route 8	Facilitiate fishing	
Cove Avenue	Gravel intertidal slopes to tidal wetland vegetation. Worn path from use to waters edge. Mud flats at spring tide. Access to south anchorage.	Yes	VE	Erodible surficial materials	Migratory Waterfowl, Important Bird Areas, CT State and Town Managed Shellfish Natural Bed	Within Tidal Wetland Area			Slow drop off to -1m	CD-1S		Near Route 8	Room for boat tie off use, car top launch	Wide street
Alden Avenue	Further up the inlet and therefore less desirable usage than the adjacent streets.		AE	Erodible surficial materials	Migratory Waterfowl, CT State and Town Managed Shellfish Natural Bed				Slow drop off, too shallow for boat launch	CD-1S		Near Route 8	Kayak small boat launching	
Norman Avenue	Improved by Marvin Beach Association, existing benches and trash collection, gravel intertidal.		AE	Erodible surficial materials	Migratory Waterfowl, CT State and Town Managed Shellfish Natural Bed, Natural Diversity Area				Slow drop off, too shallow for boat launch	CD-1S	Maintained by Neighborhood Association	Near Route 9	Kayak small boat launching	
Wallace Avenue	Improved by Marvin Beach Association, benches, gravel intertidal.		AE	Erodible surficial materials	Migratory Waterfowl, CT State and Town Managed Shellfish Natural Bed, Natural Diversity Area				Slow drop off to -1m	CD-1S	Maintained by Neighborhood Association	Near Route 10	Kayak small boat launching	

STREET ENDS EVALUTATION MATRIX

Name of Site	Site Description/ Existing Conditions	HMC Priority Site	Vulnerability Assessment							Zoning	ROW Issues (from Preliminary Assessment document)	Existing Access & Connectivity	Potential Use	Other Notes
			FEMA flood zone	Erosion Risk	Critical Habitat	Wetlands & Tidal Flats	Remediation Needs	Social Vulnerability	Water Depth					
Marion Avenue	Improved by Marvin Beach Association, benches, gravel intertidal. Well maintained, very clean.		AE	Erodible surficial materials	Migratory Waterfowl, CT State and Town Managed Shellfish Natural Bed, Natural Diversity Area				Slow drop off to -1m	CD-1S	Maintained by Neighborhood Association	Near Route 11	Kayak small boat launching	
Blackstone Drive	Large grass area between houses with seawall and steps to inter tidal gravel area		AE	Erodible surficial materials	Migratory Waterfowl, CT State and Town Managed Shellfish Natural Bed, Natural Diversity Area				Slow drop off to -1m	CD-1S	Maintained by someone.	Near Route 12	Close to south anchorage, space for boat storage	
Decker Street	Large grass area between houses with seawall and steps to inter tidal gravel area. Maintained, very clean.	Yes	AE	Erodible surficial materials	Migratory Waterfowl, CT State and Town Managed Shellfish Natural Bed, Natural Diversity Area				Steep drop off to -1m	CD-1S	Maintained by someone.	Near Route 12	Close to south anchorage, space for boat storage	
Dorlon Street	Hedge planted across ROW and grass maintained by neighbor, seawall with gravel and seagrass intertidal		VE	Erodible surficial materials	Migratory Waterfowl, CT State and Town Managed Shellfish Natural Bed, Hard Clam & Oyster, Natural Diversity Area				Slow drop off to -1m	CD-1S and CD-1M	Appears to be part of neighbor's property, though publicly owned.	Near Route 12		

Section 4

Management & Funding Strategies

Harbor Management Strategy
Funding Opportunities Road Map

Norwalk Strategic Harbor Study

Task 2.3 Management Strategy Overview and Recommendations

June 2026

MANAGEMENT STRATEGY | GOALS AND METHODOLOGY

This Management Strategy Overview outlines current roles, identifies critical seams, and presents governance options to strengthen Norwalk Harbor's future."

Goals

1. **Clarify today's landscape:** Document existing roles and responsibilities across local, state, and federal actors to establish a common baseline.
2. **Diagnose challenges and seams:** Highlight potential gaps, overlaps, and coordination breakdowns across key operational categories (e.g., dredging, enforcement, permitting, programming, revenue reinvestment, etc.).
3. **Present future pathways:** Provide a spectrum of governance options and role allocations, drawing from best practices and peer examples, to guide informed decisions for the Norwalk Harbor.

Methodology

1. Reviewed 2009 Harbor Management Plan and 2021 Industrial Waterfront stakeholder notes.
2. Mapped current roles vs. statutory limits; identified key management functions.
3. Benchmarked peer models and best practices (New England focus).

MANAGEMENT STRATEGY | KEY STAKEHOLDERS

Public, private, and civic stakeholders play key roles in the management of the Norwalk Harbor.*

Stakeholder	Role Summary
Harbor Management Commission (HMC)	Provides local policy leadership and consistency review, coordinating City, State, and Federal actions to align projects with the Harbor Management Plan.
State-appointed Harbor Master	Administers moorings and anchorage (permits, placement, inspections) and supports on-water safety and traffic management in coordination with Police and DEEP.
Mayor & Common Council	Appoint HMC members, adopt and amend the Harbor Management Plan, approve harbor-related budgets and ordinances, and authorize agreements with State and Federal agencies for projects and funding.
Planning & Zoning / Zoning Commission	Leads coastal site plan and zoning decisions on the landside and consults the HMC to ensure approvals are consistent with harbor policies.
Economic & Community Development / Redevelopment	Steers waterfront economic strategy and shepherds public–private projects, working within coastal permitting and zoning constraints.
Public Works & WPCA	Plans, funds, and operates wastewater and stormwater systems and delivers resilience projects that directly affect harbor water quality and reliability.
Parks & Recreation	Operates City boating facilities (e.g., ramps and the visitor dock), waterfront parks, and manages public access amenities and activation along the waterfront.

** Compiled from the 2009 Harbor Management Plan and 2021 Industrial Waterfront stakeholder notes.*

MANAGEMENT STRATEGY | KEY STAKEHOLDERS *(continued)*

Public, private, and civic stakeholders play key roles in the management of the Norwalk Harbor.*

Stakeholder	Role Summary
Police Marine Unit & Fire	Provide on-water enforcement, emergency response, and spill coordination in partnership with the Harbor Master and state/federal agencies.
Shellfish Commission	Manages shellfish resources, seasons, and closures and coordinates with DEEP and operators to protect beds near active marine uses.
CT DEEP & USACE	Permit in-water work and dredging and review coastal consistency, with USACE responsible for maintaining federal navigation channels.
CT Port Authority	Provides small-harbor grants and technical support for local improvements but does not operate day-to-day harbor functions.
Private marinas, clubs, and boatyards	Operate berthing and marine services for members and visitors and often self-fund maintenance dredging along their bulkheads.
Industrial operators (oyster, materials, energy, marine contractors)	Depend on reliable depths, predictable bridge operations, and compatible land use to sustain marine commerce and staging activities.
Environmental/education NGOs (Harbor Watch, Maritime Aquarium)	Monitor water quality, educate the public, and partner on stewardship, habitat, and visitor programming across the harbor.
Utility owners (e.g., Eversource/Yankee Gas)	Hold critical waterfront parcels and infrastructure that can constrain or enable access, safety, construction staging, and redevelopment.

** Compiled from the 2009 Harbor Management Plan and 2021 Industrial Waterfront stakeholder notes.*

MANAGEMENT STRATEGY | KEY OPERATIONAL CATEGORIES OVERVIEW

We have identified the following 10 key operational categories to evaluate how roles and responsibilities are shared across the key stakeholders for the management of the Norwalk Harbor.

1. Policy & Governance

2. Operations / Maintenance / Security

3. Enforcement / On-Water Operations

4. Dredging & Sediment Management

5. Water Quality & Resilience

6. Land Ownership & Acquisition

7. Real Estate Development

8. Revenue Mgmt, Funding & Financing

9. Recreation & Public Access

10. Marketing & Visitor Services

MANAGEMENT STRATEGY | MATRIX A – CURRENT STATE OF ROLES & RESPONSIBILITIES

Matrix A below shows who leads each harbor function today and key notes on constraints, handoffs, and how it works in practice.

Function	Who Leads Today	Notes
1. Policy & Governance	**HMC** leads Harbor Plan consistency; **P&Z/ZC** lead zoning; **Council** adopts ordinances; **Harbor Master** ex-officio; **CT DEEP/USACE** hold in-water permitting authority.	35-day referral and 2/3 override for consistency; HMC is advisory (not operational); sensitivity about residential in floodplain and preserving marine-commercial intent.
2. Operations / Maintenance / Security	**Parks & Rec** (City facilities: ramps/visitor dock); **DPW** (City waterfront structures); **private marinas/operators** (their assets); **Police/Fire** for security; **Harbor Master** runs moorings.	City operates Veterans Park/visitor dock; private liability concerns about through-dock public access; SOPs for events/operations are informal.
3. Enforcement / On-Water Operations	**Police Marine Unit** + **Harbor Master**; **DEEP EnCon/USCG** share roles; **Fire** for incidents/spills.	Fragmented accountability; speed/no-wake and rowing traffic managed largely by voluntary coordination; event-day protocols vary.
4. Dredging & Sediment Management	**USACE** (federal channel); **DEEP/USACE** (permits); **HMC** coordinates priorities; **DPW** (City sites); **private operators** (like O&G) self-dredge along bulkheads.	Sediment deposition limits boat slips and rowing; silt buildup due to CSO; concern for shellfish beds; some private ad-hoc dredging assistance; no formal local program to bundle priorities/funding or schedule windows.
5. Water Quality & Resilience	**DPW/WPCA** (WWTP, stormwater, outfalls); **Health** (testing/closures); **Shellfish Commission** (resources); **HMC** convenes; **NGOs** monitor/educate.	Hypoxia in upper river; leaking/legacy pipes; large CSO outflow; WWTP berm/outfall elevation concerns; need an integrated, multi-dept capital list and cadence.

** Compiled from the 2009 Harbor Management Plan and 2021 Industrial Waterfront stakeholder notes.*

MANAGEMENT STRATEGY | MATRIX A – CURRENT STATE OF ROLES & RESPONSIBILITIES *(continued)*

Matrix A below shows who leads each harbor function today and key notes on constraints, handoffs, and how it works in practice.

Function	Who Leads Today	Notes
6. Land Ownership & Acquisition	**City** (where owns); **E&CD/Redev** (strategy/negotiation); **private owners/utilities** control key parcels; **State** may hold some ROWs.	Utility parcels/staging constrain options; acquisitions are opportunistic; easements/right-of-way design can unlock access/safety.
7. Real Estate Development	**P&Z/ZC** approvals; **E&CD/Redev** shepherd projects; **HMC** consistency review; **DEEP** for structures below HTL; private developers build.	Tension between residential and marine uses on Water St.; boardwalk interest; parking/flood rules bind; bridge staging limits near-term sites.
8. Revenue Mgmt, Funding & Financing	**Council** approves fee schedules; **HMC** recommends/oversees Harbor fund; **Comptroller** accounts; **City depts** and **CT Port Authority** pursue grants; private assets self-fund.	HMC collects mooring fees but does not deploy; mooring fee caps limit upside; transient/visitor revenue exists but modest; grants episodic; no true harbor enterprise approach; no Norwalk capital budget allocation to harbor works in FY26 (ex. Calf Pasture Beach).
9. Recreation & Public Access	**Parks & Rec** operates public launches/visitor dock; **HMC** sets policy; NGOs/community partners support.	Demand rising for kayak/SUP; liability limits public-through-dock routes; street-ends study underway by Indigo River.
10. Marketing & Visitor Services	**E&CD/Tourism** + **Parks**; **private marinas** and **NGOs** contribute.	No unified harbor brand/wayfinding; transient docking/services limited; event programming opportunistic (e.g., rowing/regattas potential).

** Compiled from the 2009 Harbor Management Plan and 2021 Industrial Waterfront stakeholder notes.*

MANAGEMENT STRATEGY | EXISTING CHALLENGES / SEAMS IN ROLES AND RESPONSIBILITIES

The review of existing roles highlights potential challenges and seams across harbor functions, suggesting areas where coordination and clarity could be improved.

Function	Challenges / Seams
1. Policy & Governance	**Permitting handoffs:** Applicants have to navigate HMC, P&Z, DEEP, and USACE, according to current framework. Timelines and expectations may not always be transparent or sequenced. **Data & KPIs:** Fragmented tracking of permits, incidents, dredging status, and water quality metrics may limit performance management, public reporting, and goal setting.
2. Operations / Maintenance / Security	**Standard operating procedures for public waterfront facilities:** Public facility operations (e.g., visitor dock, ramps, and event operations) are handled without formalized playbooks or checklists. **Private–public interfaces:** Liability and security concerns limit through-dock public circulation and coordination with private marinas/boatyards.
3. Enforcement / On-Water Operations	**Enforcement & on-water operations:** Speed/no-wake and traffic patterns vary by season and user group. Multiple agencies may dilute accountability, and no unified patrol/event incident command seem to exist.
4. Dredging & Sediment Management	**Coordination & funding:** Federal channel cycles vs. private berth shoaling; no local mechanism to bundle priorities and pursue funding (potentially federal USACE or state DEEP, with local matching). **Permitting cadence:** Case-by-case permits lack a shared schedule and dredge windows (e.g., shellfish conflicts).
5. Resilience & Water Quality	**Integrated capital needs:** WWTP berm/outfalls, tide-backflow, and street flooding fixes span multiple departments, and a unified capital program view could be beneficial. **Illicit discharge/hypoxia:** Legacy/broken pipes persist. Monitoring data may not be linked to enforcement or capital timing.

MANAGEMENT STRATEGY | EXISTING CHALLENGES / SEAMS IN ROLES AND RESPONSIBILITIES

The review of existing roles highlights potential challenges and seams across harbor functions, suggesting areas where coordination and clarity could be improved.

Function	Challenges / Seams
6. Land Ownership & Acquisition	**Key parcel constraints:** Utility and industrial holdings (e.g., Eversource, King Industries, Water St. private owners) and rail geometry limit access, staging, and safety buffers. **Street-end ROWs:** State- and city-owned rights-of-way often underdeveloped, encroached, or lacking signage/maintenance.
7. Real Estate Development	**Use compatibility:** Liability and operational conflicts between working waterfront and adjacent residential/recreational projects. Clear design/performance standards and buffers could be beneficial (as also referred to in the Task 4.2 City-Owned Street Ends Study). **Bridge operations & staging:** Ongoing construction and bridge openings affect commercial and recreation users.
8. Revenue Management, Funding & Financing	**Limited revenue**: Mooring fees capped by statute; visitor revenues modest. **Potential for an enterprise approach**: Harbor revenues aren't ring-fenced, limiting proactive maintenance, match funding, and reinvestment.
9. Recreation & Public Access	**Access routing & liability:** Lack of standardized through-routes and indemnification tools at private docks to enable public access. Pressure from growing kayak/SUP demand without protocols. **Wayfinding/amenities:** Signage, trash/pump-out info, and multimodal access (bike/parking) are inconsistent.
10. Marketing & Visitor Services	**Fragmented brand**: No unified harbor identity/branding or visitor information. Marinas and City communicate separately. **Visitor services gaps:** Limited transient docking information and support reduce visitation and dwell time. Event logistics do not seem to be standardized.

MANAGEMENT STRATEGY | POTENTIAL GOVERNANCE MODEL OPTIONS

There are several different governance models, rooted in best practices from peer harbors, that could inform improvements to processes, roles, and responsibilities and help address identified challenges.

	A. Tighten the Status Quo	B. City-Run Harbor Program	C. Strengthened HMC + Operating Agreements	D. Harbor/Port Authority	E. Nonprofit Conservancy + BID
What is it?	**Keep current structure** but codify through **MOUs**, shared permits/dredge tracker, annual Harbor Workplan + KPIs, standard event SOPs.	Staffed **municipal harbor office** (in a City dept.) for water-side ops, boater services, dredge/grant coordination, data.	**HMC** stays policy lead; **Council-approved OAs** assign tasks, SOPs, timelines, metrics to depts/Harbor Master.	**Quasi-public entity** runs harbor assets, leases/fees, dredging & on-water ops; retains/reinvests revenue; can hold easements.	**501(c)(3) + BID/SSD**; City **MOU** sets roles/standards.
What could it solve?	Permitting handoffs (clear sequence/owners); data/KPIs (single dashboard); event-day coordination; bridge comms/calendar.	Enforcement presence; dredging schedule & grant pipeline; resilience/WQ interface; visitor services/marketing; continuous metrics.	Permitting handoffs (who signs/inspects/notifies); access vs. working (standards + indemnity templates); bridge staging roles & handback; KPIs with owners.	Dredging + funding (bundle priorities, local match); enterprise revenue; unified ops/enforcement; bridge staging site control; land tools.	Public access & activation (Clean/safe, O&M, programming, through-routes, wayfinding); liability management (easements/indemnification); steady land-side funding; consistent branding/visitors.
Potential barriers	No new capacity/funding; relies on voluntary follow-through; fee/authority tools unchanged.	Needs FTEs/equipment/budget; align with state Harbor Master (MOU); avoid duplication with Police Marine.	Still advisory for some levers; effectiveness depends on disciplined renewal/monitoring.	Requires enabling + durable revenues; prevent overlap with HMC/P&Z; governance/transparency design matters.	Not a fix for dredging/enforcement; needs BID/SSD owner buy-in; strong MOUs, metrics, audits.

MANAGEMENT STRATEGY | MATRIX B – POTENTIAL ROLES AND RESPONSIBILITIES

Matrix B aims to provide a comparative overview of how different governance models may distribute roles and responsibilities across key stakeholders and help improve existing challenges/seams.

Function	A. Tighten Status Quo	B. City-Run Harbor Program	C. Strengthened HMC + OAs	D. Harbor/Port Authority	E. Nonprofit Conservancy + BID
1. Policy & Governance	HMC continues advisory; MOUs clarify handoffs. Annual workplan + KPI dashboard.	Staff lead within City Harbor Program (execution); HMC still advisory (policy).	HMC; Council-approved Operating Agreements (OAs) assign tasks/timelines to depts.	Authority board (Mayor/appointments) unifies policy + ops.	Conservancy board for land-side input; policy via City/HMC.
2. Ops / Maintenance / Security	Parks/DPW keep roles; better facility SOPs + event playbooks.	Harbor Program staff run visitor dock, ramps, water-side ops.	Assigned by OA (Parks vs. DPW).	Authority operates harbor assets end-to-end.	Conservancy/BID maintain promenades/land-side amenities.
3. Enforcement / On-Water Ops	Police + Harbor Master continue; codified patrol hours/zones.	Harbor Program staff supplement (boater services, traffic mgmt) + Police; MOU with state Harbor Master.	OA assigns lead on who patrols, who issues notices (Police vs. Harbor Master).	Authority harbor unified patrol/contracted unit; single incident command.	Limited role: Coordinates event crowd mgmt/ambassadors.
4. Dredging & Sediment	HMC/DPW coordinate case-by-case with DEEP/USACE; shared dredge calendar.	Harbor Program owns studies, permit schedule, state/federal grant/match pipeline.	OA designates dredge lead (DPW) + timelines/ windows + match.	Authority bundles dredging priorities + financing; manages channel/berth windows.	No role; supports comms only.
5. Resilience & Water Quality	DPW/WPCA continue; single published capital list + milestones.	Harbor Program is shoreline/interface owner, in coordination with DPW/WPCA.	OA assigns single owner for capital list; KPI tracking across projects.	Authority + City deliver shoreline/harbor projects jointly.	Implements small green infrastructure/land-side stewardship.

MANAGEMENT STRATEGY | MATRIX B – POTENTIAL ROLES AND RESPONSIBILITIES

Matrix B aims to provide a comparative overview of how different governance models may distribute roles and responsibilities across key stakeholders and help improve existing challenges/seams.

Function	A. Tighten Status Quo	B. City-Run Harbor Program	C. Strengthened HMC + OAs	D. Harbor/Port Authority	E. Nonprofit Conservancy + BID
6. Land Ownership & Acquisition	City (E&CD/Redev) case-by-case negotiates easements/ROWs.	E&CD/Redev + Harbor Program coordinate with agencies/owners on access/staging.	OAs set template easements/ROWs and indemnity terms.	Authority can directly hold/lease parcels and easements.	May hold public-realm easements or manage land-side access; BID funds upkeep.
7. Real Estate Development	P&Z/ZC + Redev continue. HMC continue consistency review.	Same + Harbor Program shepherd economic projects at waterfront.	OAs embed compatibility/through-route public access standards.	Authority master-leases/PPPs on City waterfront assets.	Conservancy animates land-side projects/ amenities; supports design/wayfinding.
8. Revenue Mgmt, Funding & Financing	Council/HMC/Comptroller; status-quo with fees, episodic grants continue and remain limited.	Harbor pursue grants and match funds, and track mooring/visitor fees.	OAs clarify uses of revenues from fees. Statutory fee caps remain.	Authority retains leases/dockage/moorings /events; builds reserve for match.	BID assessments + philanthropy/sponsorships for land-side O&M/programming.
9. Recreation & Public Access	Parks manage ramps, docks; basic access; uneven street-end/ROW delivery.	Harbor Program expands boater services, transient docking.	OAs standardize access routes and ROW use, indemnification templates.	Authority develops and maintains public docks/launches.	Conservancy/BID maintain promenades/ through-routes, program public realm.
10. Marketing & Visitor Services	City (E&CD/Parks) leads; fragmented messaging improved via comms plan.	Harbor Program centralizes brand, boater info, wayfinding, events.	OA assigns owner (City) for brand/visitor comms.	Authority runs harbor marketing and customer services.	Conservancy/BID run unified brand, wayfinding, events, ambassadors, calendars, sponsorships.

- Option A: Minimal cost; uses MOUs, SOPs, and shared trackers to improve coordination and transparency; but adds little new capacity or revenue.
- Option B: Clear day-to-day accountability and better boater/visitor experience via dedicated staff; requires FTEs, equipment, budget.
- Option C: Keeps HMC as policy lead while binding roles, timelines, and metrics across departments; needs rigorously management.
- Option D: Most integrated and businesslike (under one roof). Heavier lift to establish and sustain, needing enabling authority and durable revenues.
- Option E: Professionalizes land-side activation, maintenance, and branding with predictable BID/philanthropy funds. Needs strong MOUs and owner buy-in.

NEXT STEPS | HARBOR ENHANCEMENT & DEVELOPMENT RECOMMENDATIONS

Building upon the Management Strategy, we will develop a summary report of harbor enhancement and development recommendations, drawing upon our baseline conditions analysis and the focus groups and interviews conducted with harbor users and stakeholders.

Summary of Stakeholder Feedback & Key Areas of Recommendation

1. **Unified Vision for Land Use & Development:** Everyone interviewed acknowledged the harbor's history, importance, and potential. However, harbor users noted a lack of unified vision for the harbor, and called for a cohesive strategy that unites industrial, recreational, environmental, and tourism interests. This vision statement will incorporate both traditional marine businesses, key to the functionality of the harbor, and more recent residential and recreational development trends.

2. **Transparency & Increased Coordination:** Stakeholders observed a lack of coordination among city departments, commissions, and harbor users, as well as a perceived lack of transparency in decision making. Drawing upon the management strategy findings, we will provide implementable recommendations for the city's marketing, public engagement, and agency coordination.

3. **Improving Resiliency, Access & Equity:** We heard a desire to democratize waterfront access and balance industry with environmental concerns. Utilizing the Mooring Plan and Street-Ends Study, we will provide clear next steps to increase access to the waterfront for all types of users. We will include recommendations tied to climate resiliency and adaptation, necessary for long-term harbor planning.

2.4 Funding Opportunities Roadmap

This memorandum is prepared by HR&A Advisors as a component of the **Strategic Harbor Study** and fulfills the brief for a **Funding Opportunities Roadmap** (Task 2.4). In alignment with the scope, it assembles a practical pathway for the City of Norwalk to pursue and sequence funding for the Plan's near-term capital priorities—namely, the **Street-Ends Access** improvements (Lowndes, Knorr, 1st, 3rd, Cove) and the **Mooring System** investments (Inner Harbor reconfiguration, Manresa Basin/outer field, Gregory Point extension, Calf Pasture transient field, and eco-moorings at Shea & Chimon).

The roadmap (i) summarizes potential projects to be funded, building on Indigo River's Study of Street Ends and Moorings Study, and summarizing the capital and operational gaps that need to be filled, (ii) surveys federal and state programs that may help close the gaps identified under Section 1; and (iii) presents a funding roadmap and timelines, with an illustrative approach to prioritizing programs and identifying steps necessary steps over a 12 month period.

A central organizing concept is to present Street-Ends and Moorings together as a unified **Land + Water Accessibility Plan**. Bundling these projects could help strengthen competitiveness (especially for programs like CT Community Investment Fund 2030) by tying equity, access, recreation, resilience, and local economic benefits into one coherent package; it also improves delivery by aligning design standards, permitting, and match across multiple sites.

As an important note on program dynamics, funding programs referenced here are current **as of October 2025**. There are uncertainties regarding the future of many programs. Federal and state programs regularly update eligibility, scoring criteria, funding levels, and application windows; some sources publish conflicting details across webpages during transitions. Accordingly, the City should (a) verify requirements with administering agencies prior to application, (b) treat dates and amounts as indicative, and (c) monitor updated deadlines, matches, and contacts as guidance and appropriations evolve. This roadmap should be revisited periodically and adjusted to reflect new legislation, appropriations, agency guidance, and City priorities.

1. Potential Project Portfolio to be Funded

As part of the Strategic Harbor Study, the Street Ends Study and Mooring Study together outline a cohesive capital program to expand equitable public access to Norwalk Harbor while advancing ecological restoration and long-term harbor resilience. The combined portfolio consists of **five priority street-end access projects** and **five prospective mooring-field investments**, each of which can be pursued individually or phased as part of a multi-year implementation program.

A. Street-End Access Projects

The Street Ends Study evaluated 21 public street ends and identified five priority locations for near-term capital investment based on equity, feasibility, ecological opportunity, and community benefit. All five sites are publicly owned, within coastal flood zones, and offer opportunities for low-impact waterfront access paired with habitat enhancement.

Site	Primary Investment Needs	Indicative Funding Themes
Lowndes Avenue	Shoreline restoration (living shoreline, native planting); ADA path and small overlook; interpretive signage	Coastal resilience, environmental justice, habitat restoration
Knorr Street	Flexible paved plaza and ADA paths; bioswales; seating and shade; potential small-craft launch coordinated with South Norwalk Boat Club	Public-access infrastructure, climate adaptation, community stewardship
1st Street	Invasive species removal; native plantings; accessible gravel/boardwalk path; small overlook and interpretive signage	Habitat restoration, trail connectivity, low-impact recreation
3rd Street	Modular kayak/hand-carry launch; seating and bike racks; signage on harbor history; slope stabilization and bioswale	Recreational boating access, working-waterfront heritage, non-motorized infrastructure
Cove Avenue	Small car-top/kayak launch; benches; signage; roadway safety measures	Neighborhood recreation, coastal access, nature-based shoreline design

Together, these projects form an accessible waterfront network that connects residential areas in South Norwalk and East Norwalk to the harbor and Harbor Loop Trail. Each requires moderate capital investment for design, permitting, and construction (primarily landscape, access, and signage improvements) and could be advanced as separate design packages or bundled into a single "Waterfront Access Initiative."

B. Mooring Field Investments

The Mooring Study identifies a system of **five geographic investment areas** where Norwalk can expand mooring capacity, improve public access to the water, and support a long-term harbor operations model. Together, these locations could add up to **175–390 new moorings**, depending on configuration, and anchor a sustainable, revenue-generating boating economy linked to the City's street-end access network.

1. Location-Specific Investment Areas

Location / Project Area	Depth Range (MLW)	Potential New Moorings	Primary Infrastructure Needs
Inner Harbor – North Anchorage (Reconfiguration)	3–6 ft	~19 DPM	Replace and re-align existing moorings with updated Double-Point Mooring (DPM) hardware; add pump-out capacity
Manresa Island Basin + Outer Field	5–13 ft	60 SPM – 107 DPM	New field adjacent to Manresa Basin; mooring hardware, water-taxi landing, pump-out boat
Gregory Point Extension	5–10 ft	25 SPM – 44 DPM	Mooring extensions between navigation channel and Peach Island; hardware and markers
Calf Pasture Beach Transient Field	5–12 ft	10 SPM – 18 DPM	Seasonal transient moorings, small floating dock, water-taxi link
Norwalk Islands – Shea & Chimon Islands	5–14 ft	40 SPM each	Mooring arrays with elastic rodes and pyramid anchors to protect seabed habitat

2. Capital Investment Options

The Mooring Study modeled **four capital cost options** representing different configurations of mooring types and supporting equipment. These total capital costs are then annualized across a 20-year timeframe, to enable high-level assessment of return-on-investment (ROI) later on.

*SPM = Single Point Mooring; DPM = Double Point Mooring; DPMD = Double Point Dock Mooring.

Option	Configuration Summary	Approx. New Moorings	Capital Components	Total Capital Cost (w/ 21 % OH&P)	Annualized (20-yr)
Option 1 – SPM* Field	Conventional chain + buoy moorings (no docks)	~215	SPM hardware + pump-out boat + launch + water taxi	**$ 1.24 M**	$ 124 k / yr
Option 2 – DPM* Field	Double-Point moorings (more compact spacing)	~169	DPM hardware + pump-out boat + launch + water taxi	**$ 1.90 M**	$ 190 k / yr
Option 3 – DPMD* Floating Dock Field	Moorings with floating docks for tie-up	~392	DPMD hardware + pump-out boat + launch + water taxi	**$ 4.49 M**	$ 449 k / yr
Option 4 – Hybrid Field	Mix of SPM, DPM, and DPMD; water-taxi-focused	~249	Mixed hardware + pump-out boat + launch + water taxi	**$ 1.37 M**	$ 137 k / yr

3. Operating Models and Financial Outcomes

Indigo River analyzed **three operational models** for managing and funding mooring expansion.
All estimates include fuel, labor, vessel maintenance, and program overhead (21 %), and assume 150-day boating seasons.

Model	Description	Annual Operating Cost (COGS + Overhead)	Projected Revenue	Annual Gap (Needs External Funding)	Feasibility Notes
Model 1 – Permit-Only System (Status Quo)	City issues permits; private operators handle installation, maintenance, and transient management.	Minimal City costs (~ $ 0.76 M COGS shared privately)	≈ $ 320 k in permit and transient fees	No direct City gap; limited public benefit; no capital expansion without grants	Easiest to maintain administratively; low visibility gain
Model 2 – City-Managed Full Program	City owns and operates all moorings,	$ 0.88 – 1.20 M / yr	≈ $ 341 k	$ 540 k – $ 860 k annual deficit	Unsustainable without major grant subsidies

Model	Description	Annual Operating Cost (COGS + Overhead)	Projected Revenue	Annual Gap (Needs External Funding)	Feasibility Notes
	launches, and pump-out boats.				or revenue diversification
Model 3 – Hybrid Managed Program (Preferred)	City manages transient moorings and a single water taxi; private permittees maintain others.	$ 0.38 M / yr	≈ $ 314 k	≈ $ 63 k annual gap	Financially near-break-even; scalable with modest grant support and user fees

4. Funding Gap Summary

Below we summarize the funding gap for which external funding and financing sources may be considered. These costs can be summarized as the one-time capital costs of the mooring hardware & water taxi fleet and the operational expenses associated with the different models.

Category	Capital Cost Range	Annual Operating Gap	Funding Need / Opportunity
Mooring Hardware & Water Taxi Fleet (Options 1–4)	$ 1.2 – 4.5 M (one-time)	–	Federal or state capital grants (NOAA Coastal Resilience, FTA Ferry Program, Boating Infrastructure Grant Program)
Hybrid Operations (Model 3)	—	≈ $ 60 k / yr	Operating subsidy from City Waterfront Fund, state tourism programs, or public–private sponsorships
Full City Program (Model 2)	—	$ 540 – 860 k / yr	Would require sustained grant or bond financing; not recommended without dedicated funding stream

In summary:

- **Capital Need:** For capital costs, Indigo River points out options 1 and 2 are financially feasible for new installations. Depending on configuration, total one-time costs range from **$ 1.2 M to $ 4.5 M**.
- **Operating Gap:** For operational expenses, Indigo River recommends **Model 3 (Hybrid Operations)** in their Mooring Study, due to its smaller feasibility gap. Under Model 3, the annual shortfall **(~ $ 60 k)** could be closed through federal/state operating grants or modest fee adjustments.
- **Funding Target:** Pair City funding and private contributions with external grants to cover initial capital **($ 1.2 M to $ 4.5 M)** and a **three-year operational bridge (~ $ 180 k total)**.

2. Funding Landscape

A. Street-End Access Projects

The five priority street ends, namely **Lowndes, Knorr, 1st, 3rd, and Cove Ave**, share a common investment profile: **small–mid-scale public access** improvements (ADA paths, overlooks, seating, shade, signage, small craft/hand-carry launches), **nature-based shoreline** treatments (living shorelines, native plantings, invasive removal), **stormwater and erosion** fixes (bioswales, stabilization), and **trail/wayfinding** connections to the Harbor Loop. The programs below collectively cover **planning, design, construction, and selective O&M** needs.

List of Potentially Relevant Programs

1) CT DEEP – Recreational Trails Program (LINK)

- **What it is**: State grants for **planning, design, and construction** of trail and water-trail facilities, including wayfinding and trailheads. 2025–26 round is **open**; applications due **Dec 18, 2025**.
- **Gap type**: Capital (design + construction).
- **Eligible Interventions**: Harbor Loop connections; accessible paths/boardwalks; wayfinding; trailhead amenities (bike racks, benches) at **3rd, Knorr, Cove**; interpretive signage at **Lowndes, 1st**.
- **$ / Match / Notes**: Up to **$1M**; **20% match**; design is explicitly eligible (great for closing pre-dev gaps). Deadline **12/18/2025**.

2) Land and Water Conservation Fund (LWCF) – State Side (via CT DEEP) (LINK)

- **What it is**: Federal LWCF dollars administered by CT DEEP for **recreation planning, land/water acquisition, and facility development**.
- **Gap type**: Capital (land/facility development), planning.
- **Eligible interventions**: ADA paths, overlooks, small waterfront recreation features, park-adjacent improvements at all five street ends (must be outdoor recreation and remain perpetually protected).
- **$ / Match / Notes**: Typically **50% match**; aligns well with equity/access framing at **Lowndes/Knorr**.

3) LWCF – Outdoor Recreation Legacy Partnership (ORLP) (LINK)

- **What it is**: **Nationally competitive** LWCF for larger urban recreation projects serving disadvantaged areas; **paused** for the next cycle as of Sept 22, 2025 (see here, monitor for restart).
- **Gap type**: Capital (major park/recreation investments).
- **Eligible interventions**: If reopened, could bundle multiple street-ends into a single urban access package (e.g., **Knorr + 3rd + Lowndes** improvements).
- **$ / Match / Notes**: 50% match; urban, EJ emphasis. State portal info remains posted while paused.

4) National Fish and Wildlife Foundation (NFWF) – National Coastal Resilience Fund (NCRF) (LINK)

- **What it is**: Funds **planning, design, and implementation** of **nature-based solutions** that reduce coastal storm/flood risk and improve habitat; 2025 RFP framework posted (2025 RFP closed, track next round).

- **Gap type**: Capital (design + build) for **living shorelines, marsh edges, plantings**.
- **Eligible interventions**: **Lowndes & 1st** (living shoreline, invasive removal, native plantings), slope stabilization at **3rd**, shoreline treatments at **Cove Ave**.
- **$ / Match / Notes**: Large awards possible; emphasize risk reduction + habitat. Land acquisition is **not** funded in 2025 RFP (must be secured elsewhere).

5) NFWF – Long Island Sound Futures Fund (LISFF) (LINK)

- **What it is**: Grants for projects that **restore the health of Long Island Sound**, habitat, water quality, community resilience; managed by NFWF with EPA/LISS. 2025 RFP posted **May 29, 2025** (closed); next round expected spring 2026. FY2025 grants ranged **$50k–$1.5M.**
- **Gap type**: **Planning/design** and **capital** for LIS-connected habitat/water-quality and community access tied to mooring sites.
- **Eligible interventions**: Habitat restoration, green infrastructure and **stormwater** practices at **Lowndes/1st**, education/signage at all sites.
- **$ / Match / Notes**: Competitive; strong LIS nexus helps Norwalk. Pair with Trails/LWCF for access elements.

6) CT Clean Water Fund / CWSRF (Stormwater & Green Infrastructure) (LINK)

- **What it is**: **Low-interest loans** (with possible **principal forgiveness**) for water quality, including **green stormwater infrastructure**; state program details (grant + 2% loan mix) in CT's priority list; EPA CWSRF "Green Project Reserve" guidance supports GI eligibility.
- **Gap type**: Capital **financing** for bioswales, permeable surfaces, erosion control tied to water quality at **Knorr, 3rd, Lowndes, 1st, Cove**.
- **Eligible interventions**: Bioswales, floodable landscapes, infiltration at parking/approaches to the street-ends, shoreline stabilization with water-quality benefit.
- **$ / Match / Notes**: CT Clean Water Fund typically **20% grant + 80% 2% loan** (per FY24–25 draft); confirm current terms with DEEP each cycle.

7) CT Port Authority – SHIPP (Small Harbor Improvement Projects Program) (LINK)

- **What it is**: State grants for **municipal harbor/marina** improvements (small ports/harbors). SHIPP re-established/active in 2025; statute and program pages updated. Norwalk has applied and won this award this year with $3.5M grant to upgrade the marina (LINK).
- **Gap type**: Capital for **water access** facilities at/near street-ends (small craft landings, dinghy tie-ups, signage, minor shoreline protections where navigational/access benefits).
- **Eligible interventions**: **3rd & Knorr** small launches; wayfinding/harbor access furnishings; minor public floats where appropriate.
- **$ / Match / Notes**: Municipal program; coordinate with Harbor Management Commission for alignment.

8) CT Office of Policy and Management (OPM) – LoCIP (Local Capital Improvement Program) (LINK)

- **What it is**: Formula **state aid** to municipalities for eligible **capital projects** (roads, **sidewalks**, public buildings, **parks**, flood control, etc.).
- **Gap type**: **Local match** and fill-in capital for basic access (sidewalks to street-ends, lighting, small park amenities).
- **Eligible interventions**: ADA paths/sidewalk tie-ins; small park-like site work at all five locations.
- **$ / Match / Notes**: Annual entitlement; project must be **authorized** by OPM and City legislative body; LoCIP is flexible and ideal as **match**. Norwalk's FY2025 is $859K. (LINK)

9) CT DECD – Urban Act Grant Program (LINK)

- **What it is**: State **bond-funded** capital grants for **urban** community development and public realm improvements; open to **distressed municipalities/PICs/urban centers**, with pathways for others via Bond Commission/TOD.
- **Gap type**: Capital "big push" (bundling multiple street-ends as an **Urban Waterfront Access Initiative**).
- **Eligible interventions**: Comprehensive access improvements (ADA, lighting, plazas), water's-edge public space, supportive restrooms/shelters if included in scope.
- **$ / Match / Notes**: Rolling/bond-commission timing; coordinate with DECD/OPM delegation. Useful as a **local share** or primary capital source.

10) USDOT – Safe Streets and Roads for All (SS4A) (LINK)

- **What it is**: Federal competitive grants for **roadway safety**—**Implementation** grants can fund pedestrian safety improvements near street-ends (crossings to the water, lighting). FY2025 NOFO closed **June 26, 2025**; next round expected 2026.
- **Gap type**: Capital for **approach-side** safety—crosswalks, lighting, speed management to reach street-ends safely.
- **Eligible interventions**: High-visibility crossings, RRFBs, lighting, traffic calming around **Knorr/3rd/Cove/Lowndes/1st** approaches (with Action Plan compliance).
- **$ / Match / Notes**: ~$**982M** nationally in FY25; counties/municipalities eligible; must align to an **Action Plan**. Use for upland approach safety, not in-water work.

11) CTDOT – LOTCIP (via WestCOG/COG) (LINK)

- **What it is**: **State-funded** municipal transportation capital for **sidewalks, multi-use trails, intersections** on eligible facilities; administered via Councils of Governments with CTDOT.
- **Gap type**: Capital for **approach connections** to street-ends; multimodal safety/ADA to reach access points.
- **Eligible interventions**: Sidewalk infill to **Cove Ave/Knorr/3rd**, intersection treatments, spur multi-use trail links to Harbor Loop.
- **$ / Match / Notes**: Coordinate with **WestCOG**; projects must meet functional class/eligibility standards.

12) FEMA Hazard Mitigation (BRIC / HMGP) – Nature-Based & Flood Mitigation (LINK)

- **What it is**: **Pre-disaster (BRIC)** and **post-disaster (HMGP)** grants for hazard mitigation; **nature-based solutions** are emphasized (living shorelines, floodplain restoration). FY2024 BRIC had ~$750M–$1.35B; next cycles expected annually.
- **Gap type**: Capital for **flood risk reduction** components (living shoreline segments, erosion control) that can be packaged with access.
- **Eligible interventions**: **Lowndes/1st** shoreline stabilization; flood-resilient paths/materials; drainage retrofits where tied to risk reduction.
- **$ / Match / Notes**: Requires **FEMA-approved Hazard Mitigation Plan**; competitive BCA; coordinate with **CT DEMHS** for HMGP/BRIC pipeline. Program **currently halted**; monitoring needed.

B. Mooring Field Investments

The interventions & cost types identified in the Mooring Study can be grouped as follows, which will guide the identification of relevant funding sources:

- **Mooring infrastructure:** SPM/DPM hardware; selective floating/transient docks & utilities.
- **Support vessels/services:** pump-out boat(s); water taxi (capital only; ops gap remains).
- **Access landings & aids:** small landings, dinghy docks, wayfinding, nav aids.
- **Navigation/dredging tweaks:** targeted anchorage/channel adjustments where justified.
- **Eco-moorings & habitat:** elastic rodes + pyramid anchors at Shea/Chimon with habitat protection.

Below, programs that may help support one or more of the intervention/cost categories as listed, with a brief description of the program, eligible intervention the program may support, and how the program may or may not help cover Norwalk's gaps.

List of Potentially Relevant Programs

1) U.S. Fish & Wildlife Service (USFWS) – Boating Infrastructure Grant (BIG) (LINK)

- **What it is:** Federal grants for **transient recreational boats ≥ 26 ft**, funding **tie-up facilities** and many shoreside amenities; Tier I (state-run) and Tier II (national).
- **Gap type: Capital** (transient docks, moorings, utilities, amenities).
- **Eligible interventions (fit to Norwalk):** Transient moorings/docks at Calf Pasture and Gregory Point; dockside utilities (water/electric), restrooms/showers, nav aids, dinghy docks; (state page lists eligible items explicitly, incl. mooring buoys, floating docks/piers, breakwaters, utilities).
- **$ / Match / Notes:** Tier I-State (CT DEEP) up to ~$290k annually statewide; Tier II competitive nationally (multi-million pool). Competitive apps need strong match and transient-use justification (≤15 days). Coordinate early with **CT DEEP Boating**.

2) CT DEEP / USFWS – Clean Vessel Act (CVA) (LINK)

- **What it is:** Grants for **pump-out stations and boats** to reduce sewage discharges; **CT DEEP** administers in CT.
- **Gap type: Capital** (pump-out boat purchase/equipment) and limited **O&M offset** (via capitalized spares).
- **Eligible interventions:** New/expanded **pump-out boat** capacity to support expanded fields (Inner Harbor + Manresa/Islands).
- **$ / Match / Notes:** Up to **75%** grant; CT typically has ~**$1M/yr** available. Great to pair with BIG-funded transient docks.

3) Federal Transit Administration (FTA) – Passenger Ferry Grant Program (Section 5307(h)) (LINK)

- **What it is:** Competitive **transit capital** for **ferry vessels, terminals, and related facilities** in **urbanized areas**. Capital only (no operating).
- **Gap type: Capital** for **water-taxi vessel** and **minimal landings** if the service is structured as public transit (with MPO/TIP/STIP alignment).
- **Eligible interventions:** A small **water-taxi** vessel and **basic terminal/landing** improvements at **Veteran's Memorial Park/Manresa** if framed as transit access.
- **$ / Match / Notes:** Applicants must be eligible **FTA recipients** (or work through one). Prep a transit use case (ridership, integration). **Operating costs are not eligible.**

4) U.S. Army Corps of Engineers (USACE) – Section 107 Small Navigation Projects (LINK)

- **What it is:** Corps authority to improve **navigation** (dredging channels/anchorages, breakwaters, jetties/groins) with a **non-federal sponsor**; projects must be **economically justified, environmentally sound, technically feasible**. Capped **federal share** at **$15M** per project (incl. feasibility/design/construction).
- **Gap type: Capital** for **navigation tweaks** that enable Inner Harbor reconfiguration (e.g., anchorage layout/dredge adjustments).
- **Eligible interventions:** Targeted **anchorage/channel** improvements near **North Anchorage** to unlock spacing/clearances.
- **$ / Match / Notes:** Cost-share varies by phase; start with a **USACE feasibility determination**. Earlier district pages still reference **$10M**, but an April 2025 fact sheet confirms **$15M** current cap. (LINK)

5) National Fish and Wildlife Foundation (NFWF) – National Coastal Resilience Fund (NCRF) (LINK)

- **What it is:** Funds **planning, design, and implementation** of **nature-based solutions** that reduce coastal storm/flood risk and improve habitat; 2025 RFP framework posted (2025 RFP closed, track next round).
- **Gap type: Capital** (and pre-dev) for **eco-moorings** and **shoreline/habitat** elements tied to risk reduction.
- **Eligible interventions: Elastic-rode/pyramid-anchor eco-moorings** at **Shea/Chimon**; living shoreline/stabilization that protects access and moorings.

- **$ / Match / Notes:** Large awards possible; emphasize **risk reduction + habitat**; coordinate with CZMA consistency.

6) NFWF / EPA – Long Island Sound Futures Fund (LISFF) (LINK)

- **What it is:** Grants for projects that **restore the health of Long Island Sound**, habitat, water quality, community resilience; managed by NFWF with EPA/LISS. 2025 RFP posted **May 29, 2025** (closed); next round expected spring 2026. FY2025 grants ranged **$50k–$1.5M.**
- **Gap type: Planning/design** and **capital** for LIS-connected habitat/water-quality and community access tied to mooring sites.
- **Eligible interventions: Island access** stewardship, **green infrastructure** at landings, and **community engagement** for new eco-mooring zones.
- **$ / Match / Notes:** Strong LIS nexus and partnerships score well; stack with NCRF/CVA/BIG.

7) CT Port Authority – SHIPP (Small Harbor Improvement Projects Program) (LINK)

- **What it is:** State grants for **municipal harbor/marina** improvements (small ports/harbors). SHIPP re-established/active in 2025; statute and program pages updated. Norwalk has applied and won this award this year with $3.5M grant to upgrade the marina (LINK).
- **Gap type: Capital** for municipal harbor improvements (small landings, dinghy docks, ramps) at **Manresa/Gregory/Calf Pasture**.
- **Eligible interventions: Harbor access hardware**, modest **public floats**, **ADA ramps**, and small **dredging** tied to access.
- **$ / Match / Notes:** Coordinate with Harbor Management Commission; good state companion to BIG/CVA.

8) MARAD – Port Infrastructure Development Program (PIDP) *(aspirational, if terminal assets qualify)* (LINK)

- **What it is:** Large federal capital for **port/terminal infrastructure**; FY2025 NOFO extended to **Sep 10, 2025** with resilience priorities.
- **Gap type: Capital** for terminal/landing infrastructure **if** framed as port access (public terminals, resilience).
- **Eligible interventions:** Only if landings/terminals meet **port** definitions and regional goods movement/tourism resilience benefits can be shown.
- **$ / Match / Notes:** Very competitive; keep as a **future/aspirational** if terminal assets are scaled up.

9) NOAA – Marine Debris Program (Removal & Interception) (LINK)

- **What it is:** Competitive funding for **large marine debris removal** and **interception technologies** (FY2025 up to **$54M** across two competitions; individual awards often **$250k–$1M**).
- **Gap type: Capital** for **debris removal** around landings/anchorages and **debris capture** at high-use mooring corridors.
- **Eligible interventions:** If needed, pre-installation cleanup at **Manresa/Gregory/Calf Pasture/Islands**; debris interception at harbor pinch-points.

- **$ / Match / Notes:** Relevant only if needed/useful. Align with resilience/ecosystem benefits and community volunteers/education. Recent FY2025 awards announced. (LINK)

10) EDA – Public Works & Economic Adjustment Assistance (PWEAA) (LINK)

- **What it is: Rolling** federal capital for **public works and infrastructure** that spur jobs/tourism; also flexible **EAA** funding for resilience/economic change.
- **Gap type: Capital** for **waterfront access facilities** and **tourism-supporting infrastructure** tied to mooring expansion (job/visitor spend nexus).
- **Eligible interventions: Landings**, public realm connections to mooring fields, utility upgrades where they support local economic activity.
- **$ / Match / Notes:** No deadline (rolling); must align with **WestCOG CEDS** and show quantifiable **jobs/visitation** impacts.

11) CT Community Investment Fund 2030 (CIF 2030) (LINK)

- **What**: State program funding **capital improvement programs** (infrastructure, public facilities, placemaking) and **planning for capital projects**; **Round 8** application window **Oct 27 – Dec 5, 2025**
- **Gap**: **Capital** (and **planning** tied to capital) for municipal waterfront access/amenities; **not** an operating subsidy.
- **Interventions (mooring-relevant)**:
    - **Public access landings** and small **terminal-like improvements** (e.g., Manresa/VMP landings) supporting water-taxi and transient access;
    - **Dinghy docks**, **wayfinding**, site lighting, circulation, and ADA access at harbor edges;
    - **Placemaking** and public-realm upgrades at waterfront nodes that serve the mooring system.
- **$ / Match / Notes**:
    - CIF encourages **leveraged stacks**; we can bundle **mooring landings + transient amenities** with street-end links as an "Urban Waterfront Access Initiative." Guidance indicates capital/public-facility/infrastructure eligibility; Round 8 timetable confirmed on state portal and board packet.
    - Norwalk benefits from this program regularly, as a designated "Public Investment Community and Alliance District". In the recent past rounds, Norwalk stakeholders have won grants for various projects. (LINK, check Funded Projects)

3. Funding Roadmap & Timelines

Opportunity to Develop a Bundled Narrative on Street Ends- and Moorings-Related Projects

As a potential guiding narrative for the Funding Roadmap, there could be an opportunity to bundle the investments identified so far as part of the Strategic Harbor Study on **street-end access** (ADA paths, overlooks, launches, signage, stormwater fixes) and **mooring system upgrades** (transient tie-ups, pump-out, water-taxi landings, eco-moorings) into a single, multi-site **Urban Waterfront Access Initiative.** Such a unified vision could help these investments be more competitive in funding search and easier to deliver, because it:

- **Ties outcomes to multiple policy goals at once** (equity access + recreation + resilience + economic vitality), which **CIF 2030** and several federal programs explicitly reward.
- **Packages readiness**: land-side elements (design/permitting is faster) can be shovel-ready while water-side items advance permitting—this "two-track" shows near-term impact and credible phasing.
- **Creates leverage and helps with matching funds**: one CIF 2030 request can underwrite the **land-side** public-realm/landing components and matching funds for **water-side** programs (BIG, CVA, NCRF/LISFF, USACE 107).
- **Simplifies O&M**: coordinated design standards, wayfinding, and launch/water-taxi interfaces reduce future operating friction under **Model 3 (Hybrid)**.

Funding Roadmap and Timelines

The Funding Roadmap and Timelines below present a suggested pathway around this vision, for illustrative purposes. The prioritization of programs and investments may change based on City of Norwalk and other relevant stakeholders' preferences. While the Funding Roadmap and Timelines below assume a Q4 2025 start, that may be unrealistic/impractical, and this plan may need to start next year in 2026.

The information presented in this roadmap and timelines relies on publicly available information as of October 2025. Federal and state funding landscape changes dynamically, which may impact program and funding availability and eligibility criteria. There are also some mismatches between information across different pages on the same program, due to lack of updates or maintenance, or unclarity about the future of programs. The information below notes such discrepancies when possible. This roadmap may need to be adapted as new decisions on programs are made by federal and state authorities.

For the sake of simplicity of following along the roadmap below, we propose to categorize projects into packages as follows:

- **Package A — Street-Ends Access (Bundle 1 & 2)**
  Lowndes, Knorr, 1st, 3rd, Cove Ave: ADA access, overlooks/amenities, hand-carry launches, wayfinding, living shorelines, bioswales.
- **Package B — Mooring Access & Services**
  Calf Pasture & Gregory Point transient docks/utilities, pump-out boat, water-taxi vessel + minimal landings at Veteran's Memorial Park/Manresa (if framed as transit), Inner Harbor reconfiguration start (North Anchorage).

- **Package C — Eco-Moorings & Habitat**
  Shea & Chimon Islands eco-moorings (elastic rodes/pyramid anchors), stewardship access, debris removal (if needed).

Phase 1 (0–6 months: Q4-2025 → Q1-2026) — Launch & early submissions

Goal: CIF 2030 can serve as the "capital anchor" and help lock in the land-side funding. It could also help serve as matching funds for other programs and facilitate applying for other quick-turn programs, while initiating long-lead navigation work.

- **CIF 2030 application – "Urban Waterfront Access Initiative" (Packages A+B land-side)**
  - *Why now:* Capital + planning tied to capital; bundles street-ends + land-side mooring landings/amenities; good fit for equity, placemaking, small-business/tourism impacts.
  - *Owner:* Economic Development (lead) + Harbor/Parks; Technical support may be needed.
  - *Prep checklist:* scope sheets & costings by site, concept plans, equity & small business narrative, tourism visitation logic, match stack (LoCIP, Trails, SHIPP), letters of support, 3-year operating bridge plan for Model 3 (non-grant O&M sources).
  - **Oct 27–Dec 5, 2025** window (Round 8)
- **CT Recreational Trails (Package A)** – Harbor Loop connections & water-trail touchpoints at 3rd/Knorr/Cove; interpretive signage at Lowndes/1st.
  - *Owner:* Parks/DPW; Technical support may be needed.
  - *Prep:* 30% concepts, quantity takeoffs, maintenance plan, partner letters.
  - **Apps due Dec 18, 2025**
- **USACE Section 107 initiation (Package B)** – North Anchorage reconfiguration feasibility.
  - *Owner:* DPW/Harbor; *Prep:* problem statement, bathymetry, mooring layout constraints, benefits (safety/capacity), environmental pre-screen, CZMA/SHPO coordination path.
  - Feasibility request (**rolling**)
- **BIG (Tier I pre-app) & CVA (Package B)** – Calf Pasture/Gregory transient + pump-out capacity.
  - *Owner:* Harbor + Parks; *Prep:* transient demand & berthing plan, utilities plan, O&M responsibility matrix, pump-out service plan.
  - BIG – Tier 1 (state) rolling; Tier 2 annual (monitor 2026 NOFO); CVA – CT program rolling / annual
- **LoCIP set-asides + design kick-off (Package A)** – lock local match; start 30% design on Bundle 1 street-ends.
  - *Owner:* DPW/Finance; *Prep:* council authorization, internal project IDs, procurement schedule.
  - Annual entitlement. Flexible, ideal as match.

Phase 2 (6–12 months: Q2-2026 → Q3-2026) — Federal stacks & permitting

Goal: Building on Phase 1, layer federal/state sources and de-risk permitting to hold construction schedules.

- **NCRF (Package A/C)** – living shorelines at Lowndes/1st, eco-moorings at Shea/Chimon.
    - *Owner:* Parks/Harbor. Technical support may be needed; *Prep:* risk-reduction metrics, habitat lift, design basis memo, monitoring plan, CZM consistency.
- **LISFF (Package A/C)** – LIS habitat/water quality + island access stewardship & education.
    - *Owner:* Parks. Technical support may be needed; *Prep:* LIS benefits, community partners, youth/education programming.
- **SHIPP (Package B)** – municipal harbor hardware (dinghy docks/ADA ramps, minor dredge for access).
    - *Owner:* Harbor/DPW; *Prep:* detailed layouts, costs, match commitments (CIF/LoCIP).
- **FTA Passenger Ferry (Package B, if transit-eligible)** – small vessel + minimal landings.
    - *Owner:* Transit/Harbor with MPO. Technical support may be needed; *Prep:* FTA eligibility path (apply through eligible sponsor), TIP/STIP inclusion, ridership/ops plan (capital-only), Title VI/ADA.
- **CWSRF/Clean Water Fund financing (Package A)** – bioswales/shoreline stabilization/green stormwater.
    - *Owner:* DPW/Finance; *Prep:* readiness documentation, benefits, integration with Trails/LWCF contracts.
- **Permitting & compliance (cross-cutting)** — DEEP, USACE, CZMA, SHPO, floodplain; align specs across street-ends & landings to standardize details and shorten review cycles.
    - *Owner:* DPW/Harbor/Parks; *Prep:* one consolidated permit matrix & submittal calendar.

Summary of funding gap closure

As a summary of the above Funding Roadmap, capital and operational costs identified under Section 1. Potential Project Portfolio to be Funded can be closed in the following way. There will be other sources needed, especially on the operational side, since operational expenses are not eligible to be covered by many of the programs.

- **Capital:** Use **CIF 2030** to anchor land-side costs and matching shares; stack **BIG** (transient), **CVA** (pump-out), **NCRF/LISFF** (eco/living shoreline), **SHIPP/LoCIP/CWSRF** (state + financing) and, where justified, **USACE 107** for navigation components.
- **Operating (Model 3 ≈ $63k/yr, first 3 years):** cover via **sponsorships/PPPs**, fare policy tuning, and small City set-aside; the roadmap targets **utilization growth** and **lower unit costs** by standardizing equipment and concentrating demand at improved landings.

Appendix

Norwalk Strategic Harbor Study | Stakeholder Engagement Plan -

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Introduction

This Stakeholder Engagement Plan details Indigo River and HR&A Advisors' ("the Team") proposed efforts to engage stakeholders in support of the Norwalk Harbor Strategic Study ("the Study"). Indigo River will be responsible for implementing the Stakeholder Engagement Plan alongside the City of Norwalk Planning and Zoning Office.

The stakeholder engagement will span the following categories of engagement throughout the project:

- **Five Focus Groups** with community members living near and working in and around the Harbor will inform an understanding of the status of and potential opportunities for the recreational and commercial uses of the Harbor and current public access, including possibilities to increase public access.
- **Three rounds of interviews** will be held with relevant stakeholders, including industry representatives, agencies, committees, and commissions who have jurisdiction over the operation of the Harbor. The purpose of these interviews will be to inform initial Existing Conditions Analysis, vet findings from the Focus Groups and initial analysis, and discuss preliminary recommendations with respect to the feasibility of regulatory alternatives and non-regulatory pathways for realizing City and stakeholder goals for the Plan.
- A **Steering Committee** of local experts will oversee development of the Study, ensuring it meets the stated goals of the RFP, and will regularly engage with the Team to oversee progress, provide feedback, and approve materials before they are made public.
- A **project website,** developed and managed by the City, where the public can go to get updates on the project, see deliverables, and submit comments.

Please note that final agendas and discussion guides for the Focus Groups will be delivered to the City one week in advance of when they will occur, currently projected to take place in April. We will leverage our Existing Conditions Analysis and Industrial Analysis and the first round of interviews, to take place in February and March, to draft the finalized agendas and discussion guides for the Focus Group discussions. The Appendix in this Stakeholder Engagement Plan includes a Focus Group Working Questions bank, which is meant to provide a sample of the topics and questions we intend to cover in the Focus Groups, but these questions should not be considered as final agendas or discussion guides. Following the completion of the Focus Groups, the Team will compile the findings into a "Synthesis Memo," to be presented to the City in June.

Engagement Objectives

- Ground-truth emerging findings from baseline conditions analysis against the lived experience and expertise of local stakeholders and decision-makers.
- Confirm and socialize the primary goals of the Study.
- Identify priorities of different stakeholder groups and understand the reasons for and possible solutions to any disagreements.

Engagement Strategy

Key Stakeholder Groups

- **Local community members**, including both those living near the Harbor, who access it for recreation and leisure activities, and those living and working in and around the Harbor, such as marina and boat club operators, shellfish business owners, rowing club representatives, and additional for profit and non-profit entities with interests in the Harbor.
- Employees and owners of both **recreational businesses and nonprofits** including boat clubs, rowing clubs, the Maritime Aquarium, and the Seaport Association, and **business enterprises** related to the oyster industry, marine construction, marinas, as well as other waterfront industrial and commercial businesses.
- **Public agencies, departments, commissions, and committees** including the Connecticut Department of Energy & Environmental Protection (CTDEEP), U.S. Army Corps of Engineers (USACE), Norwalk Harbor Management Commission, Mayor's Water Quality Committee, Norwalk Shellfish Commission, Norwalk Marine Police Unit, Norwalk Marine Fire Unit, Norwalk Recreation and Parks, and the Norwalk Water Pollution Control Authority, Norwalk Department of Health, Norwalk Department of Public Works, and the Five Mile River Commission.

Summary of Key Engagement Strategies

Focus Groups

- **Who is engaged:** Norwalk residents, avid Harbor users, Harbor employees, and local business owners.
- **Engagement process:** The Focus Group conversations will pertain to strengths and weaknesses of recreational and commercial uses of the harbor as well as public access to the Harbor and Norwalk waterways.
- **Number of touchpoints:** There will be five total Focus Groups.
- **Goal & Outcomes:** The Focus Groups will help inform takeaways from both the Existing Conditions Analysis as well as the Industrial Economic Analysis, including for water-dependent uses, and preliminary recommendations.

Stakeholder Interviews

- **Who is engaged:** State and local stakeholders, including agencies, committees, commissions, and industry representatives.
- **Engagement process:** There will be three rounds of interviews. To the extent possible, each round will consist of one group interview. The first round will focus on orienting stakeholders to the Study and addressing questions related to the Harbor baseline conditions and opportunities analysis. The second round will inform stakeholders of the findings of the initial analyses as well as the Focus Groups. The third round will focus on sharing and discussing preliminary recommendations.
- **Number of touchpoints:** There will be at one group interview per round, with an emphasis on bringing together as many stakeholders as possible to maximize cross-sector discussion.
- **Goal & Outcomes:** The interviews will orient agency stakeholders on the project, vet findings, and assess recommendations with respect to the feasibility of regulatory alternatives and non-regulatory pathways for realizing City and stakeholder goals for the Study.

Steering Committee

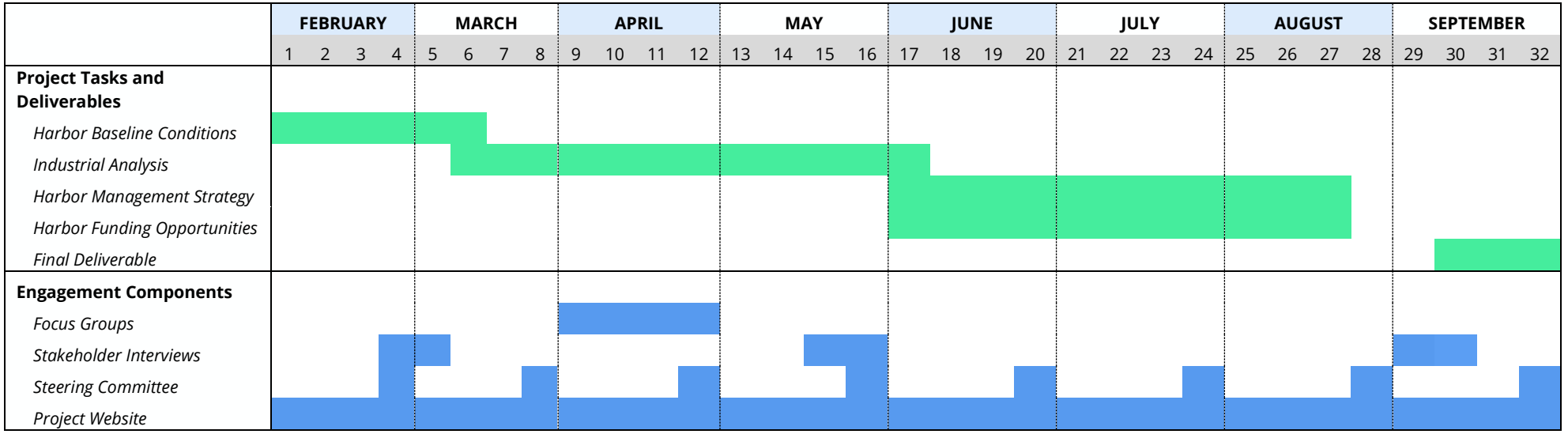
- **Who is engaged:** A committee comprised of local experts including representatives from the Harbor Management commission and waterfront businesses.

- **Engagement process:** The Steering Committee will meet monthly with the Team to discuss progress, and review deliverables.
- **Number of touchpoints:** There will be approximately eight Steering Committee meetings.
- **Goal & Outcomes:** The Steering Committee will provide feedback, be a voice for the public, and ensure the Study aligns with the goals laid out in the RFP.

Project Website

- **Who is engaged:** The public.
- **Engagement process:** The public page is currently active on the Norwalk Tomorrow website and will be updated accordingly. The public will be able to review published materials and submit input.
- **Number of touchpoints:** Ongoing.
- **Goal & Outcomes:** Keep the public informed of the progress and outcomes of the Study as well as opportunities to provide input.

Engagement Timeline



Appendix

Focus Group Details

Indigo River will facilitate five Focus Group interviews with support from the City of Norwalk Planning and Zoning Office. In particular, the Planning and Zoning Office will help identify Focus Group participants. The Focus Groups will consist of:

- Two in person or remote Focus Groups with Norwalk residents and avid harbor users.
- One in person or remote Focus Group with workers employed in water-dependent industries at or associated with the Harbor.
- Two in person Focus Groups with property owners and water-dependent business owners, both industrial and recreational, like marina and rowing club operators.

Proposed Focus Groups

Focus Group	Discussion Topics
Norwalk residents and avid harbor users	Recreational harbor uses, public access
Harbor workers	Commercial and recreational harbor uses, economic conditions and opportunities
Harbor business owners	Commercial and recreational harbor uses, economic conditions and opportunities, public access, water quality

Representativeness Thresholds

The Team used 2023 American Community Survey 5-year estimates for the Census Tracts that border the Harbor to determine reasonable representativeness thresholds. This baseline will serve as a reference point against which the Team will assess the demographic makeup of our Focus Groups, ensuring that they authentically capture the richness and diversity of the Harbor community:

- 5% Asian American and Pacific Islander,
- 20% Black, and
- 30% Latino/Hispanic

In addition, the Team will ensure that for the harbor employees and business owner conversations there is adequate representation across all kinds of business including those that are representative of the blue economy, as that is of particular focus.

The Team will work with the City of Norwalk as well as local community-based organizations to identify those interested in participating in the Focus Groups.

Location

In-person Focus Groups will be held in the Planning and Zoning conference room at Norwalk City Hall.

Focus Group Run of Show

Indigo River will facilitate the Focus Groups, with both a facilitator and notetaker, with support from Norwalk Planning and Zoning office. Focus Groups will take place via Zoom or in-person and should not exceed 2 hours. At

least 48 hours prior to each Focus Group, Indigo River will email participants a Focus Group discussion guide with discussion questions and suggested ground rules.

- **Introductions and Ground Rules (5 min)**
- **Project Overview (10 min)**
- **Questions & Discussion (60-90 min)**
    - Preliminary list of questions outlined on page 10 of this document
- **Conclusion (5 min)**

Sample Ground Rules for Focus Group Discussion

1. Treat everyone in a dialogue as an equal: leave role, status, and stereotypes at the door.
2. Search for assumptions and biases (especially your own).
3. Be open and listen to others, even when you disagree, and suspend judgment. (Try not to rush to judgment).
4. Listen with empathy to the views of others: acknowledge you have heard the other, especially when you disagree.
5. Look for common ground.
6. Express disagreement in terms of ideas, not personality or motives.
7. Keep dialogue and decision-making as separate activities. (Dialogue should always come before decision-making.)
8. All points of view deserve respect.

Stakeholder Interview Details

The Team will conduct stakeholder interviews in three rounds. For each round the Team's intent is to hold one virtual group interview. We believe that this format will facilitate important cross-sector discussion. The first round will focus on orienting stakeholders to goals and process of the Study as well as addressing any uncertainties resulting from the baseline conditions analysis. In the second round the Team will present on findings from the initial analysis as well as the Focus Groups. In the third round, the Team will present on preliminary recommendations and discuss feedback with stakeholders.

List of Stakeholders and Connection to the Harbor

Stakeholder(s)	Relevance to Harbor
Harbor Management Commission	Overall implementation
City of Norwalk	Overall implementation
City of Norwalk Director of Sustainability and Resilience	Harbor resilience
Connecticut Department of Energy & Environmental Protection (CT DEEP)	Harbor management, harbor development
U.S. Army Corps of Engineers (USACE)	Harbor management, harbor development
Norwalk Harbor Management Commission	Harbor management, harbor development
Mayor's Water Quality Committee & Norwalk Shellfish Commission	Water quality, commercial uses
Norwalk Marine Police Unit & Norwalk Marine Fire Unit	Recreational uses, public access
Norwalk Department of Recreation & Parks, Water Pollution Control Authority, Department of Health & Department of Public Works	Water quality
Environmental Non-Profits	Water quality, public access
Devine Brothers, Crystal Ice, King Industries, etc.	Water-dependent industrial uses
Oyster industry (e.g., Copps Island Oysters)	Aquaculture industry
Boat Club (e.g., Sprite Island Yacht Club) or Rowing Club (e.g., Maritime Rowing Club)	Boating industry

Round One (February/March) Interview Agenda

The Team expects to facilitate interviews with at minimum two team members—a facilitator and a notetaker—and the interview stakeholder. Interviews will take place via Zoom or in-person and should not exceed 1 hour. At least 24 hours prior to each interview, Indigo River will email participants an agenda.

- **Introductions (10 min)**
- **Project Overview (15 min)**
- **Q+A on baseline Harbor conditions and opportunities (30 min)**

- **Conclusion (5 min)**

Round Two (May) Interview Agenda

- **Introductions (5 min)**
- **Overview of Findings from Work to Date (25 min)**
    - **Baseline conditions analysis**
    - **Industrial analysis**
    - **Focus Groups**
- **Group Discussion on Findings (25 min)**
- **Conclusion (5 min)**

Round Three (August/September) Interview Agenda

- **Introductions (5 min)**
- **Overview of Preliminary Recommendations (25 min)**
    - **Industrial analysis**
    - **Management strategy**
    - **Funding opportunities**
    - **Harbor enhancement and development**
- **Group Discussion and Feedback on Preliminary Recommendations (25 min)**
- **Conclusion (5 min)**

Steering Committee Details

The Strategic Harbor Study Steering Committee consists of local representatives, including the City of Norwalk, Harbor Management Commission, and recreational, commercial, and industrial businesses. The Team will meet with the Committee on a monthly basis to share work and receive feedback. The Committee will hold the Team accountable to producing a Study that aligns with the stated goals of the RFP. Below is the list of Steering Committee members.

Steering Committee Members

Member Name	Member Association
Steve Kleppin	City of Norwalk
Amelia Williams	City of Norwalk
Robert Stowers	City of Norwalk
Alan Kibbe	Harbor Management Commission
Chris MacDonnell	Harbor Management Commission
Jeff Mangels	Harbor Management Commission
Matt Gifford	Harbor Management Commission + Sprite Yacht Club
Steve Bartush	Shellfish Commission
Roman Vengerovskiy and Sharon Kriz	Maritime Rowing Club
Jason Paltis	Maritime Aquarium
Jerry Toni	Seaport Association
Norm Bloom	Copps Island Oysters
Kelly Bloom	Copps Island Oysters
Gary Wetmore	Marine Services
Dick Harris	Water Quality

Focus Group Working Questions

Norwalk Residents and Avid Harbor Users

- How do you think the area around the Harbor has changed in recent years demographically and economically? What are the factors driving that change?
- What recreational uses of the Harbor are thriving? What is struggling?
- What is your experience with public access of the harbor? What are the barriers to increasing access?
- What are the community's biggest unknowns and concerns regarding planning efforts for the Harbor?

Harbor Workers

- How do you think the area around the Harbor has changed in recent years in terms of economic opportunity? What are the factors driving that change?
- Are there particular industries that are thriving or struggling from the perspective of attracting workers? Are there specific skills and/or educational barriers preventing workers from accessing the jobs available?
- What are other big, up-and-coming economic opportunities on your radar? Are there gaps that local workers need to overcome to access these opportunities?
- What recreational, commercial, and/or industrial businesses of the Harbor are thriving? What is struggling?

Harbor Business Owners

- How do you think the area around the Harbor has changed in recent years in terms of recreational, commercial and industrial uses? What are the factors driving that change?
- What are the specific challenges and needs for recreational and transient boating, aquaculture and fisheries, and industrial water-dependent businesses?
- Are there any challenges your business faces in terms of attracting skilled workers?
- How is water quality affecting current Harbor uses?
- How is the current state of public access affecting business health?

Strategic Harbor Study Steering Committee – Introductory

Meeting Monday, February 24, 2025 6:00 PM

Attendees:

Indigo River Team:

- Shea Thorvaldsen, Laura Kenny, Alix Pauchet

HR&A:

- Anna Messer

Steering Committee Members:

- Steve Kleppin – City of Norwalk
- Amelia Williams – City of Norwalk
- Robert Stowers – City of Norwalk
- Alan Kibbe – Chair, Norwalk Harbor Management Commission
- Chris MacDonnell – Harbor Management Commission
- Jeff Mangels – Vice Chair, Norwalk Harbor Management Commission
- Matt Gifford – Norwalk Harbor Management Commission + Sprite Yacht Club
- Jerry Toni – Executive Director, Norwalk Seaport Association
- Norman Bloom – Copps Island Oysters
- Gary Wetmore – Marine Services
- Jason Patlis – Maritime Aquarium

Meeting Summary

1. Project Overview – Indigo River

- The Waterfront Industrial Study focuses on in-water activity.
- IR will review existing studies and conduct an audit on current harbor uses and share findings by the end of March. This audit will include physical and economic analyses

2. Defining Water-Dependent Uses

- The Steering Committee is needed to help define water-dependent uses to guide HR&A's study.
- A memo on water-dependent uses was shared; feedback is requested within a week.
- Zoning & NAICS Code Considerations
    - Chris MacDonnell emphasized the importance of Marine Commercial Zoning in the updated code.
    - NAICS Codes will be used to classify harbor-related businesses at a six-digit specificity for accurate data analysis.
    - Jerry Toni asked about zoning implications—IR confirmed this study may recommend additional harborside use opportunities which could be incorporated into future zoning re-writes but this study is not a zoning re-write.
    - Jason Patlis noted missing environmental and educational jobs in NAICS classifications—these will be included in future iterations. Examples include conservation biologists and environmental educators, specifically in coastal policy.

- Alan Kibbe highlighted the historical shift in Norwalk's harbor and the opportunity to repurpose underutilized infrastructure like Manresa Island.

4. Stakeholder Interviews & Public Comments

- Steering Committee members will assist with community outreach by providing feedback on existing materials based on their own expertise and sitting in on interviews in relevant scenarios.

5. Open Discussion

- Chris MacDonnell will share past Port Authority grant materials on Street Ends Study to avoid duplicating efforts.
- No additional public comments.

Next Steps

- Indigo River to send a poll for recurring Steering Committee meetings.
- Committee members to review the memo shared by HR&A and submit feedback within a week.
- Chris MacDonnell to share relevant materials through Amelia.

Meeting Notes: Norwalk Strategic Harbor Study - Stakeholder Committee
Meeting Date: March 18, 2025
Time: 1:00 PM

Attendees:

- Indigo River: Annie Boggs, Alix Pauchet, Athena Unroe
- HR&A Advisors: Anna Messer, Erman Eruz
- City of Norwalk: Steven Kleppin (Amelia Williams absent due to jury duty)
- Stakeholders: Representatives from Norwalk Police Marine Unit, Harbor Management Commission, Sustainability Office, Oyster Industry, King Industries, Harbor Master, Army Corps of Engineers, Save the Sound, Harbor Watch, and Norwalk Parks Dept.

1. Purpose of Meeting

- First stakeholder meeting for the Norwalk Strategic Harbor Study, led by Indigo River in collaboration with HR&A Advisors and the City of Norwalk.
- Establish baseline conditions, gather input on harbor use, and identify key challenges and opportunities.
- Engage key stakeholders to ensure the Study reflects both commercial and recreational needs of the harbor.

2. Project Overview & Timeline

- Goals: Improve harbor functionality, enhance economic impact, optimize public access, expand tourism, and activate underutilized spaces.
- Phases of Work:
    - Task 1 (Ongoing): Audit of current harbor uses, including employment and industry trends, infrastructure conditions, and economic activity.
    - Task 2: Develop recommendations based on stakeholder input and best practices.
    - Task 3: Stakeholder engagement through committee meetings, focus groups, and public forums.
    - Task 4 & 5: Studies on city-owned sites and mooring infrastructure to support harbor use and management.
- Engagement Plan:
    - April: Focus groups with harbor users, residents, and businesses.
    - May: Stakeholder follow-up meeting to review findings and preliminary recommendations.
    - August/September: Final review of recommendations and Study completion.

3. Key Discussion Points

Employment & Industry Trends

- Healthcare & Education: Comprise approximately 1/3 of jobs in the harbor area, likely due to Maritime Aquarium, a new elementary school, and expanded medical offices.
- Administration & Waste Management: Notable increase in employment, potential connections to harbor-related operations, but requires further analysis.

- Fishing & Aquaculture: Shellfishing industry is significant, with year-round operations, but commercial fishing presence is minimal. Employment data may underrepresent the sector.
- Dredging & Mooring: Shallow waters hinder mooring capacity and economic activity. Federal dredging data is limited, though a local survey identified needs for additional dredging outside the federal channel.

Public Access & Infrastructure

- Gaps in Public Access:
    - Street-end access in East Norwalk (1st, 2nd, 5th St.), Harbor View, and Village Creek missing from public records.
    - Oyster Shell Park: Planned kayak access not implemented.
    - Woodward Ave. Park: Wetland access limited due to overgrowth of phragmites.
    - Fitch Point (Seaside Place): Previously public, now gated off, raising concerns about lost community access.
    - Norwalk Islands: City-owned campsites exist but need significant repairs and maintenance.
- Waterfront Businesses: Many marinas, oyster farms, and waterfront restaurants offer informal public access and contribute to harbor activity.
- Obsolete Infrastructure: Some docks, piers, and access points require rehabilitation or better signage to ensure usability.

Challenges & Opportunities

- Limited kayak and small boat launch sites, despite strong community demand.
- Coastal erosion & extreme weather impacts require long-term resilience planning and infrastructure adaptation.
- Declining commercial waterfront activity presents an opportunity for expanded recreational boating, tourism, and public waterfront spaces.
- Mooring field underutilization due to shallow depths. Limited anchorage for mid-to-large-sized vessels.
- Eco-tourism potential (e.g., Sheffield Island Lighthouse tours, Maritime Aquarium programs, and expanded harbor tours).
- Manresa Island redevelopment represents a major opportunity for public waterfront access and green space.
- Comparison with best practices from other waterfront communities (e.g., Northport, NY) to identify successful models of waterfront activation.

4. Additional Stakeholder Feedback

- Harbor Tour Opportunity: Deputy Harbormaster Owen Lee offered to take the project team on a Norwalk Marine Police vessel tour of the harbor to provide a firsthand understanding of site conditions.
- Refinement of Harbor Use Maps: Stakeholders noted that marinas in Norwalk are commercial businesses but primarily serve recreational vessels. Future mapping efforts should distinguish between commercial marina operations and the number of recreational vessels supported, including those in slip versus rack storage.
- Marina & Marine Business Engagement: Stakeholders suggested incorporating insights from:
    - Cove Marina (largest marine in Norwalk)

Norwalk Harbor Strategic Study

Recreational Harbor Users Focus Group – Compiled Notes:

Focus Group 1: May 20, 2025, 1:00PM-2:00PM
In Attendance: Matt Gifford, Jim Cooper, Sue Powers
Focus Group 2: May 28, 2025, 5:00PM-6:00PM
In Attendance: Sue Powers, Brad Craighead, Tracy Craighead

Takeaways

1. Access & Equity

- There is a strong desire for equitable, safe, and affordable access to the harbor for all residents, including those who don't own boats.
- Public access points are limited, especially for residents living in neighborhoods like South Norwalk.
- Several participants emphasized a lack of ADA-compliant infrastructure and poor sidewalk and bike access to the water.
- Participants expressed that water-based recreation is often perceived as elite; there is a desire to democratize access for a wider range of residents.

2. Infrastructure & Maintenance

- Multiple docks, piers, and access points are in disrepair or underutilized, with specific concern for long-standing neglect at rowing and public launch facilities.
- Suggestions included better signage, lighting, maintenance, and restroom access at key sites.
- The need for a harbor-wide maintenance strategy was raised, including dredging coordination and bulkhead repair.

3. Recreation & Programming

- Participants advocated for expanded programming (kayak rentals, environmental education, boat tours) to draw broader community engagement.
- There was support for the idea of a water taxi service that would help connect harbor users and residents. Some community members also expressed interest in paddle share or rental programs similar to bike share models.
- Highlighted the importance of youth programming, swimming instruction, and field trip opportunities to increase familiarity and comfort with the water.
- Importance of closing gaps in the Norwalk River Valley Trail, so there is a connecting walkway all the way along the river.

4. Environmental Concerns

- Strong concern for water quality, particularly after rainstorms due to combined sewer overflows and stormwater runoff, particularly along the river.
- Participants mentioned the presence of trash and oil slicks, and expressed frustration with limited enforcement around polluting boats.
- Advocated for ongoing monitoring, education, and stewardship, especially through partnerships with local environmental organizations.

5. Coordination & Communication

- There was a repeated call for greater transparency and coordination among harbor stakeholders—e.g., NHMC, city departments, private marina operators.

- Suggested the creation of a “Harbor User Group” or shared calendar to align events, maintenance schedules, and dredging efforts.
- Some confusion remains over which city departments are responsible for specific harbor functions.

Business Owner Focus Group One Summary

Attendees:

- Norwalk Cove Marina – Mike Garvey, Jon Wilkins, Rob Gardella
- G&C Marine Servies – Gary Wetmore
- O&G Industries – TJ Oneglia, Richard Warren
- Maritime Aquarium – Jason Patlis
- King industries – Robert King

Takeaways

1. **The Harbor's Water-Dependent Industry is Essential and Vulnerable**
    a. O&G, Gary Wetmore, and Norwalk Cove emphasized that water-dependent businesses are vital to Norwalk's economy and infrastructure.
    b. These businesses rely on barge access, contractor yards, and marine infrastructure to deliver services that support both commercial and recreational waterfront uses.
    c. Gary's marine construction company is at risk of closure due to the loss of leased yard space to condo development.
2. **Loss of Industrial Space = Loss of Services**
    a. Condos, rowing clubs, and recreational development are replacing industrial uses, often without consideration for the services that support them (e.g., dock maintenance, barge deliveries, marine repairs).
    b. If local businesses like Gary's close, prices for marine construction and maintenance will rise, and services will have to come from outside the region (e.g., New York), increasing costs and emissions.
    c. Maintaining dredging and harbor access is critical for all users (O&G does this at the top of the Harbor and the marinas benefit).
    d. Tourism and recreation depend on a healthy, functional waterfront—boats, marinas, and access to the islands. These uses are interdependent with industrial services that maintain infrastructure and ensure safety.
3. **Infrastructure & Material Supply Chain**
    a. Barge transport is the most efficient, cost-effective, and environmentally friendly way to bring in construction materials like sand, stone, and asphalt.
    b. Loss of the local asphalt plant and lack of local quarries mean materials must come from farther away, increasing truck traffic on I-95, emissions, and costs.
4. **Workforce Development & Retention**
    a. There is a shortage of skilled tradespeople (carpenters, electricians, marine techs), and businesses are struggling to find and retain qualified workers.
    b. A barrier to attracting qualified workers is housing affordability and cost of living.
    c. There are some career exposure programs, such as the maritime pathways program at the aquarium, but connections between these programs and the businesses does not exist.
5. **Business Ecosystem and Policy Disconnect**
    a. Stakeholders feel that zoning and planning decisions celebrate Norwalk's industrial past but fail to protect its industrial future.
    b. There's a disconnect between recreational development and the services that support it—without marine contractors, dredging, and barge access, the waterfront cannot function.

        - G&C Marine (Marine Construction company)
        - Additional local marinas, business owners, and other harbor users to further refine the Strategic Harbor Study.
- Expanding Comparative Research: Stakeholders recommended visiting other harbors with similar characteristics to Norwalk's but with different development approaches. Northport, NY, was suggested as a useful case study.

5. Next Steps

- Refining public access maps based on stakeholder feedback.
- Engagement with additional stakeholders (Cove Marina, G&C Marine) for further insights.
- April: Conduct focus groups with residents, businesses, and recreational harbor users.
- May: Stakeholder committee follow-up meeting to review findings and preliminary recommendations.
- Ongoing: Collaboration with CT DEEP, Harbor Watch, Norwalk River Watershed Association, and other key organizations to align harbor planning efforts.
- Exploring models from other Long Island Sound communities to inform final recommendations.
- Coordination of Harbor Tour: the project team will reach out to Owen Lee to schedule the harbor tour.

Comments on the Strategic Harbor Study
October 10, 2025
Comments prepared by Jason Patlis, Sarah Crosby, Nicole Rosenfeld

DRAFT MOORING STUDY (August 5, 2025 Version) Comments
Specific Comments:

- Page 1: With regards to the framing and description of the intent here: The City is "*interested in expanding access to the waterfront through public mooring fields*…" Mooring fields do not necessarily expand access to the waterfront. To own a boat that would make use of these mooring fields presumably requires existing waterfront access elsewhere.
- Page 3: Is New York Harbor a reasonable proxy for Norwalk Harbor in terms of boat wake? Some areas of the proposed mooring fields will experience significant boat wakes regularly.
- Page 13: This is critical: "Access to parking and/or biking and walking paths, including activating underutilized street ends." There is an opportunity here to serve more residents, not only those with the means to own a boat.
- Page 13: Agree with "mandatory" designation of requirement for addition of more pump out boats (Norwalk Harbor water quality remains impaired and sewage pollution prevention should be a priority)
- Page 25: Additional water taxi locations to serve neighborhoods, Washington Street business, the Aquarium, Oyster Shell Park, Wall Street, etc. should be considered, which would serve the dual purpose of providing mooring access *and* expanding waterfront access to all residents (not just those who already have access to the Sound by virtue of owning a boat)

General Comments:

- The Aquarium partnered with the City on a feasibility study for shoreline restoration at Veterans Memorial Park, and a broader analysis of potential changes to the park is under way; we request that the City prioritize the ecological and community benefits planned through that restoration planning (already underway) should a water taxi station at Vets Park be included in service of the mooring fields.
- The Study should consider the recent trend toward converting working waterfront to residential, which may serve to erode the network of businesses and infrastructure that allow for a thriving boating community and vessel-based industry/blue economy.
- Potential impact on commercial shellfishing industry and recreational shellfishing are not adequately addressed by this report and must be considered due to their economic, social, and historical importance in Norwalk.
- What is the current use of the proposed sites for additional moorings? What are the ecological, social, and economic considerations?
- Protection of the unique ecology of the Norwalk Islands should be given far more consideration in this decision-making process than is reflected in this report. Would this reduce damage from anchors OR increase visitation overall, thus promoting a net increase in habitat destruction? The Norwalk Islands have been found to be critical bird habitat by our partners at Audubon; how will increased boat traffic

and increased human presence impact the ecological function of the islands near the mooring fields? The islands are also known resting areas for Harbor Seals and other fauna, which are disrupted by boats even at distance; how will negative impacts on these species be prevented? We express particular concern about Chimon and Shea.

- How will these mooring areas impact vessel traffic overall and the flow of vessel traffic; the Harbor is already dangerous to navigate due to the abundance of rowers (rowing clubs are not addressed in this report). How will potentially dangerous conflicts be prevented or mitigated?
- Expanding the mooring fields and encouraging more boaters and traffic is in potential conflict with a goal identified in the strategic documents of supporting more kayak and SUP usage due to increasing demand. When these are launched, due to the shape of the harbor and its two primary channels, if kayakers and SUPers are headed toward the islands they will inevitably need to cross a main channel. Higher volume of boat use can pose safety challenges, with increased risk of collisions. Perhaps having a kayak/SUP "trail" could encourage use of those personal watercraft in particular areas that could be identified to boaters.
- The Study should consider currents, particularly after our now-regular storms where we can experience multiple inches of rain in a few hours.
- The Study should consider the potential opportunity for a mooring field for transient visitors at Manresa Island.

City Owned Street Ends Comments (Task 2.4, August 2025 Version)

- This is a commendable effort well aligned with TMA's strategic plan. I am pleased to see the care taken to consider both ecological and social factors. There is a great opportunity here for shoreline restoration and multi-use living shorelines; we would welcome the opportunity to partner with the City on these efforts. There may be an opportunity for partnership on the interpretive signage proposed for the priority sites as well as habitat restoration.
- The City's goals and prospective plans as described are well aligned with the goals of the Long Island Sound Partnership, which oversees multiple federal funding programs that would seem a likely good fit for this work.

Strategic Harbor Study (Task 2.3, September 2025 Version)

- No comments on this

Park Norwalk
P: 203-831-9063
Maritime Garage
11 N. Water St
Norwalk, CT 06854

TO: **Economic and Community Development Committee**

FROM: Bryan Lutz – Assistant Director of Parking
James Travers – Director of Transportation, Mobility and Parking

CC: Jay Habanksy -Chief of Economic and Community Development
Sabrina Godeski -Director of Economic and Community Development
Alex Cross -Business Development Manager
Christopher McCauley -Purchasing Officer

REF: July 6, 2026 Special Meeting Agenda Item –NPA2026-02, Repairs and Improvements at Yankee Doodle Garage.

DATE: June 25, 2026

Memorandum

Background:

Park Norwalk has prepared the documentation necessary to award NPA2026-02, the next phase of concrete and structural repairs at the Yankee Doodle Garage. In coordination with the City's Purchasing Department, the project was publicly advertised and competitively bid. A bid opening was held on April 2, 2026, and after evaluating all submissions, staff recommended awarding the contract to Frank Capasso & Sons, Inc.

This recommendation was presented to the Park Norwalk Board at its June 24, 2026 meeting, where it was unanimously approved. The project will be funded through Park Norwalk capital funds.

As parking activity in the Wall Street District continues to rise-particularly during midday and evening peak periods-completing this structural phase now will minimize operational impacts and ensure the garage remains fully available as demand becomes more consistently high.

Project Scope

NPA2026-02 represents the structural repair and improvement phase of the Yankee Doodle Garage enhancement program. The work includes partial-depth and full-depth concrete repairs, overhead and vertical concrete restoration, and replacement of deteriorated curbs and accessibility ramps. The project also includes required safety controls, mobilization, and bonding.

The scope also includes the application of a new waterproof sealant system to protect repaired concrete surfaces, reduce water infiltration, and slow future deterioration.

In addition to structural repairs, the project includes ADA-related improvements to designated accessible parking stalls, incorporated as part of the concrete and ramp reconstruction work.

These repairs address active areas of deterioration and are necessary to restore structural integrity, improve accessibility, protect the garage from moisture-related damage, and extend its service life.

Request

Park Norwalk respectfully requests that the following items be added to the agenda for the July 6, 2026 Special Meeting for the Economic and Community Development Committee of the City Council.

Authorization for Contract Execution
Authorize the Mayor, Barbara C. Smyth to execute a contract agreement with Frank Capasso & Sons, Inc. in the amount of $2,777,000 for project NPA2026-02, Repairs and Improvements at Yankee Doodle Garage.

Authorization for Contingency Authority
Authorize the Director of Transportation, Mobility, and Parking, James Travers to execute change orders and modify the contract with Frank Capasso & Sons, Inc. up to $277,700 (10%) for contingencies with project NPA2026-02: Repairs and Improvements at Yankee Doodle Garage.

Account Numbers:

- 0920 4095 5777 C0303
- 0921 4095 5777 C0303
- 0923 4095 577 7 C0303
- 0926 4095 5777 C0303
- 0927 4095 5777 C0303

AIA® Document A310™ – 2010

Bid Bond

CONTRACTOR:
(Name, legal status and address)
Frank Capasso & Sons, Inc.
1011 Middletown Avenue
Northford, CT 06472

SURETY:
(Name, legal status and principal place of business) Nationwide Mutual Insurance Company
One W Nationwide Blvd 1-14-301
Columbus, OH 43215

This document has important legal consequences. Consultation with an attorney is encouraged with respect to its completion or modification.

Any singular reference to Contractor, Surety, Owner or other party shall be considered plural where applicable.

OWNER:
(Name, legal status and address)
City of Norwalk
125 East Avenue
Norwalk, 06851

BOND AMOUNT: TEN PERCENT OF AMOUNT BID (10% OF BID)

PROJECT:
(Name, location or address, and Project number, if any)
NPA2026-2; Repairs and Improvements at Yankee Doodle Garage

The Contractor and Surety are bound to the Owner in the amount set forth above, for the payment of which the Contractor and Surety bind themselves, their heirs, executors, administrators, successors and assigns, jointly and severally, as provided herein. The conditions of this Bond are such that if the Owner accepts the bid of the Contractor within the time specified in the bid documents, or within such time period as may be agreed to by the Owner and Contractor, and the Contractor either (1) enters into a contract with the Owner in accordance with the terms of such bid, and gives such bond or bonds as may be specified in the bidding or Contract Documents, with a surety admitted in the jurisdiction of the Project and otherwise acceptable to the Owner, for the faithful performance of such Contract and for the prompt payment of labor and material furnished in the prosecution thereof; or (2) pays to the Owner the difference, not to exceed the amount of this Bond, between the amount specified in said bid and such larger amount for which the Owner may in good faith contract with another party to perform the work covered by said bid, then this obligation shall be null and void, otherwise to remain in full force and effect. The Surety hereby waives any notice of an agreement between the Owner and Contractor to extend the time in which the Owner may accept the bid. Waiver of notice by the Surety shall not apply to any extension exceeding sixty (60) days in the aggregate beyond the time for acceptance of bids specified in the bid documents, and the Owner and Contractor shall obtain the Surety's consent for an extension beyond sixty (60) days.

If this Bond is issued in connection with a subcontractor's bid to a Contractor, the term Contractor in this Bond shall be deemed to be Subcontractor and the term Owner shall be deemed to be Contractor.

When this Bond has been furnished to comply with a statutory or other legal requirement in the location of the Project, any provision in this Bond conflicting with said statutory or legal requirement shall be deemed deleted herefrom and provisions conforming to such statutory or other legal requirement shall be deemed incorporated herein. When so furnished, the intent is that this Bond shall be construed as a statutory bond and not as a common law bond.

Signed and sealed this 31st day of March, 2026

	Frank Capasso & Sons, Inc.
(Witness)	*(Contractor as Principal)* *(Seal)*
	(Title) Anthony Capasso, Vice President
	Nationwide Mutual Insurance Company
(Witness) Steven M. Hardy	*(Surety)*
	(Title) Jeffrey P. Deldin, Attorney-in-Fact

Init.
/

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ACD4307d810

Power of Attorney

KNOW ALL MEN BY THESE PRESENTS THAT:

Nationwide Mutual Insurance Company, an Ohio corporation

hereinafter referred to severally as the "Company" and collectively as "the Companies" does hereby make, constitute and appoint:

Jeffrey P. Deldin

each in their individual capacity, its true and lawful attorney-in-fact, with full power and authority to sign, seal, and execute on its behalf any and all bonds and undertakings, and other obligatory instruments of similar nature, in penalties not exceeding the sum of: **Unlimited**

Surety Bond Number: N/A- BID BOND
Principal: Frank Capasso & Sons, Inc.
Obligee : City of Norwalk

and to bind the Company thereby, as fully and to the same extent as if such instruments were signed by the duly authorized officers of the Company; and all acts of said Attorney pursuant to the authority given are hereby ratified and confirmed.

This power of attorney is made and executed pursuant to and by authority of the following resolution duly adopted by the board of directors of the Company:

"RESOLVED, that the president, or any vice president be, and each hereby is, authorized and empowered to appoint attorneys-in-fact of the Company, and to authorize them to execute and deliver on behalf of the Company any and all bonds, forms, applications, memorandums, undertakings, recognizances, transfers, contracts of indemnity, policies, contracts guaranteeing the fidelity of persons holding positions of public or private trust, and other writings obligatory in nature that the business of the Company may require; and to modify or revoke, with or without cause, any such appointment or authority; provided, however, that the authority granted hereby shall in no way limit the authority of other duly authorized agents to sign and countersign any of said documents on behalf of the Company."

"RESOLVED FURTHER, that such attorneys-in-fact shall have full power and authority to execute and deliver any and all such documents and to bind the Company subject to the terms and limitations of the power of attorney issued to them, and to affix the seal of the Company thereto; provided, however, that said seal shall not be necessary for the validity of any such documents."

This power of attorney is signed and sealed under and by the following bylaws duly adopted by the board of directors of the Company.

Execution of Instruments. Any vice president, any assistant secretary or any assistant treasurer shall have the power and authority to sign or attest all approved documents, instruments, contracts, or other papers in connection with the operation of the business of the company in addition to the chairman of the board, the chief executive officer, president, treasurer or secretary; provided, however, the signature of any of them may be printed, engraved, or stamped on any approved document, contract, instrument, or other papers of the Company.

IN WITNESS WHEREOF, the Company has caused this instrument to be sealed and duly attested by the signature of its officer the 20th day of August, 2021.

Antonio C. Albanese, **Vice President** of Nationwide Mutual Insurance Company

ACKNOWLEDGMENT

STATE OF NEW YORK COUNTY OF NEW YORK: ss
On this 20th day of August, 2021, before me came the above-named officer for the Company aforesaid, to me personally known to be the officer described in and who executed the preceding instrument, and he acknowledged the execution of the same, and being by me duly sworn, deposes and says, that he is the officer of the Company aforesaid, that the seal affixed hereto is the corporate seal of said Company, and the said corporate seal and his signature were duly affixed and subscribed to said instrument by the authority and direction of said Company.

Stephanie Rubino McArthur
Notary Public, State of New York
No. 02MC6270117
Qualified in New York County
Commission Expires October 19, 2024

Notary Public
My Commission Expires
October 19, 2024

{Expiration of Notary Appointment does not invaildate this instrument}

CERTIFICATE

I, Laura B. Guy, Assistant Secretary of the Company, do hereby certify that the foregoing is a full, true and correct copy of the original power of attorney issued by the Company; that the resolution included therein is a true and correct transcript from the minutes of the meetings of the boards of directors and the same has not been revoked or amended in any manner; that said Antonio C. Albanese was on the date of the execution of the foregoing power of attorney the duly elected officer of the Company, and the corporate seal and his signature as officer were duly affixed and subscribed to the said instrument by the authority of said board of directors; and the foregoing power of attorney is still in full force and effect.

IN WITNESS WHEREOF, I have hereunto subscribed my name as Assistant Secretary, and affixed the corporate seal of said Company this 31st day of March, 2026.

Assistant Secretary

BDJ 1(08-21)00

NATIONWIDE MUTUAL INSURANCE COMPANY AND SUBSIDIARIES AND AFFILIATES

Consolidated Statutory Statements of Admitted Assets, Liabilities and Surplus

(in millions)	December 31, 2024	2023
Admitted assets		
Invested assets		
Bonds	$ 20,744	$ 20,643
Stocks	11,138	9,812
Mortgage loans, net of allowance	1,771	1,816
Owner occupied real estate, at cost (less accumulated depreciation of $350 and $394 as of December 31, 2024 and 2023, respectively)	263	282
Cash, cash equivalents and short-term investments	134	510
Other invested assets	6,889	7,085
Total invested assets	$ 40,939	$ 40,148
Premiums in course of collection	4,069	4,501
Corporate-owned life insurance	1,655	1,600
Deferred federal income tax asset	1,690	1,926
Other assets	1,639	1,652
Total admitted assets	$ 49,992	$ 49,827
Liabilities and surplus		
Liabilities		
Losses and loss expense reserves	$ 16,890	$ 17,821
Unearned premiums	7,792	8,488
Accrued expenses and taxes, other than federal income taxes	657	725
Agents' security compensation plan reserve	637	723
Other liabilities	3,084	3,099
Total liabilities	$ 29,060	$ 30,856
Surplus		
Surplus notes, net of unamortized issue discount of $7 and $8 as of December 31, 2024 and 2023, respectively	$ 3,147	$ 3,546
Unassigned surplus	17,785	15,425
Total surplus	$ 20,932	$ 18,971
Total liabilities and surplus	$ 49,992	$ 49,827

See accompanying notes to the consolidated statutory financial statements.

Certification

I, Jamie Train, VP, Controller, do hereby certify that the foregoing is a true and correct statement of the statutory balance sheet of said Corporation as of December 31, 2024 and 2023 to the best of my knowledge and belief.

Jamie Train

Jamie Train

STATE OF OHIO
COUNTY OF FRANKLIN

Sworn to (or affirmed) and subscribed before me this 5th day of MAR, 20 25 by JAMIE TRAIN

Notary Public's Signature

RYAN LAMB
Notary Name

Personally Known X OR
Type of Identification Produced

Ryan James Lamb
Notary Public, State of Ohio
Commission #: 2024-RE-883431
My Commission Expires 10-30-29

Acknowledgment by Corporation

STATE OF Connecticut

COUNTY OF New Haven

On this 31 day of March, 2026, before me personally appeared Anthony Capasso, to me known, who being by me duly sworn, did acknowledge and say that (s)he is the Vice President of Frank Capasso & Sons, Inc., the corporation that executed the foregoing instrument, and acknowledged to me that such corporation executed the same.

In witness whereof, I have hereunto set my hand and affixed my official seal, at my office in the above County, the day and year written above.

Elsie Santana
, Notary Public

State of CT
County of New Haven
My Commission Expires:

ELSIE SANTANA NOTARY PUBLIC REPUBLICÆ CONNECTICUTENSIS SIGILLUM MY COMM. EXP. 7/31/2030 STATE OF CONNECTICUT

Elsie Santana
NOTARY PUBLIC
State of Connecticut
My Commission Expires 7/31/2030

Acknowledgment by Surety

STATE OF New York

COUNTY OF Putnam

On this 31st day of March, 2026, before me personally appeared Jeffrey P. Deldin, to me known, who being by me duly sworn, did acknowledge and say that she is the Attorney-in-Fact of Nationwide Mutual Insurance Company, the corporation that executed the foregoing instrument, and acknowledged to me that such corporation executed the same.

In witness whereof, I have hereunto set my hand and affixed my official seal, at my office in the above County, the day and year written above.

, Notary Public

State of
County of
My Commission Expires:

CHRISTOPHER P. GREENE
Reg #01GR6110634
Notary Public, State of New York
Qualified in Putnam County
My Commission Expires 6/01/2028

CITY OF NORWALK
PURCHASING DEPARTMENT
BIDDER'S INFORMATION AND ACKNOWLEDGMENT FORM

FRANK CAPASSO & SONS, INC.
Bidder's Name

1011 MIDDLETOWN AVENUE
Street Address

NORTHFORD	CT	06472
City	State	Zip

Business Telephone: 203-234-2355

Email Address: mo@frankcapassoandsons.com

Anthony Capasso, Vice President
Printed Name and Title of Individual Submitting Bid

The undersigned acknowledges that the terms, conditions and specifications of this bid are understood and unconditionally accepted.	
	3/31/2026
Anthony Capasso Signature Vice President	Date

CITY OF NORWALK
PURCHASING DEPARTMENT

Exceptions: Note any vendor(s) responding to this proposal shall indicate any/all exceptions (if any) taken to language in this proposal. BIDDERS MAY NOT TAKE EXCEPTION TO SUBSTANTIVE TERMS OF STANDARD CONTRACT FORMS PROVIDED IN THE RFP/RFQ/ITB. Exceptions must be declared below in order to be considered by the City:

NONE

CITY OF NORWALK
PURCHASING DEPARTMENT

1.1 RESPONSE FORM

Vendor Name - FRANK CAPASSO & SONS, INC.		
Address - 1011 MIDDLETOWN AVENUE, NORTHFORD, CT 06472		
Phone - 203-234-2355	**Fax -** 203-234-0031	**Email -** mcapfrankcapassoandsons.com
Manager - Anthony Capasso		**Fed ID#** 06-1303965

The undersigned hereby declares that they have carefully examined the plans, specifications and project site and has satisfied themselves as to all the quantities and conditions and understands that in signing this proposal they waives all right to plead any misunderstanding regarding the same.

The undersigned further understands and agrees that they will furnish and provide all the necessary material, machinery, implements, tools, labor, services, and other items of whatever nature, and to do and perform all the work necessary under the aforesaid conditions, to carry out the contract and to accept in full compensation therefore the amount of the contract as agreed to by the Contractor and the City.

The undersigned further agrees, in case of variations of quantities from those shown or specified, the following unit prices will be used in adjusting the contract price. If quantities are authorized by the City, the following amount will be added to the contract as required. Unless otherwise noted, each UNIT PRICE shall include all equipment, tools, labor, permits, fees, etc., incidental to the installation and completion of the work involved.

It is further understood and agreed that all the information included in, and attached to, or required by the Request for Bid shall become public record upon delivery to the City.

1. The following prices shall apply to this project: **BELOW BID FORM**

BID FORM

REPAIRS & IMPROVEMENTS
AT THE
YANKEE DOODLE PARKING GARAGE

TRANSPORTATION, MOBILITY & PARKING
CITY OF NORWALK
NORWALK, CONNECTICUT

Frank Capasso & Sons, Inc.
BIDDER'S NAME

March 31, 2026
DATE

TO: **TRANSPORTATION, TRAFFIC & PARKING**
CITY OF NORWALK
125 East Avenue
Norwalk, CT 06851

The undersigned, having inspected the site and familiarized ourselves/myself with the local conditions affecting the cost of the work and the Bid Documents dated December 2025 as prepared by DESMAN and on file with the City of Norwalk, hereby propose to provide all labor, materials, tools, equipment and transportation necessary to complete the **Repairs and Improvements at the Yankee Doodle Parking Garage**, as defined in the Bid Documents for the Bid Price of:

Two Million Seven Hundred Seventy Seven Thousand ——— DOLLARS

($ 2,777,000.00).

This Bid Price shall include all charges such as overhead, profit, insurance, permits, etc.

Submitted herewith is the Bid Price Itemization including an amount for all project components required by the Bid Documents. The sum of all listed components shall equal the Bid Price.

Submitted herewith are all the forms as listed in Section 5 of the Instructions to Bidders, in accordance with these Instructions to Bidders.

We/I acknowledge that should conditions make it necessary to revise the scope of the project, the Bid Price Itemization shall serve as the basis for adjustments to the Bid Price.

Note: Reference Technical Specification Section 013200, Measurement and Payment, Paragraph 1.03.D: No payment shall be made for stored materials or equipment. Payment shall be made only for materials and equipment in-place and accepted by Owner, less applicable retainage.

Frank Capasso & Sons Inc.
BIDDER'S NAME

REPAIRS & IMPROVEMENTS
AT THE
YANKEE DOODLE PARKING GARAGE

TRANSPORTATION, MOBILITY & PARKING
CITY OF NORWALK
NORWALK, CONNECTICUT

BID PRICE ITEMIZATION

Bid Item 1 - General Provisions:

A. General Mobilization/Demobilization:

This line item shall consists of all labor, materials, tools and equipment required for setting-up general plant, storage/staging areas and facilities required to facilitate construction or as otherwise required by applicable Federal, State and Local laws; and the general mobilization of equipment required for the completion of the work as shown within the Bid Documents and all expenses for de-mobilization off the site upon completion of all work as shown within the Bid Documents.

Electricity (power) and water required for the completion of the work shall be furnished by the Owner at existing fixtures or outlets (The Owner will not provide any temporary pipes, cables, etc.). If the capacity of existing utilities is insufficient for the contractor's use, the Contractor shall be responsible for supplementing this capacity as required at no cost to the Owner. The contractor shall provide temporary lighting within designated work areas, as required.

The Contractor shall furnish, install, maintain, relocate and remove all signs, barricades, cones, warning lights, and other safety control devices and temporary signage required for the proper execution of the project. The Engineer and the Owner shall review the safety control device placement before work begins and prior to the beginning of work on any subsequent construction stages. Any deficiencies in the location or arrangement of devices shall be corrected by the contractor before starting work or as the work progresses towards completion. **Contractor shall note that while this Bid Item 1.A shall include the procurement and installation of all applicable safety & traffic control devices (i.e. barricades, etc.) as well as the coordination and installation of temporary signage, the material procurement of the temporary signage shall be included in Bid Item 8.**

The Contractor shall provide and maintain adequate protection of all preexisting architectural, structural mechanical, electrical, plumbing components and/or features within the confines of in the work areas that are to remain in-place. The work shall include the dismantling of any preexisting architectural, structural, mechanical, electrical, plumbing components and/or features within the confines of in the work areas which might be required in order to perform the work specified. The temporarily dismantled installations shall be reinstalled as soon as possible to a condition equal to or better than the condition existing prior to the commencement of construction.

Work shall also include the provision of an effective ventilation system to safely remove all dust and hazardous fumes generated from demolition and any surface treatment applications. Contractor shall be required to remove any and all loose/spalled overhead or vertical concrete from the structure (concrete framing elements or deck) prior to the start of any demolition activities to prevent any deteriorated

concrete from being jarred loose in an uncontrolled fashion. Contractor shall be required to coordinate all aspects of his work with management and operations staff as well as facility security personal throughout construction.

The contractor shall submit to the Owner/Engineer documentation of all pre-existing non-functioning electrical/mechanical systems within the entire work area. This documentation should be based on the contractor's condition survey performed immediately prior to the scheduled mobilization. The contractor shall not start the mobilization until the Owner approves of this submittal.

This work consists of items not otherwise specifically indicated or shown on the plans but which are ancillary to the specified scope of work being performed, or part of the overall Scope of Work or otherwise not noted or assigned to other Bid Items.

Contractor shall note that payment for this item shall be distributed in proportion to the total amount of all contract work complete in place unless otherwise approved in writing by the Owner.

Lump Sum = $ 56,400.00

B. Provision of Bonds, Permits, and Insurance.

Work shall consist of the costs associated with the procurement of all bonds, permits, and insurance necessary for this project. Provision of bonds shall include, but not be limited to, Labor & Material Bonds, Performance Bonds, etc. It shall be the contractor's sole responsibility to obtain all necessary permits to perform the work.

Lump Sum = $ 28,500

SUB-TOTAL BID ITEM 1: = $ 84,900.00

Bid Item 2 - Concrete Repair Work:

A. Partial Depth Concrete Repair:

Work shall consist of the partial-depth repair of spalled/delaminated concrete throughout the parking garage. Work shall include marking out all areas of repair for review by Engineer prior to commencement of demolition activities, saw-cutting around repair areas, partial depth removal of all delaminated/spalled concrete, debris removal, preparation of concrete substrate, sandblasting clean all exposed reinforcing steel, placement of concrete repair material, tooling and sealing of all control/construction joints, as well as cove joints that may surround the applicable repair area, finishing and curing along with all other work required for the satisfactory performance of this work item.

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Contractor shall perform a chain-drag survey of the garage in its entirety, prior to start of work; Contractor shall provide scaled field notes depicting the locations of all anticipated repair work for review and verification by the Engineer.

Contractor shall note that the provision of and placement of new and/or supplemental reinforcing steel which is required or as otherwise directed to be performed by the Engineer shall be considered as being included within this item of work

Prior to start of demolition affecting a work area, Contractor shall locate and identify all existing, embedded post-tension tendons, by appropriate methods (ground penetrating radar, or approved method), as approved by Engineer/Owner. Upon locating the tendons, Contractor shall mark the locations for verification by the Engineer; Contractor shall note that the location work shall coincide with the anticipated demolition work and that location work shall not be necessary where demolition is not anticipated to occur. Demolition activities, as required for designated concrete repairs, shall not be started until locations of tendons have been verified by the Engineer.

If demolition activities are started before Engineer verifies the located tendons as identified by the Contractor, Contractor shall proceed at Contractor's own risk. Should post-tension tendons be damaged (or any other applicable unforeseen conditions arise) while Contractor is performing at Contractor's own risk, then Contractor shall repair all damaged tendons or perform other applicable work (inclusive of any costs associated with provision of shoring, traffic control, etc.) at no additional cost to Owner.

Contractor shall note that should the depth of the repair work prompt a full-depth approach to the repair, Contractor shall review and coordinate with the Engineer. As directed by the Engineer, Contractor shall combine the partial-depth repair with Bid Item 2.B for the balance of the depth, resulting in a full-depth repair.

1. Chain-drag of floor surfaces throughout garage,

   Lump Sum = $ 5,000.00

2. Locating and Identifying all Embedded Post-Tension Tendons, prior to start of demolition activities:

   35,000 SF @ .25 /SF = $ 8,750.00

3. Performance of Partial-Depth Concrete Repairs:

   35,000 SF @ 21.50 /SF = $ 752,500.00

B. Miscellaneous Overhead and Vertical Concrete Repair:

Work shall include repair of miscellaneous vertical and overhead concrete areas throughout the garage. Work shall include marking out all areas of repair for review by Engineer prior to commencement of demolition activities, removal of all delaminated/spalled concrete by approved methods, debris removal, preparation of concrete substrate, sandblasting clean all exposed reinforcing steel, placement of polymer-modified concrete repair mortar, finishing and curing, along

with all other work required for the satisfactory performance of this work item, including, but not limited to, application of architectural coatings to match existing surface treatment and colors; Contractor shall note that the existing coating system on the soffit of the first supported slab (i.e. the ceiling of the ground level) consists of Loxon XP Waterproofing Masonry Coating, as manufactured by Sherwin Williams.

5,000 SF @ 68.00 /SF = $ 340,000.00

C. Miscellaneous Concrete Curb Repair:

Work shall include the repair of selected concrete curb locations throughout the garage. Work to consist of marking out repair areas for review by the Engineer prior to demolition, concrete removal by approved method, surface preparation, debris removal, placement of approved polymer modified concrete repair mortar, finishing and curing, tooling and sealing of all applicable control/construction/cove joints, along with all other work required for the satisfactory performance of this work item.

Contractor shall note that all sealant work shall consist of the installation of non-sag polyurethane sealant (use of self-leveling polyurethane sealant shall be prohibited) and shall be incidental to the concrete repairs.

Contractor shall note that Work shall also include the installation of new handicap ramps at designated locations, including the placement and installation of applicable tactile warning devices. Contractor shall verify the extent of work with the Engineer prior to start of work.

1. Curb Repair:

1,200 SF @ 50.00 /SF = $ 60,000.00

2. Installation of New Detectable Warning Surface.

7 EA @ 485.00 /EA = $ 3,395.00

D. Post Tensioning Tendon Repair:

This work is indeterminate at this time, and shall only be performed as directed by the Engineer as conditions warrant. In the performance of partial depth concrete repairs it is possible that repairs to post tensioning tendons and/or their anchorages may be identified which will need to be addressed, as directed by the Engineer.

Depending on the conditions identified during the implementation of the partial depth concrete deck repairs, Work shall include the provision and installation of required materials for review and approval by the Owner/Engineer. Work shall be performed as a draw on the associated unit pricing:

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1. Installation of Twisted Ring Anchors (Dog Bones):

30 EA @ 2,030.00 /EA = $ 60,900.00

2. Installation of Splices and Couplers:

60 EA @ 1,000.00 /EA = $ 60,000.00

3. Installation/Replacement of End Anchors:

30 EA @ 1,815.00 /EA = $ 54,450.00

4. Installation of Tendon/Cable:

2,000 LF @ 13.65 /LF = $ 27,300.00

5. Mobilization/Demobilization of P.T. Repair Vendor (assumed sub-contractor)

4 EA @ 5,075.00 /EA = $ 20,300.00

E. Miscellaneous Concrete Repair throughout the Stairs:

Work shall include the miscellaneous tread/landing repair, typically related to the Stair/Elevator Towers and Lobbies. Work shall consist of marking out all deteriorated concrete which needs to be repaired for review by Engineer, removal of failed material and the preparation of concrete/metal substrate per manufacturer's application procedures as approved by the Engineer, followed by the installation of a polymer-modified concrete repair mortar as specified by the manufacturer as approved by the Engineer finishing and curing, tooling and sealing of all applicable control/construction/cove joints, along with all other work required for the satisfactory performance of this work item. including, but not limited to, application of architectural coatings to match existing surface treatment and colors.

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500 SF @ 50.00 /SF = $ 25,000.00

F. Miscellaneous Bituminous Concrete (Asphalt) Repair and Surface Treatment:

This work shall include the furnishing of all labor, materials, equipment, supervision and incidentals necessary to repair/replace the bituminous concrete (asphalt) pavement as required, following the performance of other related work. Work shall include marking out all areas of repair for review by Engineer prior to commencement of demolition activities, saw-cutting around the areas, removal of all designated asphalt, debris removal, preparation of substrate and provision of compacted fill as required, placement of asphalt pavement material, provision of bituminous sealer and tack coat, along with all other work required for the satisfactory performance of this work item. The Contractor shall provide a 5-year warranty for all quality workmanship and materials.

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Following completion of "spot" repair, work shall include the furnishing of all labor, materials, equipment, supervision and incidentals necessary to treat all remaining cracking, throughout the ground level of the garage, followed by the application of asphalt sealer throughout the ground level in its entirety, all in accordance with applicable municipal specifications as approved by Owner/Engineer, along with all other work required for the satisfactory performance of this work item.

1. "Spot" Repair of Bituminous Asphalt,

500 SF @ 25.00 /SF = $ 12,500.00

2. Treatment of Cracks and Application of Sealer to Grund Level in its entirety.

Lump Sum = $ 28,600.00

SUB-TOTAL BID ITEM 2: = $ 1,458,695.00

Bid Item 3 – Exterior Masonry Repair Work:

Work shall consist of miscellaneous masonry repairs throughout the exterior of the garage. Work shall include the Contractor coordinating with applicable parties to access and properly identify the scope of the work required, following a visual survey of the exterior of the garage to identify all potential work, typically consisting of re-pointing of existing mortar joints that are deteriorated or damaged, and replacement of deteriorated bricks with new bricks, all associated with the exterior of the garage, followed by the Contractor providing a written proposal for the required repairs for review and approval; Contractor shall note that a graphic of the elevations shall be provided along with the proposal, depicting the locations of the proposed work for review and approval.

New bricks and mortar shall match existing brick and mortar in composition, texture and color; prior to start of work, Contractor shall provide samples of the brick and mortar for review by the Owner/Engineer, and work shall not start until acceptable samples are provided. Contractor shall be responsible for providing all necessary equipment to access the upper reaches both for the survey and the repair work, as well as any necessary temporary removal of surface mounted items and reinstallation of such items.

Upon approval of Contractor's proposal by the owner; payment for this item of work shall be made on a time and material basis at cost plus 15% verified by appropriate backup documentation, or alternately by acceptable lump sum as approved by the Owner. If the work is performed by a subcontractor, the General Contractor will be allowed to add an additional 5% to the time and material costs of the subcontractor.

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1. Survey of the Exterior of the Garage; Provision of Report with Cost Proposal & Samples,

Lump Sum = $ 5,000.00

2. Allowance for Repairs to the Exterior

Allowance = **$30,000.00**

SUB-TOTAL BID ITEM 3: = $ 35,000.00

Bid Item 4 - Waterproofing Work:

A. Application of Corrosion Inhibitor

This work shall consist of the provision of all labor, material and equipment required for the surface preparation and installation of an approved topically applied corrosion inhibitor over designated areas of exposed supported concrete deck. Installation shall be performed by a manufacturer-certified installation contractor and shall be installed in strict accordance with manufacturer's installation instructions as approved by the Engineer.

Contractor shall be required to protect all adjoining surfaces and any vehicles which may be parked in close proximity to the areas where surface preparation work is being performed or corrosion inhibitor is being applied.

105,000 SF @ $ .68 /SF = $ 71,400.00

B. Waterproofing Membrane Repair/Recoat/Installation:

Work shall consist of the provision of all labor, material and equipment required for the repair/recoat and/or otherwise installation of a new waterproofing membrane system, throughout the parking garage, in accordance with the drawings and specifications.

Prior to start of Work, Contractor shall review all pre-existing waterproofing membrane with Engineer to determine the extent which may require repair. Contractor shall be responsible for verifying with membrane manufacturer the acceptability of any existing materials to remain and the new compatibility of materials and shall submit manufacturer's recommended preparation and application procedures to the Engineer for review and approval prior to the implementation of the repair. If the existing materials are not acceptable to remain, Work shall include the removal of any existing materials as required prior to installation of new materials. ***Contractor shall note that regardless of whether or not existing materials may be acceptable to remain, the final warranty provided upon close-out shall include proper bond and adhesion to the concrete substrate and not solely to the existing materials remaining.***

Traffic bearing waterproofing membrane installation shall be performed by a manufacturer-certified waterproof membrane installation contractor and shall be installed in strict accordance with manufacturer's installation instructions as approved by the Engineer.

Contractor shall note that application of the new traffic bearing membrane shall be based upon the horizontal projection of the work; all vertical surfaces shall be incidental to the work, and therefore, included in the Contract Price. Membrane shall turn up vertical surfaces (i.e. perimeter walls, columns, curbs, etc.) a minimum of 6"; Contractor shall coordinate all terminations in the field with the Engineer.

Contractor shall note that Work shall also consist of replacing all control/construction joint sealants as well as replacing all cove joint, all as required by the manufacturer or otherwise directed by the Engineer, as it becomes exposed during the work, for the subsequent installation of the new membrane; Contractor shall note, however, that where cove joints are found lacking (upon exposure), work shall include installation of new cove joint regardless. Joints shall be tooled and/or routed as necessary to provide the profile required for installation of an approved two-component polyurethane sealant material in strict accordance with manufacturer's recommendations as approved by the Engineer.

Contractor shall note that all sealant work shall consist of the installation of non-sag polyurethane sealant (use of self-leveling polyurethane sealant shall be prohibited) and shall be incidental to the installation of the membrane system.

Contractor shall note that, in addition to all warranty requirements noted in the applicable specification sections, Contractor shall also arrange for and/or provide for all snow removal services during the winter seasons for the duration of the warranty period; should any damage occur to the membrane system as a result of the snow removal services, the Contractor shall repair the membrane system at no cost to Owner.

105,000 SF @ 6.45 /SF = $ 677,250.00

C. Installation and Replacement of Expansion Joints

Work shall consist of the installation of new watertight expansion joint seals at existing locations and new locations, typically associated with the stairs, as shown on the Drawings and in accordance with the specifications. Work shall include the removal of existing expansion joint seals, concrete demolition/removal as required by approved methods, provision of new concrete blockout as depicted on the drawings, supplemental epoxy-coated reinforcing steel, tooling and sealing of all control/construction joints, as well as cove joints that may surround the applicable repair area, finishing and curing, installation of new expansion joint seals, as shown on drawings and in accordance with manufacturer's recommendations as approved by the Engineer, along with all other work required for the satisfactory performance of this work item. All transitions of expansion joint seal between vertical and horizontal shall be mitered in accordance with manufacturer's instructions and installation details as well as any bends, turns or vertical surface interfaces as approved by the Engineer.

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The joint elements shall be a continuous, factory extruded unit for the entire straight run length of the joint, continuing through curbing as required. The seal element shall not be mitered/jointed. Changes in direction or elevation shall be accomplished by factory splicing and factory molded elbows, tees, crosses and the like, and shall not be performed in the field, unless approved by the Engineer. The seal shall be turned up a minimum of 6 inches (vertically) unless otherwise shown on plans.

Contractor shall note that work shall include all miscellaneous repair to existing portions of the blockouts, as may be required, to accommodate and receive the new glands.

1. Replacement/Installation of New Epoxy-Adhered, Air-Pressurized Neoprene Joint Seal in designated Horizontal Openings

Lump Sum = $ 17,750.00

2. Installation of New Pre-compressed Impregnated Foam Expansion Joint Seal in designated Vertical Openings,

Lump Sum = $ 9,500.00

D. Sealant Installation/Replacement throughout the Façade,

Work shall consist of the installation of new sealant throughout the façade. Work shall include the removal of existing materials as required, cleaning and prepping all substrates, installation of backer rod as required, installation of new non-sag, two-component polyurethane caulking material inclusive of, but not limited to, all vertical and horizontal joints related to the columns and stair/elevator towers, as well as other elements as may be required, such as the railings, fencing connections, stair tower curtainwall systems, along with all other work required for the satisfactory performance of this work item.

Contractor shall be responsible for reviewing existing conditions prior to start of work, and confirming the extent of work. Contractor shall note that details shown in the Contract Drawings are schematic-in-nature, and do not depict full field conditions and installation requirements, and therefore, additional sealant work, resulting from the Contractor's lack of reviewing and confirming the existing conditions prior to start of work, shall be performed at no additional cost to Owner. Contractor shall note that color of caulking shall match that of surrounding elements, as directed by the Owner/Engineer.

Lump Sum = $ 22,000.00

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E. Wet-Sealing of Curtainwall/Storefront Windows

Work shall consist of the removal of all caulking from the windows throughout the stair/elevator storefronts (both interior and exterior surfaces of the storefront systems), and the installation of new caulking. Work shall include the removal of all existing caulking, cleaning of all debris and foreign materials, installation of a new non-sag, two-component, polyurethane caulking material along the perimeter of the windows, along with all other work required for the satisfactory performance of this work item. Contractor shall note that color of caulking shall match that of existing adjacent framing.

Lump Sum = $ 22,000.00

F. Replacement of Roof Systems, Stair/Elevator Towers

Work shall consist of the provision of all materials, labor and equipment required to install new roofing systems on the tops of the Stair and Stair/Elevator Towers, in their entirety. Work shall include review of existing conditions prior to start of work, removal of all existing materials including, but not limited to, grout and sealant, flashing materials, ballast materials, wood blocking and drainage components, as well as noted abandoned mechanical equipment, followed by the subsequent installation of all new materials and components for a complete roofing system, all in accordance with the manufacturer's recommendations and approved by the Engineer, along with all other work required for the satisfactory performance of the work.

Lump Sum = $ 103,950.00

SUB-TOTAL BID ITEM 4: = $ 923,850.00

Bid Item 5 - Finishes:

A. Striping/Application of Traffic Markings.

Work shall consist of re-striping all parking stalls, directional arrows, crosswalks, curbs, centerlines and other traffic markings located throughout the garage (both upper and lower levels), as well as applying designated new markings as directed by the Owner/Engineer. Contractor shall remove all existing markings (by method approved by the Engineer) that are in conflict with the new markings and as otherwise required by the manufacturer. Application of striping shall be performed to match existing conditions or as otherwise directed by the Engineer; Contractor shall note that handicap parking stalls are to be updated accordingly. Owner/Engineer shall be required to review striping layout prior to this work being performed.

Lump Sum = $ 18,745.00

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B. Painting of Soffit of Parking Deck (ceiling of Ground Level).

Work shall consist of the painting of the soffit of the first supported parking deck (ceiling of the Ground level), following the completion of all other work. Work shall include surface preparation as required, followed by the painting of designated surfaces all as scheduled per the drawings and specifications. Coatings shall be compatible with the substrate encountered. Each coat application shall be contrasting color with final coat color as scheduled or as directed by the Owner/Engineer to be submitted for verification prior to application.

Contractor shall note that this Item of work pertains to the balance of the work not included in Item 2.B; Contractor shall note that the existing coating system on the soffit of the slab (i.e. the ceiling) consists of Loxon XP Waterproofing Masonry Coating, as manufactured by Sherwin Williams.

Lump Sum = $ 82,950.00

SUB-TOTAL BID ITEM 5: = $ 101,695.00

Bid Item 6 - Plumbing Work & Drainage Improvements:

A. Flushing of the Entire Deck Drainage System

Work shall consist of the cleaning and flushing out (hydro-jet cleaning) of the facility's entire deck drainage system. This work shall be inclusive of any and all joint breaking and reconnection as required to properly clean the entire system and to assure unencumbered storm water flow. Cleaning of the facility's drainage system, inclusive of the drywells, shall be performed prior to the commencement of any concrete demolition work and at the completion of any and all concrete repair work. Work shall include the removal and proper disposal of all foreign materials and debris from within this facility's drywells.

Payment for the flushing shall be payable as a percentage of the work completed as stipulated here (50% upon completion of initial drainage system cleaning, 50% upon completion of final drainage system cleaning).

Lump Sum = $ 12,600.00

B. Installation/Replacement of Floor/Supplemental Drains and Piping:

Work shall consist of the provision of all materials, labor and equipment required to locate and install supplemental floor drains and/or replace existing floor drains with new drains, as depicted on the Drawings and/or as directed by the Engineer. This work will include identifying areas requiring drains for verification by Engineer (typically those associated with existing drains and/or areas of ponding water), modification of concrete deck around drains and placement of new concrete repair mortar, tooling and sealing of all control/construction joints, as well as cove joints that may surround the applicable repair area, finishing and curing along with all other work required for the satisfactory performance of this work item.

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Work shall also consist of providing new drain piping to replace all existing piping as well as supplemental piping as required, along with all associated pipe fittings and supports, to connect new drains with the drainage system, all as shown on the drawings and directed by the Engineer. Contractor shall be responsible for verifying required height clearances to facilitate installation of new piping, and shall note that contrary to existing piping, all new piping shall be PVC; Contractor shall further note that installation of new PVC piping shall include rotating/positioning the piping to minimize visibility of the text and markings, followed by cleaning of the piping, all as reviewed and accepted by Owner/Engineer.

Contractor shall note that replacement of the floor drains on the first level (SOG) shall include limited excavation to expose and replace up to 5 feet of buried piping, followed by replacement of the exposed piping (with proper connection to existing to remain), placement of compacted fill as required, followed by placement of concrete and finishing as appropriate.

1. Installation of New/Supplemental Drains.

15 EA @ $ 2,500.00 /EA = $ 37,500.00

2. Installation of New/Supplemental Piping.

1,250 LF @ $ 68.00 /LF = $ 85,000.00

C. Allowance for Repair of Drainage System.

Work shall also include an Allowance for additional miscellaneous repairs that are identified during the Work. Contractor shall provide an itemized proposal with a cost break-down, inclusive of labor and materials, for the miscellaneous repairs. Following review of the Contractor's proposal, Owner/Engineer shall authorize the repair and/or replacement of designated items. Contractor shall not proceed with the additional miscellaneous repairs until written authorization is received.

Allowance = **$5,000.00**

SUB-TOTAL BID ITEM 6: = $ 140,100.00

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Bid Item 7 – Repair of Flagpole and Provision of New Rope:

Work shall consist of the cleaning and re-securement of the flagpole, followed by the provision and installation of a new rope for future use. Work shall include the replacement of existing mounting hardware with new stainless steel hardware (with epoxy adhesive), repair of the block wall as required, cleaning of the flagpole system, along with all other work required for the satisfactory performance of this work item. Upon completion of Work, Contractor shall provide and install a new rope on the flagpole for future use by the Owner.

Lump Sum = $ 7,760.00

Bid Item 8 - Provision of Temporary Traffic Control Signage and Related Graphics:

Work shall consist of the provision of any and all temporary signage and traffic control devices for use during construction, as well as related miscellaneous and/or unique graphics to be placed at the site, as may be directed by the Owner. Work shall include coordination with applicable parties to organize temporary work areas both inside and outside of the facility, followed by the proposing of associated temporary signage.

All temporary signage shall be of a professional nature, as approved by Owner prior to procurement and prior to its installation, and shall consist of specified materials, along with all other work required for the satisfactory performance of this work item. All temporary signage required for the successful execution of the repair work shall become the property of the Owner unless otherwise approved.

Contractor shall note that while this Allowance shall solely pertain to the procurement of the applicable material cost of the temporary signage (based upon provision of an itemized proposal with a cost break-down for review by Owner/Engineer), all required coordination with applicable parties and labor to organize the temporary work areas both inside and outside of the facility, followed by the proposing and installation of associated temporary signage, along with the procurement and provision of temporary traffic control devices, barricades, etc. shall be included in Bid Item 1.A, General Mobilization/Demobilization.

Allowance = **$5,000.00**

Bid Item 9 - Miscellaneous Contingency Allowance:

This contingency allowance shall pertain to any and all necessary repairs that may arise due to unforeseen conditions not covered by the Bid Documents and performed at the direction of the Engineer. Payment for this item of work shall be made on a time and material basis at cost plus 15% verified by appropriate documentation or by acceptable lump sum proposal at Owner's option. If the work is to be performed by a subcontractor, the General Contractor will be allowed to add an additional 5% to the time and material costs of the subcontractor. Work shall be performed as a draw on the specified allowance indicated.

Allowance = **$20,000.00**

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SUB-TOTAL BID ITEM 1:	=	$ 84,900.00
SUB-TOTAL BID ITEM 2:	=	$ 1,458,695.00
SUB-TOTAL BID ITEM 3:	=	$ 35,000.00
SUB-TOTAL BID ITEM 4:	=	$ 923,850.00
SUB-TOTAL BID ITEM 5:	=	$ 101,695.00
SUB-TOTAL BID ITEM 6:	=	$ 140,100.00
SUB-TOTAL BID ITEM 7:	=	$ 7,760.00
SUB-TOTAL BID ITEM 8:	=	$ **$5,000.00**
SUB-TOTAL BID ITEM 9:	=	$ **$20,000.00**
TOTAL BID ITEMS 1 THROUGH 9 (THE "BID PRICE")	=	$ 2,777,000.00

Frank Capasso & Sons, Inc.
BIDDER'S NAME

BID GUARANTEE

The information in this Bid is correct to the best information, knowledge and belief of the undersigned. It is submitted without collusion with any person, individual or corporation.

Frank Capasso & Sons, Inc.
Contractor

Signature

Anthony Capasso
Name

Vice President
Title

1011 Middletown Avenue
Address

203-234-2355, 203-234-0031, mc@frankcapassoandsons.com
Telephone/Fax/E-mail Address

Witness

State of Connecticut, County of New Haven

On this 31 day of March, 2026 before me personally

came Anthony Capasso, to me known who did depose and say

that he is Vice President,

of Frank Capasso & Sons, Inc.,

the Corporation/Partner/Individual described in and which executed the foregoing instrument and

that such instrument is duly submitted on behalf of

Frank Capasso & Sons, Inc.

ELSIE SANTANA NOTARY PUBLIC STATE OF CONNECTICUT MY COMM. EXP. 7/31/2030 SIGILLUM REPUBLICAE CONNECTICUTENSIS

Elsie Santana
Notary Public

Elsie Santana
NOTARY PUBLIC
State of Connecticut
My Commission Expires 7/31/2030

CITY OF NORWALK
PURCHASING DEPARTMENT

Bid Security in the form of a (check one) is attached.	X	**Bond**		**Certified Check**
Cost for performance bond <u>included in lump sum</u>	**$** 9.40		**per thousand dollars**	

Submitted by:

Print Name of Authorized Agent of Company	Anthony Capasso
Signature of Authorized Agent of Company	
Date	March 31, 2026

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	3/3/26	Addendum #		Dated	
Addendum #	2	Dated	3/10/26	Addendum #		Dated	
Addendum #	3	Dated	3/18/26	Addendum #		Dated	

CITY OF NORWALK
PURCHASING DEPARTMENT

1.2 STATEMENT OF BIDDERS QUALIFICATIONS

Please answer the following questions regarding your company's past performance. Failure to reply to this instruction may be regarded as justification for rejecting a bid.

1.	**Number of years in business:**	33 Years	
2.	**Number of personnel employed:**	**Part Time**	**Full Time**
			70

3. List projects of this type/size your firm has completed within the last three (3) years:

Project	Date	Contact Person	Phone No.
Please See Attached			

4. SUBCONTRACTORS: If subcontractors are to be used, please list firm name, address, name of principal, and phone number below or on a separate sheet. Also, indicate the portion or section of work a subcontractor will be performing.

COMPANY NAME	ADDRESS	PRINCIPAL	PHONE	PORTION/SECTION OF WORK
Rvotolo Mechanical	29 Printers Lane New Haven, CT	Ron Rivotolo	203-772-1563	Plumbing
Parksco	3315 Centennial Rd. Sylvania, OH	Alex Parks	419-476-5970	Post Tension
Greenwood	30 Leonardo Dr., North Haven, CT	Michael Beaulieu	203-234-2041	Roofing

CITY OF NORWALK
PURCHASING DEPARTMENT

5. ORGANIZATIONAL STRUCTURE OF BIDDER (check which applies)		
		general partnership
		limited partnership
		limited liability corporation
		limited liability partnership,
		corporation doing business under a trade name
		individual doing business under a trade name
	✓	other (specify) Corporation Operating under it legal name

6. STATUS OF THE BUSINESS AND ITS CURRENT STANDING WITH THE SECRETARY OF STATE'S OFFICE; e.g., are all required filings current and in good standing or has the entity been withdrawn or canceled		Yes	No
	Connecticut corporations - Will the Secretary of State be able to issue a Certificate of Good Standing within 30 days of the bid opening?	✓	
	Out-of-State corporations - Do you have a valid license to do business in the State of Connecticut? (Evidence in the form of a Certificate of Authority from the Connecticut Secretary of State will be required within 30 days of the bid opening.)		

7. Provide CT eLICENSE (https://www.elicense.ct.gov) and Business Registration (https://business.ct.gov/?language=en_US)	MCO.902179 7825045-000

8. Is your local organization an affiliate of a parent company? If so, indicate the principal place of business of your company and the name of the agent for service if different from what has been indicated on the response form:

Business Name	NA				
Address					
City		State		Zip	
Name of Agent					

CITY OF NORWALK
PURCHASING DEPARTMENT

NOTE: In the case of a Limited Liability Corporation or a Limited Liability Partnership a certified copy of the Articles of Organization certified as valid and in effect as of the date of the bid opening will be required within 30 days of the bid opening. A listing of the corporate officers, in the case of a corporation; the general or managing partners, in the case of a partnership; or the managers and members in the case of either a limited liability partnership or company will be required within 30 days of the bid opening.

9. The awarded contractor may be required to submit one copy of the following information relative to its company's financial statements prior to contract signing. This information must represent the current circumstance which surrounds the financial position of the bidding organization. Note: This information will be kept confidential if provided in a separate envelop from your bid pricing.

All information should be supported with appropriate audited financials.

a. Book Value (Total Assets (-) Total Liabilities)

b. Working Capital (Current Assets (-) Current Liabilities

c. Current Ratio (Current Assets/Current Liabilities)

d. Debt to Equity Ratio (Long Term Debt/Shareholder's Equity)

e. Return on Assets (Net Income/Total Assets)

f. Return on Equity (Net Income/Shareholder's Equity)

g. Return on Invested Capital (Net Income/Long Term Debt = Shareholders' Equity)

All responses to this questionnaire are understood to be proprietary to the vendor, and will be considered confidential. Additional information may be requested subsequent to your responding to this bid request.

1.3 CITY OF NORWALK VENDOR RECORDS

If you have not done business with the City of Norwalk as a vendor, your business information needs updating or your vendor record has not been updated over three (3) years. Please complete and include the **latest version of Internal Revenue Service (IRS) W-9 Form** with your submission. Here is the URL to the IRS website: https://www.irs.gov/forms-pubs/about-form-w-9

1.4 INSURANCE

Insurance Agency Name: World Insurance Associates, LLC	**Tel:** 860-372-4106 ext. 335
Agency Address: 29 S Main Street, #308, West Hartford, CT 06107	**Email:** chrisgreene@worldinsurance.com

Frank Capasso & Sons, Inc.
Restoration Contractors

COMPLETED CONCRETE/WATERPROOFING PROJECTS

PROJECT/OWNER	*REFERENCE*	*CONTRACT*	*COMPLETION DATE*	*SCOPE OF WORK*
TEMPLE MEDICAL GARAGE REPAIRS	Desman Assoc. Kenneth Sugarman (860) 563-1117	$2,573,887.00	November 2024	Decorative Overlay Waterproofing Expansion Joints Bumper Guards Drainage Repairs Concrete Repairs Masonry Repairs Epoxy Overlay
CROWN STREET GARAGE & TEMPLE STREET GARAGE REPAIRS	Desman Assoc. Kenneth Sugarman (860) 563-1117	$5,374,421.00	November 2024	Exp. Joints Concrete Repairs Sealant Replacement Waterproofing Drainage Repairs Storefront Install Line Striping

1011 Middletown Avenue · Northford, CT 06472
Phone (203) 234-2355 · Fax (203) 234-0031

Frank Capasso & Sons, Inc.
Restoration Contractors

COMPLETED CONCRETE/WATERPROOFING PROJECTS

PROJECT/OWNER	*REFERENCE*	*CONTRACT*	*COMPLETION DATE*	*SCOPE OF WORK*
MOHEGAN SUN INDIAN SUMMER GARAGE	Glen Almeida Mohegan Sun 860-961-9240	$213,980.00	August 2024	Sealant Replacement, Full Concrete Repair, Partial Depth Repair, Expansion Joint Replacement, Waterproofing
CONNECTICUT SCIENCE CENTER GARAGE	Robert P. Houlihan CRDA rhoulihan@crdact.net	$256,340.00	March 2024	Vertical Concrete Repairs, Epoxy Injection,Fireproofing Shoring, Steel Framing Install
CONNECITUCT FINANCIAL CENTER GARAGE REPAIRS	Chase Enterprise Rob Cirinna	$307,351.00	November 2023	Full Depth Concrete Exp. Joint Repl. Sealant Replacement Curb Repair
ANSONIA POLICE DEPT PARKING GARAGE	Tener Construction Hastings on Hudson, NY Paul Sekas (203) 530-7665	$1,212,857.00	December 2023	Full Depth Concrete Partial Depth Repair Sealant Replacement Epoxy Overlay

1011 Middletown Avenue · Northford, CT 06472
Phone (203) 234-2355 · Fax (203) 234-0031

Frank Capasso & Sons, Inc.
Restoration Contractors

COMPLETED CONCRETE/WATERPROOFING PROJECTS

PROJECT/OWNER	*REFERENCE*	*CONTRACT*	*COMPLETION DATE*	*SCOPE OF WORK*
360 STATE ST GARAGE REPAIRS	Beachwold Nicolas Kapp New Haven, CT (201) 602-1347	$500,565.00	July 2023	Concrete Repairs Caulking, Waterproofing
UNION STATION GARAGE- NEW HAVEN	Desman Associates Rocky Hill, CT Kenneth Sugarman (860) 563-1117	$104,525.00	February 2022	Trench Drain Replacement Concrete Repairs & Sealants Repairs
STAMFORD COURTHOUSE GARAGE	Desman Associates Rocky Hill, CT Kenneth Sugarman (860) 563-1117	$519,222.00	February 2022	Expansion Joints, Concrete Repairs & Sealants Repairs, Drainage Repairs
270 STATE STREET GARAGE- NEW HAVEN	Desman Associates Rocky Hill, CT Kenneth Sugarman (860) 563-1117	$700,136.00	November 2021	Drainage System Replacement Concrete Repairs & Sealants Repairs, Traffic Coating, Roof Replacement

1011 Middletown Avenue · Northford, CT 06472
Phone (203) 234-2355 · Fax (203) 234-0031

Form **W-9**
(Rev. March 2024)
Department of the Treasury
Internal Revenue Service

Request for Taxpayer Identification Number and Certification

Go to *www.irs.gov/FormW9* for instructions and the latest information.

Give form to the requester. Do not send to the IRS.

Before you begin. For guidance related to the purpose of Form W-9, see *Purpose of Form*, below.

Print or type. See ***Specific Instructions*** on page 3.

1 Name of entity/individual. An entry is required. (For a sole proprietor or disregarded entity, enter the owner's name on line 1, and enter the business/disregarded entity's name on line 2.)

Frank Capasso & Sons, Inc.

2 Business name/disregarded entity name, if different from above.

3a Check the appropriate box for federal tax classification of the entity/individual whose name is entered on line 1. Check only **one** of the following seven boxes.

☐ Individual/sole proprietor ☐ C corporation ☒ S corporation ☐ Partnership ☐ Trust/estate

☐ LLC. Enter the tax classification (C = C corporation, S = S corporation, P = Partnership) . . . . .

Note: Check the "LLC" box above and, in the entry space, enter the appropriate code (C, S, or P) for the tax classification of the LLC, unless it is a disregarded entity. A disregarded entity should instead check the appropriate box for the tax classification of its owner.

☐ Other (see instructions)

4 Exemptions (codes apply only to certain entities, not individuals; see instructions on page 3):

Exempt payee code (if any)

Exemption from Foreign Account Tax Compliance Act (FATCA) reporting code (if any)

(Applies to accounts maintained outside the United States.)

3b If on line 3a you checked "Partnership" or "Trust/estate," or checked "LLC" and entered "P" as its tax classification, and you are providing this form to a partnership, trust, or estate in which you have an ownership interest, check this box if you have any foreign partners, owners, or beneficiaries. See instructions . . . . . ☐

5 Address (number, street, and apt. or suite no.). See instructions.

1011 Middletown Avenue

6 City, state, and ZIP code

Northford, CT 06472

Requester's name and address (optional)

7 List account number(s) here (optional)

Part I Taxpayer Identification Number (TIN)

Enter your TIN in the appropriate box. The TIN provided must match the name given on line 1 to avoid backup withholding. For individuals, this is generally your social security number (SSN). However, for a resident alien, sole proprietor, or disregarded entity, see the instructions for Part I, later. For other entities, it is your employer identification number (EIN). If you do not have a number, see *How to get a TIN*, later.

Note: If the account is in more than one name, see the instructions for line 1. See also *What Name and Number To Give the Requester* for guidelines on whose number to enter.

Social security number

			-			-				

or

Employer identification number

0	6	-	1	3	8	3	9	6	5

Part II Certification

Under penalties of perjury, I certify that:

1. The number shown on this form is my correct taxpayer identification number (or I am waiting for a number to be issued to me); and
2. I am not subject to backup withholding because (a) I am exempt from backup withholding, or (b) I have not been notified by the Internal Revenue Service (IRS) that I am subject to backup withholding as a result of a failure to report all interest or dividends, or (c) the IRS has notified me that I am no longer subject to backup withholding; and
3. I am a U.S. citizen or other U.S. person (defined below); and
4. The FATCA code(s) entered on this form (if any) indicating that I am exempt from FATCA reporting is correct.

Certification instructions. You must cross out item 2 above if you have been notified by the IRS that you are currently subject to backup withholding because you have failed to report all interest and dividends on your tax return. For real estate transactions, item 2 does not apply. For mortgage interest paid, acquisition or abandonment of secured property, cancellation of debt, contributions to an individual retirement arrangement (IRA), and, generally, payments other than interest and dividends, you are not required to sign the certification, but you must provide your correct TIN. See the instructions for Part II, later.

Sign Here **Signature of U.S. person** Michael O'Neill **Date** 3/31/2026

General Instructions

Section references are to the Internal Revenue Code unless otherwise noted.

Future developments. For the latest information about developments related to Form W-9 and its instructions, such as legislation enacted after they were published, go to *www.irs.gov/FormW9*.

What's New

Line 3a has been modified to clarify how a disregarded entity completes this line. An LLC that is a disregarded entity should check the appropriate box for the tax classification of its owner. Otherwise, it should check the "LLC" box and enter its appropriate tax classification.

New line 3b has been added to this form. A flow-through entity is required to complete this line to indicate that it has direct or indirect foreign partners, owners, or beneficiaries when it provides the Form W-9 to another flow-through entity in which it has an ownership interest. This change is intended to provide a flow-through entity with information regarding the status of its indirect foreign partners, owners, or beneficiaries, so that it can satisfy any applicable reporting requirements. For example, a partnership that has any indirect foreign partners may be required to complete Schedules K-2 and K-3. See the Partnership Instructions for Schedules K-2 and K-3 (Form 1065).

Purpose of Form

An individual or entity (Form W-9 requester) who is required to file an information return with the IRS is giving you this form because they

CITY OF NORWALK
PURCHASING DEPARTMENT

1.5 CITY OF NORWALK VENDOR QUESTIONNAIRE – IT INFORMATION SECURITY

City of Norwalk Vendor Questionnaire
IT Information Security

Rev 8.4.22

1. **Third-Party Contact Information (please provide the POC for follow-up questions to this questionnaire):** Vendor Name, Address, Point-of-Contact Name, Phone Number and Email

Frank Capasso & Sons, Inc.
Michael O'Neill
203-234-2355 mo@frankcapassoandsons.com

2. **Description of Services/Products:** Please provide a detailed description of services/products your organization aims to provide to the City?

General Contractor - Perform restoration services to the Yankee Doodle Parking Garage

3. **System and Equipment Access:** Will your organization use your own systems and equipment to perform the services, or will your organization need access to the City's systems, equipment and network? (Yes or No, If Yes, please explain)

YES ☐ NO ☑

4. **Description of Data:** Are you using data from the City in order provide the services/product to the City (Yes or No, if Yes proceed to 3.1)
   a. What data is needed to provide the services/products to the City?

Example: Name, Social Security Number, Trade Information, Source Code, Payroll or Accounts Payable data, student or patient data, Law Enforcement data, any Personally Identifiable Information (PII), etc.

YES ☐ NO ☑

If your answers to Questions 3 and 4 are BOTH "*NO*", thank you for completing the IT Information Security Questionnaire.

If one or both questions are "*YES*", please complete the remaining questions.

---

5. **Office Locations:** How many office locations does your organization have? *Please include the locations of your organization.*

6. **Data Center Locations:** How many data centers does your organization utilize to provide services/products to the City? *Please include the locations of the data centers utilized by your organization.*

7. **Business Entity:** What is your business entity type?
**Example: Sole Proprietorship, Partnership, C Corporation, S Corporation, Limited Liability Corporation (LLC), Limited Liability Partnership (LLP)*

8. **How many employees and contingent workers do you have in your organization**?

1-10 ☐ 10-50 ☐ 50-100 ☐ 100-500 ☐ 500-1000 ☐ 1000 or more ☐

9. **Physical Access:** Does your organization need to be onsite or offsite to provide services/products to the City?

YES ☐ NO ☐

10. **Access to Data:** How is your organization accessing City data?
**Example: Is the data supposed to be sent to your organization via email or will the data need to be uploaded to an application?*

**Note: For third-parties that are providing an application to perform the services, please specify whether the application will be an internally hosted solution, cloud-based solution (i.e. SaaS, IaaS, PaaS), or a traditional web-based application (i.e. eBay, WebEx, online banking application)*

11. **Data Storage:** Does your organization outsource data storage or does your organization utilize its own databases to store data? Does your organization store data outside of the United States?

YES ☐ NO ☐

12. **Segregation of Data:** Does your organization's database structure allow segregation of sensitive client data?

YES ☐ NO ☐

13. **Independent Attestations:** Does your organization have independent attestations such as (i.e. ISO 27001, SSAE-18 SOC-1, SOC-2, PCI- DSS, ISO 9001)?

14. Information Security

a. Does your organization have written information security policies and procedures (WISP)?

YES ☐ NO ☐

b. How often are the information security policies and procedures reviewed and updated?

c. Who in the organization is responsible for reviewing and updating the information security policies and procedures?

d. Does your organization have privacy policies and procedures?

YES ☐ NO ☐

e. How often are the privacy policies and procedures updated?

f. Who in the organization is responsible for reviewing and updating the privacy policies and procedures?

g. What methods of encryption are utilized for data at rest and in transit?

h. Are the encryption methods utilized FIPS 140-2 approved?

YES ☐ NO ☐

i. Does your organization utilize firewalls to filter incoming data and information from the internet into your company network?

YES ☐ NO ☐

j. Does your organization perform penetration testing at least once per year to determine if unauthorized access to the computer network and malicious activity is possible externally?

YES ☐ NO ☐

k. Does your organization perform vulnerability testing at least once per year in order to identify vulnerabilities within the internal network?

YES ☐ NO ☐

l. Does your organization perform background checks on employees and contingent workers prior to onboarding them? Describe the nature of these background checks (i.e., criminal, credit, international, etc.).

YES ☐ NO ☐

m. Does your organization utilize multi-factor authentication?

YES ☐ NO ☐

n. Does your organization utilize scan cards or biometric scans to grant employees and contingent workers access to the building and data centers where data is stored?

YES ☐ NO ☐

o. If offering a technology product, does the organization utilize software development life cycle (SDLC) or Agile to build and maintain technological product?

YES ☐ NO ☐

p. Does the technological product undergo information security testing and quality assurance testing prior to deployment?

YES ☐ NO ☐

q. Does the Vendor provide annual Cybersecurity Awareness training to their employee?

YES ☐ NO ☐

r. Does the Vendor provide annual phishing simulations for their employee?

YES ☐ NO ☐

s. Have users been educated on how to report suspected security violations or vulnerabilities?

YES ☐ NO ☐

t. Does the Vendor have an employee identified as the Chief Information Security Officer?

YES ☐ NO ☐

u. Are all the Vendor laptops encrypted?

YES ☐ NO ☐

v. Are all Vendor computers (workstations, notebooks) required to join the Company's domain and receive Group Policies?

YES ☐ NO ☐

w. Does the Vendor meet the NIST 800-63 password guidelines?

YES ☐ NO ☐

15. Risk Management

a. Does your organization have an enterprise risk management framework implemented at your organization?

YES ☐ NO ☐

b. Does your organization have documented enterprise risk management policies and procedures?

YES ☐ NO ☐

c. Who in the organization is responsible for reviewing the enterprise risk management policies and procedures?

d. Does your organization utilize an outside third-party to provide services/products to the client?

YES ☐ NO ☐

e. Does your organization have a third-party risk management program (TPRM)?

YES ☐ NO ☐

f. Does your organization include right-to audit clauses in contracts with third parties?

YES ☐ NO ☐

g. Does your organization have a certificate of insurance (COI)? *Please attach a copy of your COI.*

YES ☐ NO ☐

Business Continuity/Disaster Recovery

a. Does your organization have a business continuity plan?

YES ☐ NO ☐

b. How often is the business continuity plan updated?

c. Does your organization conduct business continuity tests once per year?

YES ☐ NO ☐

d. Does your organization have a disaster recovery plan?

YES ☐ NO ☐

e. How often is the disaster recovery plan updated?

f. Does your organization conduct disaster recovery tests once per year?

YES ☐ NO ☐

g. Does your organization have business continuity and/or disaster recovery sites?

YES ☐ NO ☐

h. Are the business continuity/disaster recovery sites located in the United States or outside the United States? *Please include the locations of business continuity/disaster recovery sites?*

YES ☐ NO ☐

CITY OF NORWALK
Transportation Mobility & Parking
Norwalk City Hall
125 East Avenue, PO Box 5125
Norwalk, CT 06856-5125

Transportation Mobility & Parking

To: Economic and Community Development Committee of the City Council

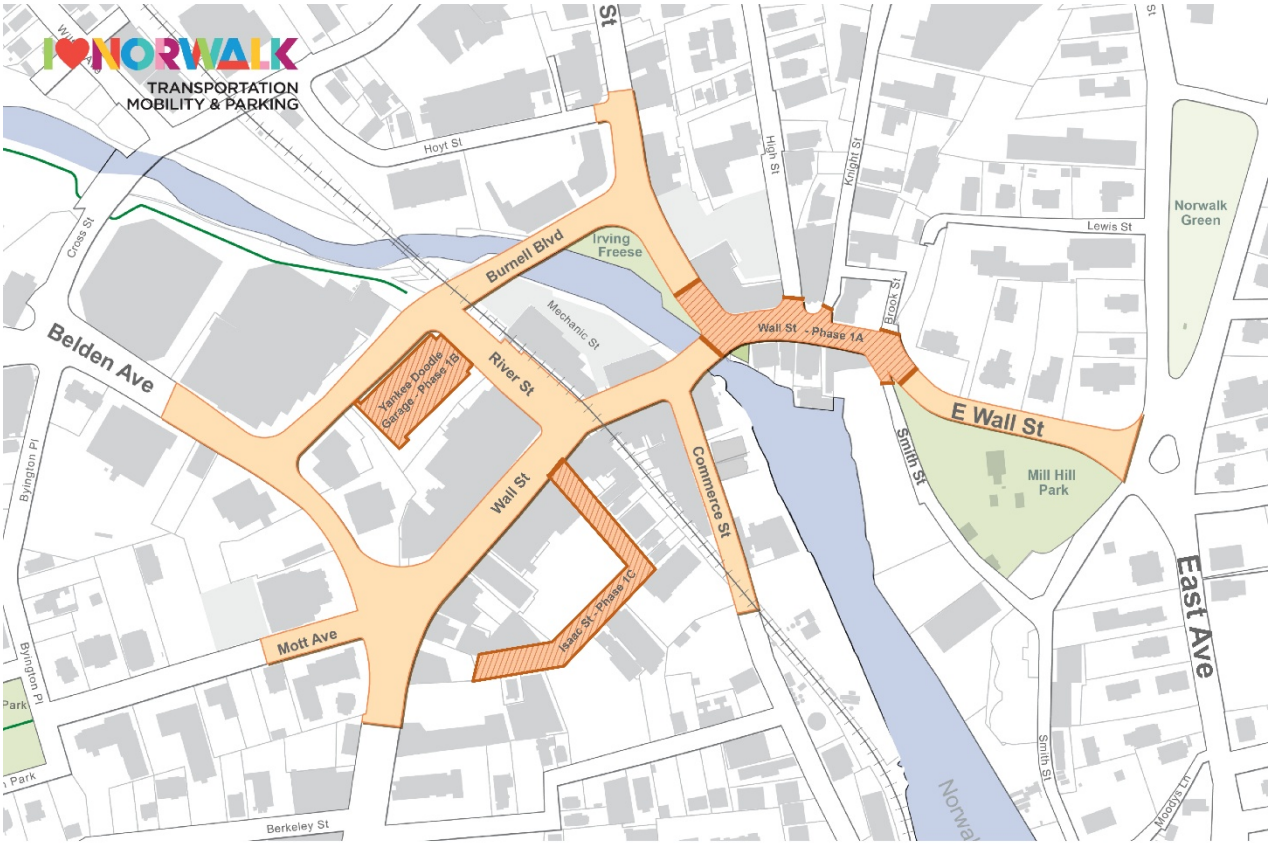
From: Nell Blaszkiewicz – Traffic Analyst, Transportation, Mobility, & Parking

CC: Sabrina Godeski, BS, MPL, AICP – Director of Business Development & Tourism
Alex Cross, MPPA – Business Development Manager
James Travers – Director of Transportation, Mobility and Parking
Garrett Bolella, P.E., PTOE, RSP1 – Assistant Director, Transportation, Mobility and Parking

Subject: **July 6th ECD Meeting Agenda Item – Authorize the Mayor, Barbara C. Smyth, to enter into any and all documents and agreements required by the Connecticut Department of Transportation (CT DOT) or the Federal Highway Administration (FHWA) to accept funding related to Phase 2A of the Wall Street District Improvement Project under state project numbers 0102-0379 and 0102-0373.**

Date: June 24th, 2026

The Department is excited to share that that Parking Authority has completed Façade Improvements to the Yankee Doodle Garage (Phase 1C) and that the Wall Street/East Wall Street Streetscape Improvements, between Main Street and Brook Street (Phase 1A) and Isaac Street Streetscape Improvements (Phase 1B) will also be completed by the end this Summer. The illustration below shows the locations of the various Phase 1 projects currently under construction.



District Improvements to continuum the momentum of construction into Spring 2027.

Phase 2A of the Wall Street District Improvements include, generally, streetscape and roadway improvements to:

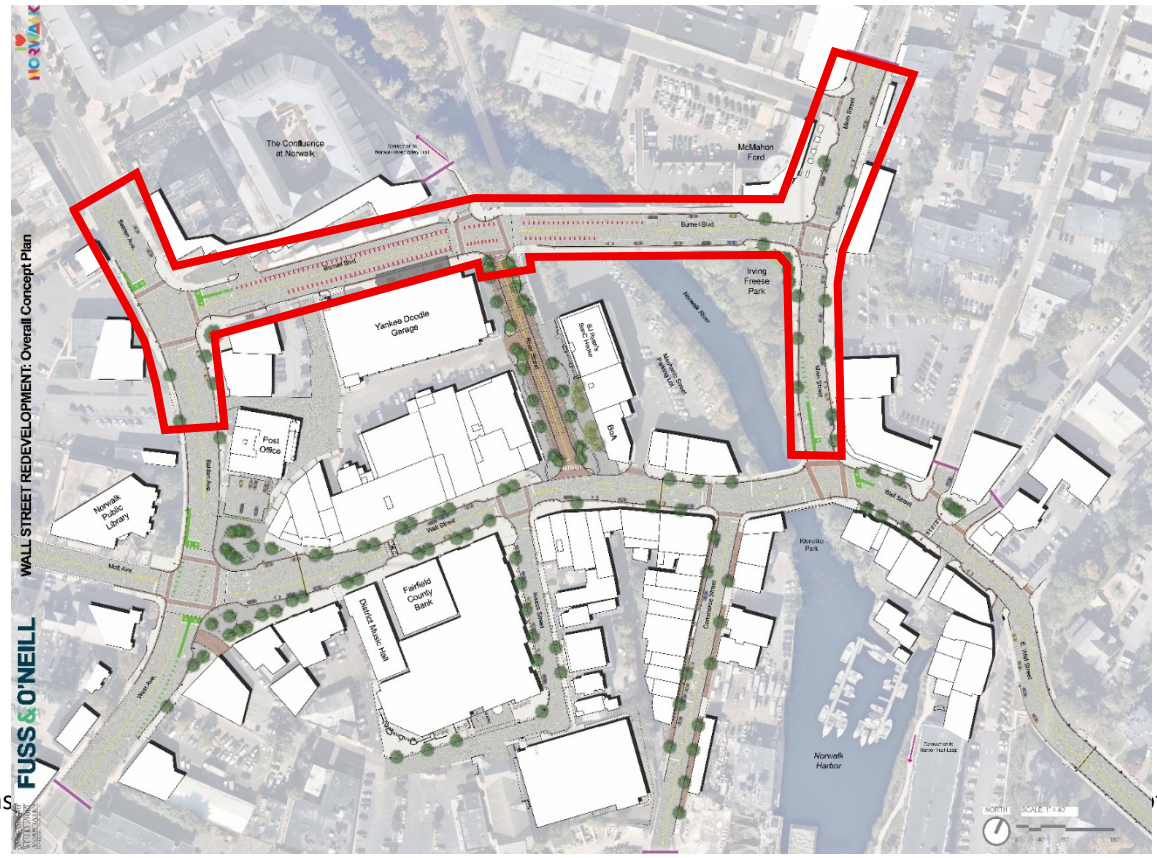
- Main Street, from Wall Street to just north of Hoyt Street;
- The entirety of Burnell Boulevard (including the Bus Transit Hub); and,
- Belden Avenue, from the approach to Burnell Boulevard to the Norwalk Public Library and Post Office.

This phase of the project expands upon Phase 1 bicycle and pedestrian, streetscape and roadway improvements by:

- Right-sizing of travel lanes;
- Increasing the width of sidewalks to include streetscape, decorative brick paver banding, pedestrian level lighting, street trees and landscaping;
- Implementing pedestrian friendly features including curb extensions, raised intersections, stamped crosswalks and flashing pedestrian beacons;
- Providing ADA compliant sidewalks;
- Improving access and mobility to the Bus Transit Hub
- Reconstructing roadways to provide a consistent driving surface and improved pavements markings and signage;
- Creating opportunities for unique placemaking features to be decided by the community.

The limits for Phase 2A are graphically illustrated below:

Phas f the



Community Project Funding (CPF) Program. This funding is administered by the Connecticut Department of Transportation (CTDOT) and has been assigned State Project No. 0102-0379.

In addition, the City will leverage approximately $1.75 MM of the $3.5MM State appropriation secured by Senator Bob Duff through the Urban Action Grant (UAG) Program to satisfy the federal funding match requirements and advance necessary streetscape and roadway improvements on Belden Avenue required for the future realignment of Wall Street at Belden Avenue. This funding is also being administered through the CTDOT under State Project No. 0102-0373.

Approval of these two grant funding sources will allow the City to Advertise Phase 2A for Bid, return to the Council with the results of these Bids and ultimately enter in a construction contract for the commencement of Phase 2A, Spring of 2027. Time is of the essence as the federal funding must be obligated by September 30th, 2026. In order to meet this deadline, the Department respectfully requests that the council approve the following action items:

Authorize the Mayor, Barbara C. Smyth, to enter into any and all documents and agreements required by the Connecticut Department of Transportation (CT DOT) or the Federal Highway Administration (FHWA) to accept funding related to Phase 2A of the Wall Street Corridor Improvement Project under state project number 0102-0379.

Authorize the Mayor, Barbara C. Smyth, to enter into any and all documents and agreements required by the Connecticut Department of Transportation (CT DOT) to accept funding related to Phase 2A of the Wall Street Corridor Improvement Project under state project number 0102-0373.

CITY OF NORWALK
Transportation Mobility & Parking
P: 203-854-7260
Norwalk City Hall
125 East Avenue, PO Box 5125
Norwalk, CT 06856-5125

TO: Economic and Community Development Committee of the City Council

FROM: James Travers – Director of Transportation, Mobility and Parking

CC: Garrett Bolella, P.E., PTOE, RSP1 – Assistant Director, Transportation, Mobility and Parking
Greg Pacelli – Transportation Planner, Transportation, Mobility and Parking

REF: July 6th Meeting Agenda Item – Authorize the Mayor, Barbara C. Smyth, to execute a permanent easement to construct and maintain a new block retaining wall and enter into temporary Right of Entry Agreement to go in a certain portion of the properties of 40 Lowe Street and 44 Lowe Street for construction of a new block retaining wall.

DATE: June 26th, 2026

Memorandum

The TMP Department is currently under design for the replacement of the existing block wall adjacent to the intersection of Dr. MLK Drive and Lowe Street. The existing block retaining wall has greatly deteriorated over time, is in poor condition, and offers no visual appeal to the South Norwalk neighborhood.

The block wall replacement will utilize a portion of the MLK Corridor Initiative funds, which the city was previous awarded and spread across various city departments for investments within the South Norwalk neighborhood. The MLK Corridor Initiative Funds are administered by the CT Department of Economic and Community Development (DECD).

Based on feedback from the community, along with the support of the MLK Corridor Initiative Committee, TMP has received support to move forward in the removal of the existing concrete block retaining wall and construction of a new precast modular block retaining wall west of the intersection of Martin Luther King Drive and Lowe Street, adjacent to the properties located at 40 and 44 Lowe Street.

Given the limitations of the existing Right of Way, based on the completed boundary survey of the 40 Lowe Street and 44 Lowe Street properties, permanent easements for both properties will be

necessary to enable the construction of the new wall as well as maintenance in the future, if needed. TMP has had discussions with the property owner, who owns both properties and the owner has expressed full support for the project and the associated easements.

Upon completion of the wall, the city may opt to utilize the new block wall for a future mural, under a different contract, to provide more aesthetically appealing wall that is unique to the South Norwalk neighborhood.

The block retaining wall replacement is expected to be advertised for construction in the summer of 2026 with the anticipated construction slated to begin in the Fall of 2026.

The TMP Department would like to request the following item to be included on the agenda for the July 2026 Economic and Community Development.

A. **Authorize the Mayor, Barbara C. Smyth, to execute a permanent easement to construct and maintain a new block retaining wall and enter into temporary Right of Entry Agreement to go in a certain portion of the properties of 40 Lowe Street and 44 Lowe Street for construction of a new concrete block retaining wall.**

ATTACHMENTS:

- **EXHIBIT 1**
- **EXHIBIT 2**

EXHIBIT - 1

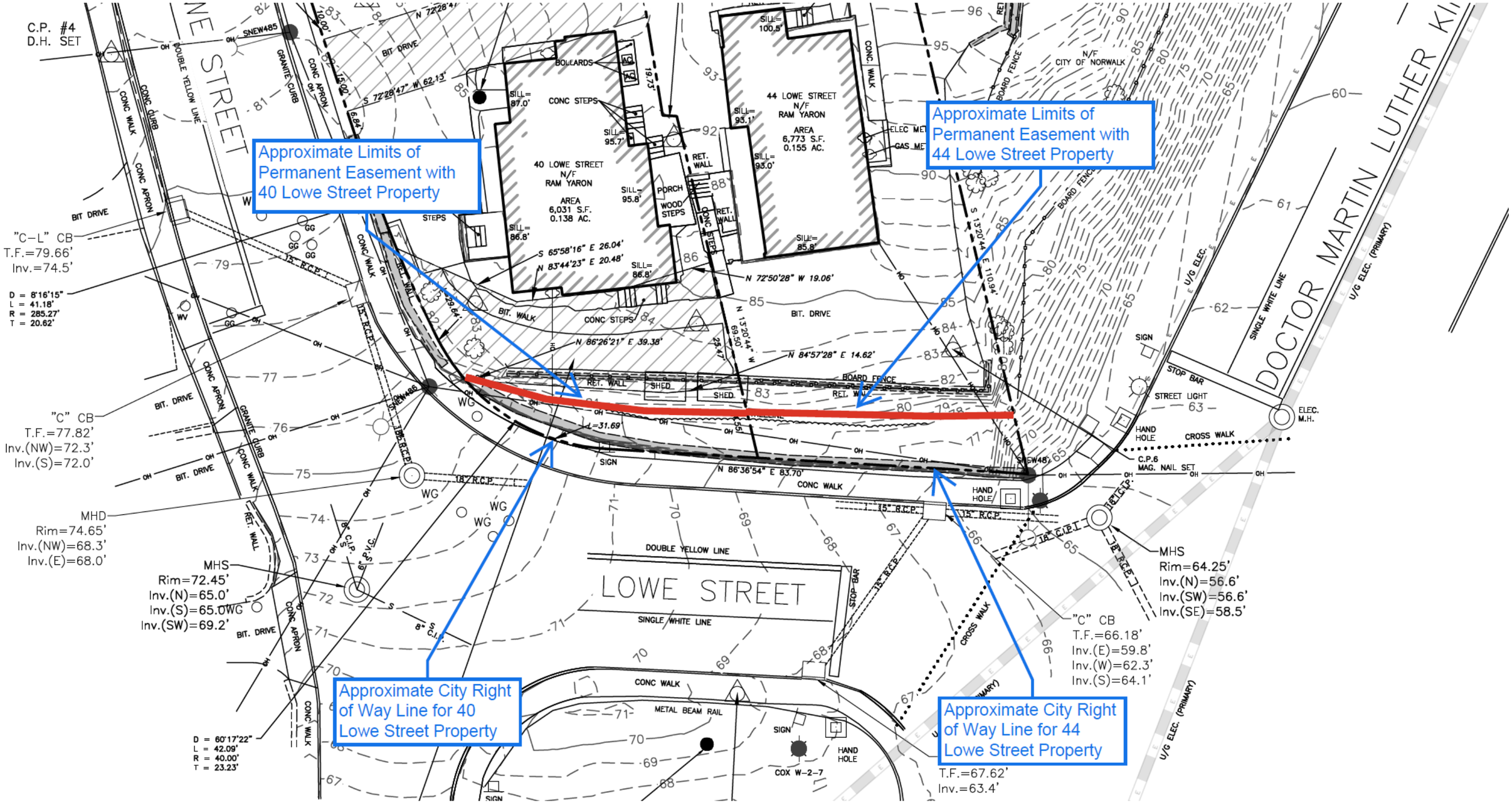
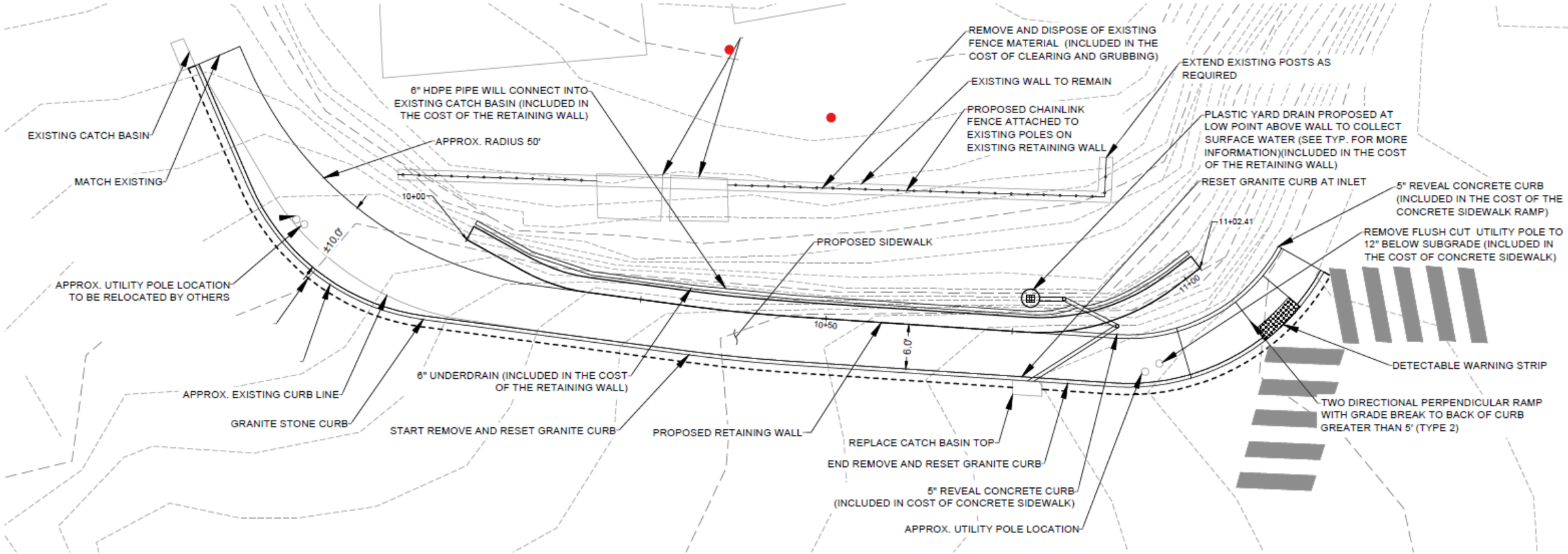

Approximate Limits of Permanent Easement with 40 Lowe Street Property
Approximate Limits of Permanent Easement with 44 Lowe Street Property
Approximate City Right of Way Line for 40 Lowe Street Property
Approximate City Right of Way Line for 44 Lowe Street Property
LOWE STREET
DOCTOR MARTIN LUTHER KI
40 LOWE STREET
N/F
RAM YARON
AREA
6,031 S.F.
0.138 AC.
44 LOWE STREET
N/F
RAM YARON
AREA
6,773 S.F.
0.155 AC.
N/F
CITY OF NORWALK
C.P. #4
D.H. SET
"C-L" CB
T.F.=79.66'
Inv.=74.5'
"C" CB
T.F.=77.82'
Inv.(NW)=72.3'
Inv.(S)=72.0'
MHD
Rim=74.65'
Inv.(NW)=68.3'
Inv.(E)=68.0'
MHS
Rim=72.45'
Inv.(N)=65.0'
Inv.(S)=65.0WG
Inv.(SW)=69.2'
MHS
Rim=64.25'
Inv.(N)=56.6'
Inv.(SW)=56.6'
Inv.(SE)=58.5'
"C" CB
T.F.=66.18'
Inv.(E)=59.8'
Inv.(W)=62.3'
Inv.(S)=64.1'
T.F.=67.62'
Inv.=63.4'
D = 8°16'15"
L = 41.18'
R = 285.27'
T = 20.62'
D = 60°17'22"
L = 42.09'
R = 40.00'
T = 23.23'
L=31.69'
N 72°28'47" W 62.13'
S 65°58'16" E 26.04'
N 83°44'23" E 20.48'
N 72°50'28" W 19.06'
N 13°20'44" W 69.90'
N 86°26'21" E 39.38'
N 84°57'28" E 14.62'
N 86°36'54" E 83.70'
S 13°20'44" E 110.94'
BOLLARDS
CONC STEPS
PORCH
WOOD STEPS
RET. WALL
SHED
BOARD FENCE
CONC WALK
BIT. DRIVE
BIT. WALK
GRANITE CURB
CONC APRON
DOUBLE YELLOW LINE
SINGLE WHITE LINE
STOP BAR
METAL BEAM RAIL
CROSS WALK
STREET LIGHT
HAND HOLE
SIGN
COX W-2-7
U/G ELEC.
U/G ELEC. (PRIMARY)
ELEC. M.H.
C.P.6
MAG. NAIL SET
SNEW485
SNEW486
SNEW487
SILL= 87.0'
SILL= 95.7'
SILL= 95.8'
SILL= 86.8'
SILL= 86.8'
SILL= 93.1'
SILL= 93.0'
SILL= 100.5'
SILL= 85.8'
15" R.C.P.
18" R.C.P.
8" C.I.P.
8" P.V.C.

EXHIBIT - 2



LOWE STREET RETAINING WALL PROPOSED PLAN

PLAN

CITY OF NORWALK
Alan Lo, Buildings and Facilities Director
alo@norwalkct.gov P: 203-854-7877
Norwalk City Hall
125 East Avenue, PO Box 5125
Norwalk, CT 06856-5125

TO : LAND USE AND BUILDING MANAGEMENT COMMITTEE

FROM: ALAN LO, BUILDINGS AND FACILITIES DIRECTOR

RE : NORWALK SENIOR CENTER AT ROOSEVELT CENTER PATIO AND ADA ACCESSIBLE IMPROVEMENTS

DATE: JUNE 15, 2026

****

Norwalk Senior Center currently leases from the City a portion of Roosevelt Center located at 11 Allen Road. This location is their headquarters, and they provide various community services to the elderly in the community. Information regarding Norwalk Senior Center can be found on their website. Although Norwalk Senior Center is a separate non-profit organization, the City provides some financial assistance through its operating budget considering Senior Center a quasi-city agency.

At Roosevelt Center, Norwalk Senior Center uses an outdoor patio that has settled through the years. There are also steps at the outside doors leading out of the Center that make the patio ADA non-compliant. Recently, Norwalk Senior Center applied and received a CDBG HUD grant from the Redevelopment Agency in the amount of $72,500 to renovate the patio. Additionally, the City through its ADA program is committing $100,000 to remove the architectural barriers and install new accessible ramps. The Office of Building Management is also providing some capital funds (approximately $50,000) to supplement the project budget by covering various soft costs and construction contingencies. With financial contribution from the City and the facilities being owned by the City, Office of Building Management has taken on the responsibilities to implement this project.

As the CDBG funds are provided as a reimbursement grant to the Norwalk Senior Center, a legal funding relationship must be established in order for the City to create

an account and advance $72,500 for project implementation. This funding relationship would be established via an agreement between the City and Norwalk Senior Center and indirectly ties the CDBG funds to cover the construction expenditures.

ACTION REQUESTED:

Authorize the Mayor, Barbara C. Smyth, to execute an agreement with Norwalk Senior Center, Inc. to provide the City with reimbursement funds for the patio improvement project including ADA improvements at its leased facilities located in Roosevelt Center in the amount of $72,500. These are CDBG HUD reimbursement grant funds that are provided to the Norwalk Senior Center by Norwalk Redevelopment Agency.

CITY OF NORWALK
Alan Lo, Buildings and Facilities Director
alo@norwalkct.gov P: 203-854-7877
Norwalk City Hall
125 East Avenue, PO Box 5125
Norwalk, CT 06856-5125

TO: LAND USE & BUILDING MANAGEMENT COMMITTEE

FROM: ALAN LO, BUILDINGS AND FACILITIES DIRECTOR

RE: NARAMAKE SCHOOL HVAV/IAQ – CONSTRUCTION MANAGER CONTINGENCY ALLOWANCE INCREASE

DATE: JUNE 23, 2026

****

In 2024, the State approved Naramake School HVAC/IAQ Grant Improvement Project (State Project #103-003-HVACN) in the amount of $6,461,876 for the installation of air conditioning throughout the building. In spring of 2025 the City advertised the project for bids and the bids came in substantially higher than the budget. Thereafter, the project team reduced the project scope by removing the proposed air conditioning system in the gym as well as conducted an extensive value engineering process to bring the project within the budget. The current project includes the installation of air conditioning for all classrooms as the primary objective with the intent to determine available funds for gym air conditioning as the project proceeded.

In June 2025, the City Council authorized a not to exceed Guaranteed Maximum Price contract with Newfield Construction Group, LLC to provide Construction Manager (CM) Services. This approval included the approval of Owner Contingency Allowance totaling $121,532. This project began in the summer of 2025 with second shift work during the school year. This project will be substantially complete by the end of summer 2026.

In March of 2026 the design team developed a revised design to incorporate a split cooling system in the Naramake gymnasium and negotiated pricing with the mechanical contractor. The final change order proposal is $260,233.90 and the work is expected to be implemented this summer. Through coordination with the Board of Education appropriate funding is available from their air conditioning improvement capital budget account to cover the costs of this work. A portion of this additional work would be eligible for 60% State reimbursement.

Since the cost of this work exceeds the original Owner Contingency Allowance authorization, an increase to the approved Owner Contingency amount is required in order to implement this Change Order work. Our current proposal is to keep the current contingency allowance untouched for ongoing work and request an additional allowance specifically for the gym improvements.

ACTION REQUESTED:

1. **Authorize to increase the Owner Contingency Allowance for change orders to the Newfield Construction Group, LLC's Guaranteed Maximum Price (GMP) for the Naramake School HVAC/IAQ project (State Project #103-003-HVACN) to include gym air conditioning for an additional amount not to exceed $260,233.90. Funds are available in account Acct. #09265010 5777 C0652.**

Contract Staff Summary

Department/Staff Contact	DPW Thomas Szabo Waste Programs Manager
Common Council Committee	Public Works Committee
Date Approved by Committee	
Purpose/Scope	4 year Agreement Transport and Disposal of Street Sweeping and Excavated Material Project 4508R
Vendor (Indicate if new or existing vendor)	DW Transport and Leasing INC (Previous Vendor)
Term of Contract	4 Years with an option for Two (2) One-Year extensions
Method of Procurement (Indicate if sole source)	RFP
Cost of Contract	$60/Ton for Excavated Materials $130/Ton for Street Sweepings *Plus Diesel Cost Impact
Funding Source/Account Number	Account No. 01 40 42 5299, 01 40 43 5298, 530000 5776
Additional Information/Other Details	

I ♥ NORWALK

DEPARTMENT OF PUBLIC WORKS

CITY OF NORWALK
Thomas Szabo
Waste Programs Manager
15 South Smith Street
Norwalk, CT 06855
Office: (203) 854-3215
www.norwalkct.gov
Tszabo@norwalkct.gov

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

From: Thomas Szabo, Waste Program Manager

CC: Ralph Kolb, P.E. Sr. Environmental Engineer

Subject: Transportation & Disposal of Street Sweepings and Excavated Material Contract

Date: June 30, 2026

The City of Norwalk's contract for Transportation & Disposal of Street Sweepings and Excavated Material expired on June 30th, 2026. A request for proposals was issued by the purchasing department and proposal were submitted June 18, 2026.

After reviewing the only submission received, I recommend entering into a 4-year agreement with DW Transport to service the City's street sweepings and excavated material hauling and disposal needs. DW Transport has always performed the required services of the previous contract satisfactorily and without issue. The pricing for the year one would be $60.00 per ton for excavated materials and broken structural concrete and $130.00 per ton for Street Sweepings/Catch Basin Grit plus the diesel cost impact. The following three years the rate will be adjusted based on the attached unit pricing sheet plus the diesel cost impact. The initial contract length is a 4-year term with the option for 2 1-year extensions.

Authorize the Mayor, Barbara C Smyth to execute a 4-year agreement with the option to extend for 2 1-year extensions between the City of Norwalk and DW Transport and Leasing INC for the Transportation and Disposal of Street Sweeping and Excavated Material Project 4508R for a first year base price of $60.00 per ton for excavated materials & broken structural concrete and $130.00 per ton for street sweepings/catch basin grit plus the diesel cost impact adjusted on a yearly basis. Account No. 014042-5299, 014043-5298, 530000-5776

CITY OF NORWALK
PURCHASING DEPARTMENT

1.1 PROPOSAL RESPONSE FORM

Vendor Name - DW Transport + Leasing Inc		
Address - 140 RT 32 N. Franklin, CT 06254		
Phone - 860-948-1692	Fax - 860-383-4473	Email - Paula@dwtransport.com
Manager - David Washington		Fed ID# 06-1114089

The undersigned hereby declares that they have carefully examined the plans, specifications and project sites and has satisfied themselves as to all the quantities and conditions and understands that in signing this proposal they waives all right to plead any misunderstanding regarding the same.

The undersigned further understands and agrees that they will furnish and provide all the necessary material, machinery, implements, tools, labor, services, and other items of whatever nature, and to do and perform all the work necessary under the aforesaid conditions, to carry out the contract and to accept in full compensation therefore the amount of the contract as agreed to by the Contractor and the City.

It is further understood and agreed that all information included in, attached to, or required by the Request for Proposal shall be public record upon delivery to the City.

A. Four (4) Year Initial Contract Period

FY 2026-2027		
1.	Unit Pricing	Cost per Ton
	Proposed Fee, per ton, - Street Sweepings/Catch Basin Grit	$ 130.00
	Proposed Fee, per ton, - Excavated Materials	$ 60.00
	Proposed Fee, per ton, - Broken Structural Concrete	$ 60.00
2.	OPTIONAL BID ITEM	PER 100LBS
	Proposed fee, per 100lbs-Granular Material (Speedy Dry and/or Sand)	no bid

See fuel price adjustment on page 10

CITY OF NORWALK
PURCHASING DEPARTMENT

FY 2027-2028		
1.	Unit Pricing	Cost per Ton
	Proposed Fee, per ton, - Street Sweepings/Catch Basin Grit	$ 136.50
	Proposed Fee, per ton, - Excavated Materials	$ 63.00
	Proposed Fee, per ton, - Broken Structural Concrete	$ 63.00
2.	OPTIONAL BID ITEM	PER 100LBS
	Proposed fee, per 100lbs-Granular Material (Speedy Dry and/or Sand)	no bid

FY 2028-2029		
1.	Unit Pricing	Cost per Ton
	Proposed Fee, per ton, - Street Sweepings/Catch Basin Grit	$ 142.50
	Proposed Fee, per ton, - Excavated Materials	$ 63.00
	Proposed Fee, per ton, - Broken Structural Concrete	$ 63.00
2.	OPTIONAL BID ITEM	PER 100LBS
	Proposed fee, per 100lbs-Granular Material (Speedy Dry and/or Sand)	no bid

FY 2029-2030		
1.	Unit Pricing	Cost per Ton
	Proposed Fee, per ton, - Street Sweepings/Catch Basin Grit	$ 149.65
	Proposed Fee, per ton, - Excavated Materials	$ 66.00
	Proposed Fee, per ton, - Broken Structural Concrete	$ 66.00
2.	OPTIONAL BID ITEM	PER 100LBS
	Proposed fee, per 100lbs-Granular Material (Speedy Dry and/or Sand)	no bid

see fuel price adjustment on page 10

CITY OF NORWALK
PURCHASING DEPARTMENT

8. **Two (2), One-Year Extension Periods**

FY 2030-2031		
1.	Unit Pricing	Cost per Ton
	Proposed Fee, per ton, - Street Sweepings/Catch Basin Grit	$ 157.14
	Proposed Fee, per ton, - Excavated Materials	$ 69.30
	Proposed Fee, per ton, - Broken Structural Concrete	$ 69.30
2.	OPTIONAL BID ITEM	PER 100LBS
	Proposed fee, per 100lbs-Granular Material (Speedy Dry and/or Sand)	no bid

FY 2031-2032		
1.	Unit Pricing	Cost per Ton
	Proposed Fee, per ton, - Street Sweepings/Catch Basin Grit	$ 170.00
	Proposed Fee, per ton, - Excavated Materials	$ 74.00
	Proposed Fee, per ton, - Broken Structural Concrete	$ 74.00
2.	OPTIONAL BID ITEM	PER 100LBS
	Proposed fee, per 100lbs-Granular Material (Speedy Dry and/or Sand)	no bid

Note: The cost per ton is based on the price of diesel being below $3.00 per gallon. Every increase of $.05 per gallon above $3.00 will increase the disposal cost by $.12 per ton. Every decrease below $3.00 per gallon will decrease the disposal cost by $.12 per ton

Contract Staff Summary

Department/Staff Contact	Transportation, Mobility, and Parking Greg Pacelli, gpacelli@norwalkct.gov
Common Council Committee	Public Works Committee of the City Council
Date Approved by Committee	
Purpose/Scope	Contract Amendment to the existing TMP2025-2 Contract for additional funds for the Milling, Paving, and Installation of High Visibility Crosswalks at the intersection of West Rocks Road and France Street at Adams Avenue and Cannon Street.
Vendor (Indicate if new or existing vendor)	Star Construction, Corp. (Existing Vendor)
Term of Contracts	
Cost of Contract	Contract Amendment of $150,000.00
Funding Source/Account Number	0926 3750 5777 C0824 0927 3750 5777 C0824

Additional Information/Other Details	

CITY OF NORWALK
Transportation Mobility & Parking
P: 203-854-7260
Norwalk City Hall
125 East Avenue, PO Box 5125
Norwalk, CT 06856-5125

TO: Public Works Committee of the City Council

FROM: James Travers – Director of Transportation, Mobility and Parking

CC: Garrett Bolella, P.E., PTOE, RSP1 – Assistant Director, Transportation, Mobility and Parking
Greg Pacelli – Transportation Planner, Transportation, Mobility and Parking

REF: July 7th Meeting Agenda Item – Authorize the Mayor, Barbara C. Smyth, to execute a Contract Amendment with Star Construction, Corp., in accordance with the TMP2025-2 contract agreement, to include additional work for the Milling, Paving, and the Installation of High-Visibility Crosswalks at the intersection of West Rocks Road and France Street at Adams Avenue and Cannon Street, in an amount not to exceed $150,000.00.

DATE: June 30th, 2026

Memorandum

On September 8th, 2025, Star Construction Corp. began construction of the West Rocks Road Sidewalk Project. Since then, the contractor has continued to advance the work that was included within the original scope of the project.

In alignment with the project's original goals to enhance pedestrian safety and improve accessibility and connectivity as well as implement neighborhood enhancements along the corridor, the Transportation, Mobility, and Parking Department is proposing additional improvements within the project's limits.

The proposed work encompassed within the contract amendment includes milling and repaving the intersection of West Rocks Road and France Street at Adams Avenue and Cannon Street as well as installation of high visibility brick pattern preformed thermoplastic crosswalks on all four legs of the intersection to improve pedestrian safety.

The existing pavement within the intersection is in poor condition and in need of repair. Incorporating these improvements will not only build upon enhancing pedestrian safety and connectivity throughout the corridor but also enhance character of the neighborhood.

The overall project, including the work associated with this contract amendment, is slated to be substantially completed by August 21st, 2026 ahead of the start of the 2026-2027 school year that begins on August 25th.

Project Background

Project 102-365 is funded through the Local Road Accident Reduction Program (L.R.A.R.P) and administered by the Connecticut Department of Transportation (CTDOT). This project will involve the installation of ADA-compliant sidewalk ramps at key crossing locations along the corridor. Additionally, it will incorporate traffic calming measures, including multiple raised crosswalks, Rectangular Rapid Flashing Beacons (RRFB), and Speed Sign Flashing Beacons. Collectively, these treatments will enhance pedestrian safety at crossings and effectively reduce vehicular speeds, addressing concerns identified by existing data that indicates this corridor to experience excessively high speeds.

Additionally, in 2022, the city was allocated $1.4 million through Congressman Jim Himes as part of the Congressionally Directed Spending. These federal funds, designated for Project 102-374, are also being administered by the Connecticut Department of Transportation (CTDOT). This project is dedicated to the installation of new 5 ft. wide ADA-compliant sidewalks along the West Rocks Road corridor, extending from Adams Avenue to Creeping Hemlock Drive, which is approximately 2 miles in length. The addition of these sidewalks will provide a safe and separated pedestrian pathway in a heavily trafficked corridor that serves three schools. This project stems from the city's 2012 Pedestrian Bikeway Transportation Plan where West Rocks Road was listed as a Priority 1 Corridor due to the presence of the three schools along the corridor.

With both state projects being situated along the same corridor, the Transportation, Mobility, and Parking Department team consolidated projects 102-365 and 102-374 into one single construction bid.

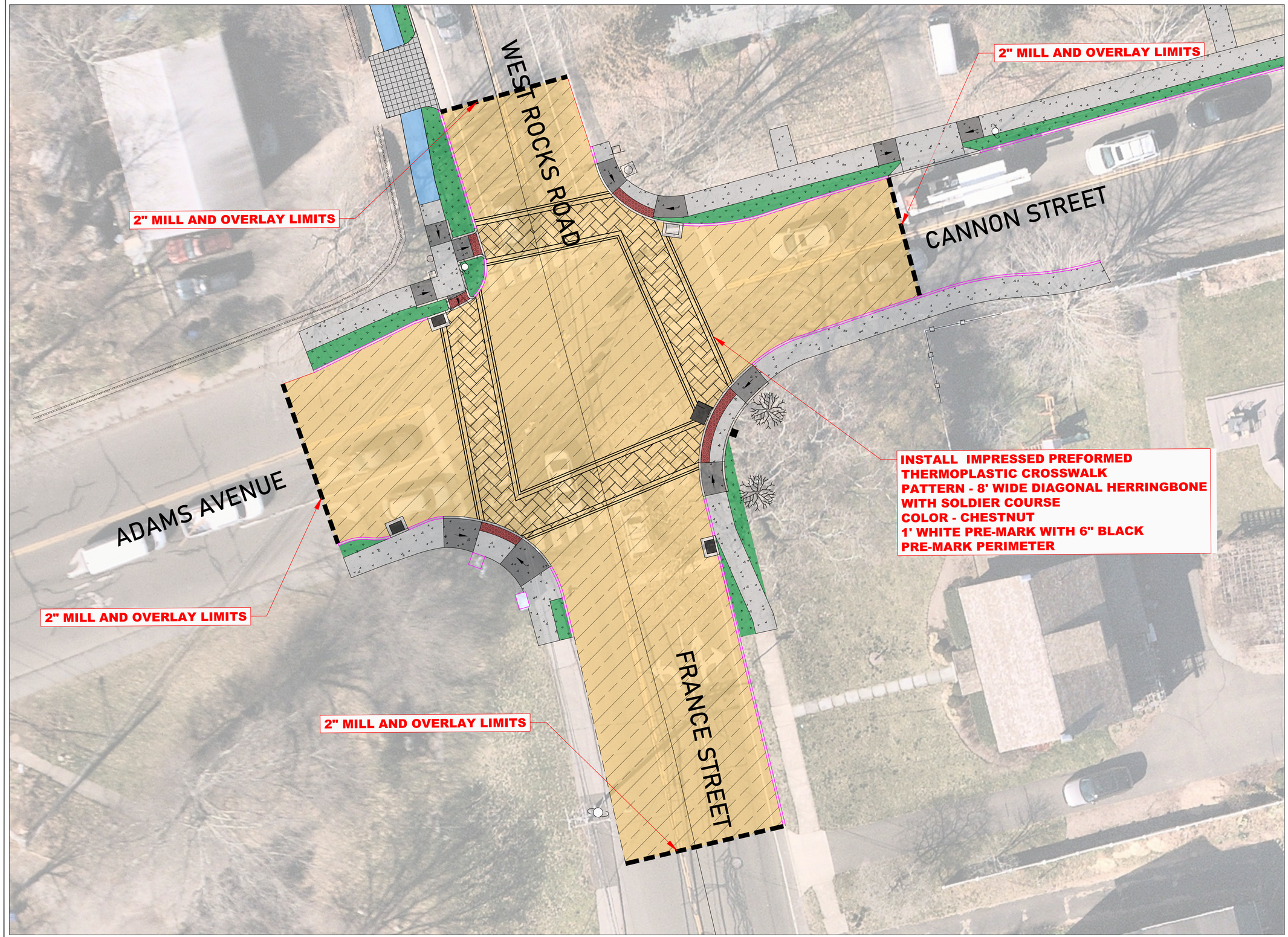
The Department of Transportation, Mobility, and Parking, requests that the following items to be added on the agenda for the for the July 7th, 2026 meeting of the Public Works Committee:

Authorize the Mayor, Barbara C. Smyth, to execute a Contract Amendment with Star Construction, Corp., in accordance with the TMP2025-2 contract agreement, to include additional work for the Milling, Paving, and the installation of High-Visibility Crosswalks at the intersection of West Rocks Road and France Street at Adams Avenue and Cannon Street, in an amount not to exceed $150,000.00.

ACCOUNT NUMBERS – 0926 3750 5777 C0824
0927 3750 5777 C0824

A copy of the bid information for Purchasing Department Project Number –TMP Project Number – Project Name, can be reviewed by following the link

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



N

REVISIONS	DATE	BY

APPROVED BY: JAMES TRAVERS — DIRECTOR OF T.M.P. — DATE:

APPROVED BY: GARRETT BOLELLA — ASST. DIRECTOR TMP, PE., P.T.O.E, RSP1 — DATE:

DESIGNED BY :

DRAWN BY : GREG PADELLI

CHECKED BY :

CHECKED BY :

CITY OF NORWALK
DEPARTMENT OF TRANSPORTATION, MOBILITY, AND PARKING

PROPOSED CHANGE ORDER
WEST ROCKS ROAD AND FRANCE STREET AT ADAMS AVENUE AND CANNON STREET

STATE PROJECT 102-365
WEST ROCKS ROAD SIDEWALK PROJECT

DATE: 06-03-2026

SCALE : 1" = 10'

SHEET 1

CITY OF NORWALK

PLANNING & ZONING DEPARTMENT

125 EAST AVE., NORWALK, CT 06856

MEMORANDUM

DATE: July 1, 2026

TO: Vanessa Valadares, P.E., Chief of Operations & Public Works

FROM: Alexis Cherichetti, Senior Environmental Officer/Assistant Director

RE: ECD Committee Agenda for August 7, 2025 meeting
Design for SoNo Green Infrastructure & Salt Marsh Restoration

The City received a grant from the National Fish & Wildlife Foundation's (NFWF) National Coastal Resilience Fund in 2023 to develop design plans for drainage improvements and green infrastructure installation in the vicinity of Meadow Street Extension and Wilson Avenue and also to design a plan for salt marsh restoration in an area within the Village Creek marsh. The grant provides a total of $502,700 of reimbursement as the scope of work is completed. The grant also requires matching funds from the City that would amount to up to $50,000 of capital funds and $26,000 of in-kind services (staff time committed to the project).

To advance this project, a Request for Proposals (RFP) was issued seeking a qualified engineering design firm to develop the plans. On June 1, 2026, the Purchasing Agent received five (5) bid packages from engineering firms. The Selection Committee invited the two (2) most qualified firms to interview. Following a day of interviews, Arcadis U.S., Inc. was selected as the most qualified firm for the project. Their proposed cost is below the budgeted grant amount.

I request that the following item be placed on the agenda for the July 7, 2026 meeting of the Public Works Committee of the City Council:

> Authorize the Mayor, Barbara C. Smyth, to execute an Agreement between the City of Norwalk and Arcadis U.S., Inc., for Engineering Design Services for the Design for SoNo Green Infrastructure & Salt Marsh Restoration Project for a sum not to exceed of $395,724. Funding: NFWF Grant & Capital Funds
>
> Account No. 36 3730 5298 G0052
> 09 25 4021 5777 C0715
> 09 26 4021 5777 C0715

Thank you!

Contract Staff Summary

Department/Staff Contact	Public Works – Engineering Drew Berndlmaier - Senior Engineer Yiorgos Panaelidis – Junior Engineer
Common Council Committee	Public Works Committee
Date Approved by Committee	
Purpose/Scope	Project 4523 PM2026-2 Roadway Paving of West Avenue (Maple St to I-95N) and Maple St (West Ave to U.S. Route 1)
Vendor (Indicate if new or existing vendor)	The Grasso Companies, LLC - Existing
Term of Contract	90 calendar days
Method of Procurement (Indicate if sole source)	Advertisement For Construction
Cost of Contract	$1,419,152.00
Funding Source/Account Number	Account No. 09224021-5777-C0021, 09234021-5777-C0021, 09244021-5777-C0021, 09264021-5777-C0021, 09274021-5777-C0021, 09264021-5777-C0318, 09274021-5777-C0318, 09243750-5777-C0777 03c00 00 2602
Additional Information/Other Details	

I ♥ NORWALK

DEPARTMENT OF ENGINEERING

CITY OF NORWALK
Yiorgos Panaelidis
Junior Engineer / Department of Engineering
125 East Avenue
Norwalk, CT 06851
Office: (203) 854-7258
www.norwalkct.gov
ypanaelidis@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: Yiorgos Panaelidis – Junior Engineer

RE: Project Bid No. 4523 PM2026-2 – Roadway Paving of West Ave (Maple St to I-95N) and Maple St (West Ave to U.S. Route 1)

DATE: July 1, 2026

The Department of Public Works has prepared plans for Project PM2026-2 - Roadway Paving of West Ave (Maple St to I-95N) and Maple St (West Ave to U.S. Route 1). This project includes the paving of West Avenue and Maple Street.

On June 30, 2026, the Purchasing Agent received three (3) bid packages from various construction firms for the above referenced project and the apparent low bidder is **The Grasso Companies, LLC**, with a bid amount of **$1,419,152.00**.

I have attached a copy of the selection results received from the lowest bidders for your reference, including an itemized comparison of 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 July 7, 2026 Public Works Committee meeting:

1) Authorize the Mayor, Barbara C. Smyth, to execute an Agreement between the City of Norwalk and **The Grasso Companies, LLC** for Project PM2026-2 - Roadway Paving of West Ave (Maple St to I-95N) and Maple St (West Ave to U.S. Route 1) for a sum not to exceed **$1,419,152.00**.

Account No.		
09224021	5777	C0021
09234021	5777	C0021
09244021	5777	C0021
09264021	5777	C0021

DEPARTMENT OF ENGINEERING

CITY OF NORWALK
Yiorgos Panaelidis
Junior Engineer / Department of Engineering
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ypanaelidis@norwalkct.gov

09274021	5777	C0021
09264021	5777	C0318
09274021	5777	C0318
09243750	5777	C0777
030000	2602	

2) Authorize the Chief of Operations and Public Works to execute orders on the contract with **The Grasso Companies, LLC**, for Project PM2026-2 - Roadway Paving of West Ave (Maple St to I-95N) and Maple St (West Ave to U.S. Route 1) for a sum not to exceed **$141,915.20**.

Account No.		
09224021	5777	C0021
09234021	5777	C0021
09244021	5777	C0021
09264021	5777	C0021
09274021	5777	C0021
09264021	5777	C0318
09274021	5777	C0318
09243750	5777	C0777
030000	2602	

A copy of the bid information from the Purchasing Department for Project 4523, PM2026-2 - Roadway Paving of West Ave (Maple St to I-95N) and Maple St (West Ave to U.S. Route 1) 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

BID SHEET

CITY PROJECT: PM2026-2

Roadway Paving of West Avenue (Maple St to I-95N) and Maple St (West Ave to U.S. Route 1)

DATE: TUESDAY, June 30, 2026 2:00 P.M.

BIDDER	BID AMOUNT	BID BOND
The Grasso Companies, LLC	$1,419,152.00	15%
B&W Paving and Landscaping, LLC	$1,460,603.00	15%
Alcaide Inc., D/B/A A&J Construction	$1,584,603.00	15%
	$	%
	$	%
	$	%
	$	%

Project Number : PM2026-2

Project Name : ROADWAY PAVING OF WEST AVE (MAPLE ST TO I-95N) AND MAPLE ST (WEST AVE TO U.S. ROUTE 1)

			Apparent Low Bidder		Second Bidder		Third Bidder		Engineering's Estima	
Items	Description	Quantity	Unit Price	Amount	Unit Price	Amount	Unit Price	Amount	Unit Price	Amount
0201002A	CLEARING AND GRUBBING	1	$10,000.00	$10,000.00	$10,000.00	$10,000.00	$10,000.00	$10,000.00	$10,000.00	$10,000.00
0202000	EARTH EXCAVATION	65	$60.00	$3,900.00	$50.00	$3,250.00	$250.00	$16,250.00	$75.00	$4,875.00
0202002	ROCK EXCAVATION	10	$50.00	$500.00	$200.00	$2,000.00	$550.00	$5,500.00	$275.00	$2,750.00
0202011A	EARTH EXCAVATION - REMOVE CONCRETE PAVER AND GRANITE CURB CROSSWALK	170	$200.00	$34,000.00	$100.00	$17,000.00	$200.00	$34,000.00	$215.00	$36,550.00
0209001	FORMATION OF SUBGRADE	811	$6.00	$4,866.00	$5.00	$4,055.00	$10.00	$8,110.00	$6.00	$4,866.00
0304002	PROCESSED AGGREGATE BASE	60	$30.00	$1,800.00	$50.00	$3,000.00	$175.00	$10,500.00	$110.00	$6,600.00
0406164A	HMA SUPERPAVE 0.25" (6.25) LEVEL 1	60	$300.00	$18,000.00	$162.00	$9,720.00	$290.00	$17,400.00	$250.00	$15,000.00
0406165A	HMA SUPERPAVE 0.375" (9.5) LEVEL 1	72	$250.00	$18,000.00	$162.00	$11,664.00	$300.00	$21,600.00	$250.00	$18,000.00
0406171A	HMA SUPERPAVE 0.50" (12.5) LEVEL 2	2,305	$175.00	$403,375.00	$155.00	$357,275.00	$170.00	$391,850.00	$175.00	$403,375.00
0406201A	ROAD ENCROACHMENT PERMANENT PAVEMENT REPAIR (MAJOR ARTERIAL) MIN BID - SEE SPECIAL NOTES	570	$175.00	$99,750.00	$150.00	$85,500.00	$175.00	$99,750.00	$215.00	$122,550.00
0406203A	ROAD ENCROACHMENT PERMANENT PAVEMENT REPAIR (COLLECTOR) MIN BID - SEE SPECIAL NOTES	25	$140.00	$3,500.00	$250.00	$6,250.00	$350.00	$8,750.00	$145.00	$3,625.00
0406267A	BITUMINOUS CONCRETE MILLING (0" - 4")	20,388	$4.50	$91,746.00	$6.00	$122,328.00	$4.75	$96,843.00	$9.00	$183,492.00
0406998A	DENSITY ADJUSTMENT	1	$8,800.00	$8,800.00	$8,800.00	$8,800.00	$8,800.00	$8,800.00	$8,800.00	$8,800.00
0406999A	ASPHALT ADJUSTMENT COST	1	$65,880.00	$65,880.00	$65,880.00	$65,880.00	$65,880.00	$65,880.00	$65,880.00	$65,880.00
0586600A	RESET CATCH BASIN	35	$1,400.00	$49,000.00	$2,500.00	$87,500.00	$1,300.00	$45,500.00	$1,300.00	$45,500.00
0586650	RESET MANHOLE	45	$1,400.00	$63,000.00	$1,500.00	$67,500.00	$1,000.00	$45,000.00	$1,250.00	$56,250.00
0586792A	RECONSTRUCT DRAINAGE STRUCTURE	15	$500.00	$7,500.00	$600.00	$9,000.00	$750.00	$11,250.00	$600.00	$9,000.00
0651344A	STORM DRAINAGE ALLOWANCE	1	$30,000.00	$30,000.00	$30,000.00	$30,000.00	$30,000.00	$30,000.00	$30,000.00	$30,000.00
0811001A	CONCRETE CURBING	20	$100.00	$2,000.00	$100.00	$2,000.00	$400.00	$8,000.00	$48.50	$970.00
0811008A	CONCRETE CURBING - 6" X >20"-<32"	70	$100.00	$7,000.00	$100.00	$7,000.00	$120.00	$8,400.00	$67.50	$4,725.00
0813013A	16"X5" GRANITE STONE CURBING (CURVED)	15	$185.00	$2,775.00	$100.00	$1,500.00	$500.00	$7,500.00	$125.00	$1,875.00
0813015A	5" X 16" GRANITE STONE CURBING (STRAIGHT)	130	$90.00	$11,700.00	$100.00	$13,000.00	$160.00	$20,800.00	$106.00	$13,780.00
0921001A	CONCRETE SIDEWALK	3,100	$20.00	$62,000.00	$31.00	$96,100.00	$20.00	$62,000.00	$27.50	$85,250.00
0921005A	CONCRETE SIDEWALK RAMP	500	$35.00	$17,500.00	$40.00	$20,000.00	$155.00	$77,500.00	$48.50	$24,250.00
0921015A	PRECAST CONCRETE PAVER SIDEWALK AND DRIVEWAY - OTHER	500	$30.00	$15,000.00	$44.00	$22,000.00	$45.00	$22,500.00	$45.00	$22,500.00
0921048A	DETECTABLE WARNING SURFACE	72	$35.00	$2,520.00	$70.00	$5,040.00	$80.00	$5,760.00	$55.00	$3,960.00
0921049A	DETECTABLE WARNING SURFACE - YELLOW	30	$35.00	$1,050.00	$70.00	$2,100.00	$150.00	$4,500.00	$55.00	$1,650.00

Project Number : PM2026-2

Project Name : ROADWAY PAVING OF WEST AVE (MAPLE ST TO I-95N) AND MAPLE ST (WEST AVE TO U.S. ROUTE 1)

			Apparent Low Bidder		Second Bidder		Third Bidder		Engineering's Estima	
Items	**Description**	**Quantity**	**Unit Price**	**Amount**	**Unit Price**	**Amount**	**Unit Price**	**Amount**	**Unit Price**	**Amount**
0921099A	FLEXI-PAVE PAVEMENT	550	$42.00	$23,100.00	$85.00	$46,750.00	$75.00	$41,250.00	$100.00	$55,000.00
0922063A	RAISED CROSSWALK (3" HEIGHT)	800	$15.00	$12,000.00	$35.00	$28,000.00	$25.00	$20,000.00	$12.50	$10,000.00
0944004A	FURNISHING AND PLACING TOPSOIL	120	$90.00	$10,800.00	$25.00	$3,000.00	$300.00	$36,000.00	$125.00	$15,000.00
0950003A	TURF ESTABLISHMENT (LAWN)	645	$10.00	$6,450.00	$5.00	$3,225.00	$6.00	$3,870.00	$4.00	$2,580.00
0970006A	TRAFFICPERSON (MUNICIPAL POLICE OFFICER)	1	$100,000.00	$100,000.00	$100,000.00	$100,000.00	$100,000.00	$100,000.00	$100,000.00	$100,000.00
0980003A	PROJECT SURVEY AND STAKEOUT	1	$10,000.00	$10,000.00	$10,000.00	$10,000.00	$10,000.00	$10,000.00	$10,000.00	$10,000.00
1010905	RESET CONCRETE HANDHOLE	1	$500.00	$500.00	$2,100.00	$2,100.00	$1,200.00	$1,200.00	$2,000.00	$2,000.00
1208931	SIGN FACE-SHEET ALUMINUM (TYPE IX RETROREFLECTIVE SHEETING)	24	$135.00	$3,240.00	$32.00	$768.00	$2.50	$60.00	$90.00	$2,160.00
1209472A	STAMPED ASPHALT SURFACING SYSTEM	6,400	$28.00	$179,200.00	$28.00	$179,200.00	$28.00	$179,200.00	$30.50	$195,200.00
1210101	4" WHITE EPOXY RESIN PAVEMENT MARKINGS	2,800	$1.00	$2,800.00	$0.50	$1,400.00	$1.50	$4,200.00	$2.00	$5,600.00
1210103	4" DOUBLE YELLOW EPOXY RESIN PAVEMENT MARKINGS	4,200	$2.00	$8,400.00	$0.50	$2,100.00	$2.15	$9,030.00	$2.00	$8,400.00
1210105	EPOXY RESIN PAVEMENT MARKINGS - SYMBOLS AND LEGENDS	1,550	$10.00	$15,500.00	$6.00	$9,300.00	$12.00	$18,600.00	$5.80	$8,990.00
1210109	6" WHITE EPOXY RESIN PAVEMENT MARKINGS	3,000	$2.00	$6,000.00	$0.55	$1,650.00	$1.75	$5,250.00	$2.00	$6,000.00
1302060A	RESET GATE BOXES	30	$200.00	$6,000.00	$120.00	$3,600.00	$400.00	$12,000.00	$250.00	$7,500.00
				$1,419,152.00		**$1,460,555.00**		**$1,584,603.00**		**$1,614,503.00**

Apparent Low Bidder : THE GRASSO COMPANIES LLC

Second Bidder : B&W PAVING & LANDSCAPING, LLC

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

Contract Staff Summary

Department/Staff Contact	DPW Engineering / Daniel Stanton x 47981
City Council Committee	Public Works Committee
Date Approved by Committee	
Purpose/Scope	PM2026-3 - Heather Lane Area And Byselle Road Paving And Sidewalk Improvements – 2026
Vendor (Indicate if new or existing vendor)	The Grasso Companies, LLC
Term of Contract	Base Bid: 120 days after notice to proceed (may be spring 2027 due to winter shutdown) Alt 1: June 14, 2027
Method of Procurement (Indicate if sole source)	
Cost of Contract	Base Bid & Alternate 1: $1,756,700.00 Contingency: $175,670.00(10%)
Funding Source/Account Number	09 24 4021 5777 C0021 09 25 4021 5777 C0021 09 26 4021 5777 C0021 09 27 4021 5777 C0021 09 24 4021 5777 C0318 09 25 4021 5777 C0318 09 26 4021 5777 C0318 09 27 4021 5777 C0318 09 25 4021 5777 C0440 09 26 4021 5777 C0440 09 27 4021 5777 C0440
Additional Information/Other Details	

DEPARTMENT OF ENGINEERING

CITY OF NORWALK
Daniel Stanton, PE
Senior Engineer / Department of Engineering
125 East Avenue, Norwalk, CT 06851
Office: (203) 854-7981
www.norwalkct.gov
dstanton@norwalkct.gov

MEMORANDUM

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

CC: James Meehan, P.E. – Principal Engineer

FROM: Daniel Stanton, P.E. – Senior Civil Engineer

RE: Project Bid No. 4522 PM2026-3 – Heather Lane Area And Byselle Road Paving And Sidewalk Improvements - 2026

DATE: July 8, 2026

The Department of Public Works has prepared plans for Project PM2026-3 - Heather Lane Area and Byselle Road Paving And Sidewalk Improvements – 2026. This project includes reclaiming and paving of existing roadways and extruded curb and asphalt sidewalk in the Heather Lane Area

The proposed base bid scope is reclaiming and paving Byselle Road (from George Ave to Woodcrest Rd) and reclaiming with extruded concrete curb and asphalt sidewalks for Heather Lane (from Tierney St. to Strawberry Hill Ave), Cory Lane (from Heather Ln to Katy Ln), and Katy Lane (from Cory Ln to Walter Ave.). Alternate 1 includes reclaim and paving of Beacon Street (from Sunset Hill Road to Strawberry Hill Avenue).

On July, 8, 2026, the Purchasing Agent received bid packages from two construction firms for the above referenced project and the apparent low bidder for the Base Bid, and Alternate 1 is The Grasso Companies, LLC. with a Base Bid of $1,107,200.00 and Alternate #1 of $649,500.00.

I have attached a copy of the selection results received from two (2) bidders for your reference, including an itemized comparison of 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 July 14, 2026 City Council meeting:

1) Authorize the Mayor, Barbara C. Smyth, to execute an Agreement between the City of Norwalk and The Grasso Companies, LLC for Project PM2026-3 - Heather Lane Area and Byselle Road Paving And Sidewalk Improvements – 2026 – Base Bid and Alternate 1 for a sum not to exceed $1,756,700.00 (Base Bid of $1,107,200.00 and Alternate #1 of $649,500.00).

   Account No.
   09 24 4021 5777 C0021
   09 25 4021 5777 C0021
   09 26 4021 5777 C0021
   09 27 4021 5777 C0021
   09 24 4021 5777 C0318
   09 25 4021 5777 C0318

DEPARTMENT OF ENGINEERING

CITY OF NORWALK
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Senior Engineer / Department of Engineering
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09 26 4021 5777 C0318
09 27 4021 5777 C0318
09 5 4021 5777 C0440
09 26 4021 5777 C0440
09 27 4021 5777 C0440

2) Authorize the Chief of Operations and Public Works to execute orders on the contract with The Grasso Companies, LLC. for Project PM2026-3 - Heather Lane Area and Byselle Road Paving And Sidewalk Improvements – 2026 for a sum not to exceed $175,670.00 contingency.

Account No.
09 24 4021 5777 C0021
09 25 4021 5777 C0021
09 26 4021 5777 C0021
09 27 4021 5777 C0021
09 24 4021 5777 C0318
09 25 4021 5777 C0318
09 26 4021 5777 C0318
09 27 4021 5777 C0318
09 25 4021 5777 C0440
09 26 4021 5777 C0440
09 27 4021 5777 C0440

A copy of the bid information from the Purchasing Department for Project 4522, PM2026-3 - Heather Lane Area and Byselle Road Paving And Sidewalk Improvements – 2026 may be found at: https://www.norwalkct.gov/DocumentCenter/View/39541/4522-PM2026-3-Heather-Lane-Area-and-Byselle-Road-Paving-And-Sidewalk-Improvements-Bid-Package

Project Number : PM2026-3-ALT1

Project Name : BEACON STREET PAVING

			Apparent Low Bidder		Second Bidder		Third Bidder		Engineering's Estima	
Items	Description	Quantity	Unit Price	Amount	Unit Price	Amount	Unit Price	Amount	Unit Price	Amount
0202000	EARTH EXCAVATION	275	$20.00	$5,500.00	$50.00	$13,750.00	$0.00	$0.00	$50.00	$13,750.00
0219011A	SEDIMENTATION CONTROL AT CATCH BASIN	16	$250.00	$4,000.00	$125.00	$2,000.00	$0.00	$0.00	$225.00	$3,600.00
0403875A	15" RECLAMATION - ASPHALT GRAVEL BASE	7,500	$14.00	$105,000.00	$8.00	$60,000.00	$0.00	$0.00	$18.00	$135,000.00
0406171A	HMA SUPERPAVE 0 50" (12.5) LEVEL 2	2,000	$165.00	$330,000.00	$157.00	$314,000.00	$0.00	$0.00	$178.00	$356,000.00
0406998A	DENSITY ADJUSTMENT	1	$9,900.00	$9,900.00	$9,900.00	$9,900.00	$0.00	$0.00	$9,900.00	$9,900.00
0406999A	ASPHALT ADJUSTMENT COST	1	$24,600.00	$24,600.00	$24,600.00	$24,600.00	$0.00	$0.00	$24,600.00	$24,600.00
0586600A	RESET CATCH BASIN	16	$1,200.00	$19,200.00	$1,800.00	$28,800.00	$0.00	$0.00	$1,200.00	$19,200.00
0586650	RESET MANHOLE	16	$1,200.00	$19,200.00	$1,800.00	$28,800.00	$0.00	$0.00	$1,500.00	$24,000.00
0944004A	FURNISHING AND PLACING TOPSOIL	275	$40.00	$11,000.00	$72.00	$19,800.00	$0.00	$0.00	$50.00	$13,750.00
0950003A	TURF ESTABLISHMENT (LAWN)	550	$8.00	$4,400.00	$3.00	$1,650.00	$0.00	$0.00	$5.00	$2,750.00
0970006A	TRAFFICPERSON (MUNICIPAL POLICE OFFICER)	1	$36,000.00	$36,000.00	$36,000.00	$36,000.00	$0.00	$0.00	$36,000.00	$36,000.00
0971001A	MAINTENANCE AND PROTECTION OF TRAFFIC	1	$24,000.00	$24,000.00	$45,000.00	$45,000.00	$0.00	$0.00	$20,000.00	$20,000.00
0975004A	MOBILIZATION AND PROJECT CLOSEOUT (MAX 3% OF BID)	1	$19,000.00	$19,000.00	$11,000.00	$11,000.00	$0.00	$0.00	$20,000.00	$20,000.00
0980003A	PROJECT SURVEY AND STAKEOUT	1	$10,000.00	$10,000.00	$10,000.00	$10,000.00	$0.00	$0.00	$10,000.00	$10,000.00
1208931	SIGN FACE-SHEET ALUMINUM (TYPE IX RETROREFLECTIVE SHEETING)	20	$125.00	$2,500.00	$82.00	$1,640.00	$0.00	$0.00	$50.00	$1,000.00
1210101	4" WHITE EPOXY RESIN PAVEMENT MARKINGS	4,700	$1.00	$4,700.00	$0.80	$3,760.00	$0.00	$0.00	$1.00	$4,700.00
1210103	4" DOUBLE YELLOW EPOXY RESIN PAVEMENT MARKINGS	2,350	$2.00	$4,700.00	$1.20	$2,820.00	$0.00	$0.00	$1.50	$3,525.00
1210106	12" WHITE EPOXY RESIN PAVEMENT MARKINGS	720	$10.00	$7,200.00	$1.50	$1,080.00	$0.00	$0.00	$14.00	$10,080.00
1210124	24" WHITE EPOXY RESIN PAVEMENT MARKINGS	100	$20.00	$2,000.00	$2.00	$200.00	$0.00	$0.00	$18.00	$1,800.00
1302060A	RESET GATE BOXES	33	$200.00	$6,600.00	$300.00	$9,900.00	$0.00	$0.00	$300.00	$9,900.00
				$649,500.00		**$624,700.00**		**$0.00**		**$719,555.00**

Apparent Low Bidder : THE GRASSO COMPANIES LLC

Second Bidder : B&W PAVING & LANDSCAPING, LLC

Third Bidder :

Project Number : PM2026-3-GENERAL BASE BID

Project Name : BYSELLE AND HEATHER LANE AREA PAVING AND SIDEWALK IMPROVEMENTS

			Apparent Low Bidder		Second Bidder		Third Bidder		Engineering's Estima	
Items	Description	Quantity	Unit Price	Amount	Unit Price	Amount	Unit Price	Amount	Unit Price	Amount
0201002A	CLEARING AND GRUBBING	1	$30,000.00	$30,000.00	$30,000.00	$30,000.00	$30,000.00	$30,000.00	$30,000.00	$30,000.00
0202000	EARTH EXCAVATION	701	$12.00	$8,412.00	$50.00	$35,050.00	$0.00	$0.00	$50.00	$35,050.00
0202351A	UNSUITABLE MATERIAL EXCAVATION	350	$12.00	$4,200.00	$50.00	$17,500.00	$0.00	$0.00	$40.00	$14,000.00
0202503A	REMOVAL OF CONCRETE CURBING	2,800	$10.00	$28,000.00	$10.00	$28,000.00	$0.00	$0.00	$5.00	$14,000.00
0202504A	REMOVAL OF BITUMINOUS CONCRETE CURBING	1,160	$4.00	$4,640.00	$3.00	$3,480.00	$0.00	$0.00	$5.00	$5,800.00
0213013A	3/4" CRUSHED & WASHED STONE BASE	850	$35.00	$29,750.00	$70.00	$59,500.00	$0.00	$0.00	$85.00	$72,250.00
0219011A	SEDIMENTATION CONTROL AT CATCH BASIN	38	$250.00	$9,500.00	$125.00	$4,750.00	$0.00	$0.00	$225.00	$8,550.00
0304002	PROCESSED AGGREGATE BASE	350	$35.00	$12,250.00	$60.00	$21,000.00	$0.00	$0.00	$70.00	$24,500.00
0403876A	10" RECLAMATION - ASPHALT GRAVEL BASE	6,200	$12.50	$77,500.00	$5.00	$31,000.00	$0.00	$0.00	$10.00	$62,000.00
0406172A	HMA SUPERPAVE 0.375" (9.5) LEVEL 2	1,400	$193.00	$270,200.00	$158.00	$221,200.00	$0.00	$0.00	$160.00	$224,000.00
0406267A	BITUMINOUS CONCRETE MILLING (0" - 4")	1,150	$11.00	$12,650.00	$10.00	$11,500.00	$0.00	$0.00	$9.75	$11,212.50
0406998A	DENSITY ADJUSTMENT	1	$7,100.00	$7,100.00	$7,100.00	$7,100.00	$0.00	$0.00	$7,100.00	$7,100.00
0406999A	ASPHALT ADJUSTMENT COST	1	$17,700.00	$17,700.00	$17,700.00	$17,700.00	$0.00	$0.00	$17,700.00	$17,700.00
0586600A	RESET CATCH BASIN	38	$1,200.00	$45,600.00	$1,800.00	$68,400.00	$0.00	$0.00	$1,850.00	$70,300.00
0586650	RESET MANHOLE	25	$1,200.00	$30,000.00	$1,800.00	$45,000.00	$0.00	$0.00	$1,500.00	$37,500.00
0755014	GEOTEXTILE (SEPARATION - HIGH SURVIVABILITY)	1,000	$2.00	$2,000.00	$1.00	$1,000.00	$0.00	$0.00	$5.00	$5,000.00
0811001A	CONCRETE CURBING	60	$70.00	$4,200.00	$80.00	$4,800.00	$0.00	$0.00	$60.00	$3,600.00
0812000A	EXTRUDED CONCRETE CURB	3,100	$16.00	$49,600.00	$20.00	$62,000.00	$0.00	$0.00	$15.00	$46,500.00
0814001A	RESET STONE CURBING	30	$50.00	$1,500.00	$30.00	$900.00	$0.00	$0.00	$40.00	$1,200.00
0921005A	CONCRETE SIDEWALK RAMP	1,250	$25.00	$31,250.00	$35.00	$43,750.00	$0.00	$0.00	$50.00	$62,500.00
0921046A	RESET STONE DRIVEWAY	180	$35.00	$6,300.00	$20.00	$3,600.00	$0.00	$0.00	$50.00	$9,000.00
0921048A	DETECTABLE WARNING SURFACE	180	$50.00	$9,000.00	$60.00	$10,800.00	$0.00	$0.00	$50.00	$9,000.00
0921099A	FLEXI-PAVE PAVEMENT	216	$60.00	$12,960.00	$30.00	$6,480.00	$0.00	$0.00	$60.00	$12,960.00
0922001A	BITUMINOUS CONCRETE SIDEWALK	1,375	$70.00	$96,250.00	$70.00	$96,250.00	$0.00	$0.00	$70.00	$96,250.00
0922501A	BITUMINOUS CONCRETE DRIVEWAY	800	$70.00	$56,000.00	$88.00	$70,400.00	$0.00	$0.00	$80.00	$64,000.00
0944004A	FURNISHING AND PLACING TOPSOIL	850	$40.00	$34,000.00	$72.00	$61,200.00	$0.00	$0.00	$50.00	$42,500.00
0950003A	TURF ESTABLISHMENT (LAWN)	2,000	$8.00	$16,000.00	$3.00	$6,000.00	$0.00	$0.00	$5.00	$10,000.00
0970006A	TRAFFICPERSON (MUNICIPAL POLICE OFFICER)	1	$60,000.00	$60,000.00	$60,000.00	$60,000.00	$0.00	$0.00	$60,000.00	$60,000.00
0971001A	MAINTENANCE AND PROTECTION OF TRAFFIC	1	$61,813.00	$61,813.00	$86,000.00	$86,000.00	$0.00	$0.00	$35,000.00	$35,000.00

Project Number : PM2026-3-GENERAL BASE BID

Project Name : BYSELLE AND HEATHER LANE AREA PAVING AND SIDEWALK IMPROVEMENTS

			Apparent Low Bidder		Second Bidder		Third Bidder		Engineering's Estima	
Items	Description	Quantity	Unit Price	Amount	Unit Price	Amount	Unit Price	Amount	Unit Price	Amount
0975004A	MOBILIZATION AND PROJECT CLOSEOUT (MAX 3% OF BID)	1	$33,000.00	$33,000.00	$21,000.00	$21,000.00	$0.00	$0.00	$35,000.00	$35,000.00
0980003A	PROJECT SURVEY AND STAKEOUT	1	$17,500.00	$17,500.00	$17,500.00	$17,500.00	$0.00	$0.00	$17,500.00	$17,500.00
1208931	SIGN FACE-SHEET ALUMINUM (TYPE IX RETROREFLECTIVE SHEETING)	81	$125.00	$10,125.00	$82.00	$6,642.00	$0.00	$0.00	$50.00	$4,050.00
1210105	EPOXY RESIN PAVEMENT MARKINGS - SYMBOLS AND LEGENDS	600	$10.00	$6,000.00	$3.00	$1,800.00	$0.00	$0.00	$12.00	$7,200.00
1210124	24" WHITE EPOXY RESIN PAVEMENT MARKINGS	50	$20.00	$1,000.00	$2.00	$100.00	$0.00	$0.00	$18.00	$900.00
1302060A	RESET GATE BOXES	56	$200.00	$11,200.00	$300.00	$16,800.00	$0.00	$0.00	$300.00	$16,800.00
				$1,107,200.00		**$1,178,202.00**		**$30,000.00**		**$1,172,922.50**

Apparent Low Bidder : THE GRASSO COMPANIES LLC

Second Bidder : B&W PAVING & LANDSCAPING, LLC

Third Bidder :

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

BID SHEET

CITY PROJECT: PM2026-3

Heather Lane Area And Byselle Road Paving And Sidewalk Improvements - 2026

DATE: July, 8, 2026 2:00 P.M.

BIDDER	BID AMOUNT	BID BOND
Grasso	$1,107,200 Base Bid $649,500.00 Alternate* **(Apparent Low Bidder)**	15%
B&W	$1,178,202 Base Bid $624,700.00 Alternate	15%
	$	%
	$	%
	$	%
	$	%

*There was a discrepancy in the alternate bid amount. The Contractor Totals did not match the written amounts. This has been corrected in the project bid comparison as well.