

# Mayor's St. Paul's Advisory Committee

## Meeting Minutes

**Date of Meeting:** June 20, 2023

**Minutes Prepared By:** Krystle Glover, City of Norfolk

**1. Purpose of Meeting:** To provide updates and receive feedback on the project, including full-time vs. part-time employment, household profiles, SPAC People First Subcommittee, City contracting, and developer contracting.

### 2. Attendance at Meeting

Mr. Alphonso Albert – present	Mr. Bruce Brady – Present	Ms. LaEunice Brown – present	Ms. Ebony Burnham – absent
Rev. James Curran – present	Ms. Regina Daye – absent	Ms. Cazandra Ferguson – absent	Mr. William Harrell – present
Pastor Kirk Houston, Sr. – present	Ms. Deirdre Love – present	Mr. Don Musacchio – present	Councilperson John Paige – absent
Dr. Glenn Porter – Present	Councilperson Danica Royster – present	Ms. Tara Saunders – present	Mr. Kevin Murphy – present
Mr. Christopher Tan – Present	Mr. Travis Barnes- absent	Dr. Doreathea White – present	

### 3. Agenda

- |   |             |
|---|-------------|
| <b>I. Welcome/Opening Comments</b>              | <b>6:00</b> |
| ○ <i>Barbara Hamm Lee, SPAC Liaison</i>         |             |
| ○ <i>Councilwoman Danica Royster, Co- Chair</i> |             |
| ○ <i>Councilman John Paige, Co- Chair</i>       |             |
| <b>II. People First Update</b>                  | <b>6:05</b> |
| ○ <i>Nicole Brown, USI</i>                      |             |
| <b>III. SPAC People First Subcommittee</b>      | <b>6:20</b> |
| ○ <i>Chris Tan, Subcommittee Chair</i>          |             |
| <b>IV. Development Update</b>                   | <b>6:55</b> |
| ○ <i>Marcia McGill, DHCD</i>                    |             |
| ○ <i>John Majors, The Oughtness Group/BBRM</i>  |             |

# Mayor's St. Paul's Advisory Committee

## Meeting Minutes

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V. Open Discussion 7:15

- SPAC members

VI. Adjournment 7:30

### 4. Meeting Notes, Decisions, Issues

I. Welcome/Opening Comments 6:00

- Barbara Hamm Lee, SPAC Liaison
- Councilwoman Danica Royster, Chair

- Ms. Hamm Lee welcomed the committee and read the attendance roster.
- Councilwoman Royster thanked everyone for being in attendance and acknowledged Councilman Paiges' absence due to a personal matter.
- Ms. Royster encouraged everyone to vote and turned the floor over to Nicole Brown to begin the People First presentation.

II. People First Update 6:05

- Nicole Brown, USI

- Ms. Brown began the presentation by sharing that Urban Strategies Inc. is at the end of the fiscal year, which means the conclusion of year four. Nicole provided information on the key service pillars and results statements and continued the presentation with sharing specific employment outcomes including employment income, full-time vs. part-time People First program participants, average annual salary based on employment status, average weekly hours worked, top five employers for part-time participants, and the top four work fields occupied by all employed People First program participants, as shown in the attached slides.
- Ms. Brown commented that the slide referencing average annual income is broken down in part-time vs fulltime. Of the families engaged with People First, there are currently seventy persons who are employed part time and 295 persons employed full time. The average family income is \$28,000 and based on full-time employment.
- Father Curran sought clarification as to whether the income of \$28,000 reflects a combination of every person in the household. Ms. Brown responded yes.
- Father Curran asked if we have any sense of the average size of the families. Nicole responded 3.5 and added that the data considers able-bodied persons, ages 18 to 64, and reflects income from employment only, not monetary benefits from social security.
- Councilwoman Royster thanked Ms. Brown for collecting the data as the conversation of living wage is important and appreciated the USI team for highlighting employment barriers in order to elevate families through workforce opportunities.
- Ms. Hamm Lee asked if Lyons Shipyard was apart of the top employment fields of former Tidewater Gardens families. Ms. Brown responded no, as 97% of the head of households are women, they are finding that these types of jobs are not ranking high. .

## Mayor's St. Paul's Advisory Committee

### Meeting Minutes

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- Christopher Tan inquired about full-time wages asking if the average income of families is approximately \$28,508, and where the income begin. Nicole responded with \$14,000.
- With no more comments, Nicole continued the presentation providing updates on the Kindred Community, specifically Origin and Reunion. *The slides are attached.*
- Nicole indicated that Tidewater Gardens families have a 45 day exclusive application period when applying for residency in these buildings and the USI is working with families during this time to ensure that they are meeting the eligibility criteria.
- Deirdre Love asked if USI could gauge how many people will be eligible based on their work with the households.
- Nicole replied that so far 19 families who have identified as former Tidewater Gardens residents have applied for Origin, and 15 have applied for Kindred, while others have applied without assistance from USI. USI has asked for weekly updates from the property management group - the Franklin Johnston Group - so that staff can continue to encourage more families to apply.
- Nicole added that every family involved in case management has been contacted, and based on the most recent address listing, the Norfolk Redevelopment and Housing Authority has sent letters. At the same time, USI has placed phone calls to support getting the word out about the housing opportunity.
- Ms. Hamm Lee also shared that social media campaigns are actively encouraging families to reengage with USI and return to Kindred.
- Mr. Tan asked if the re-occupancy process was no longer based on phases as presented in past meetings, to which Nicole responded yes and added that regardless of which phase families left the previous community, all are encouraged to apply to return now in order to create a large pool of qualified candidates. To further support the families in returning to the newly developed community and as part of the right to return agreement, the city is open to cover the costs associated with breaking a lease in order to return to the community.
- Mr. Albert thanked Nicole and her team for their diligence, as the work being done is not easy. With no additional comments or questions, Nicole concluded the presentation by sharing a video encouraging residents to return to Kindred, in addition to upcoming resident engagement opportunities. The presentation slides are attached.

### III. SPAC People First Subcommittee

6:20

#### ○ *Chris Tan, Subcommittee Chair*

- Mr. Tan provided a brief update on the committees' work, followed by recommendations for the barrier removal program, program limitations, program eligibility, and additional subjects currently being reviewed by the subcommittee. The presentation slides are attached.
- Before opening the floor for questions, Ms. Hamm Lee acknowledged the members of the subcommittee, Deidre Love, Pastor Houston, Chris Tan, Father Curran, and Lafayette Tatem, for their hard work.
- Considering the subcommittee's recommendations, Councilwoman Royster asked if any of the proposed plans conflict with any services or guidelines which USI and NRHA have in place and are there any barriers to executing what the subcommittee has proposed?
- Nicole responded that what has been proposed allows for some flexibility

## Mayor's St. Paul's Advisory Committee

### Meeting Minutes

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- With no additional comments or questions, Ms. Hamm Lee announced that she will connect with the subcommittee to schedule the next meeting.
- Mr. Harrell thanked the committee for a great body of work and added there may be a need to consider exceptions when appropriate. Barbara concurred, stating that we must evaluate each individual situation.
- With no additional comments or questions, the development presentation began.

#### IV. Development Update

6:55

- *Marcia McGill, DHCD*
- *John Majors, The Oughtness Group/BBRM*
- Marcia McGill presented the Minority Women Owned Business (MWBE) contracting updates for city managed contracts and business (see the attached slides).
- As Ms. McGill shared the number of minority and women business enterprises who have obtained City contracting opportunities, Councilwoman Royster commented that herself and Councilwoman Johnson hosted a series of town hall meetings with nonprofits and small businesses, with over 200 attendees. Of those, the majority were not SWAM certified. To this point, Ms. Royster asked if obvious minority firms would appear in the SWAM database.
- Ms. McGill responded the only way the City can identify a company is through some form of certification that indicates that they have registered as a woman or minority-owned business. In cases where a state certification is unavailable, we can also look at national certifications. In all cases, the City is flexible as not to exclude anyone, i.e. if someone is interested in working with the City and is in the process of becoming SWaM certified. The City is aware that the process may take 4 – 5 months.
- Mr. Albert questioned whether a business does not possess a SWaM certification will prevent contractors from being considered for contracts. Ms. McGill responded that the absence of the certification only prevents a company from being tracked in the database of SWaM businesses. Furthermore, the only factors that prevent a contractor from being awarded a contract are access to the opportunity or the inability to perform the scope of work. The City supports certifications outside of the state SWaM certification, if it confirms similar status.
- Mr. Albert thanked Ms. McGill for her response and added that in addition to tracking, the City should focus on connecting the smaller contractors with larger contractors, creating a mentorship and partnership. Mr. Albert continued by stating that the overall work the team is doing is genuinely noble and appreciated.
- Councilwoman Royster shared an encounter with a subcontractor who was unaware of what SWaM certification was. The lack of knowledge is inhibiting. Ms. Royster encouraged all attendees that as we encounter people, ensure we funnel them to the Housing and Community Development department. Creating a pipeline will ensure better communication.
- Ms. McGill agreed and added that some contractors are challenged by changing their focus from their income generating work to the work of being certified, but we want to provide support with the process of certifications as it will ultimately result in more income generating work.

## **Mayor's St. Paul's Advisory Committee**

### *Meeting Minutes*

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- With no additional feedback, Ms. McGill continued to present slide 20.
- Councilwoman Royster commented that one of the major frustrations of contractors was their inability to accept work due to a lack of capacity and bonding requirements.
- Ms. McGill acknowledged the comment and added that we must continue to do the work to find a solution. How can we incentivize a group with greater capacity, whether minority or women subcontractor, to work with another?
- Lafayette Tatem answered by sharing that the partnership to which Ms. McGill and Councilwoman Royster are referring is called a joint venture. In these instances, a small business and a large business combine forces for a job, causing the past performances to be considered, positively impacting both and adding capacity.
- Mr. Albert added that the "joint venture" idea should be considered to be modeled in Norfolk.
- Ms. McGill thanked Mr. Tatem and continued the presentation by sharing an overview of future city projects, upcoming focus group sessions, construction development training survey, and Request for Proposal (RFP) for a modular training program.
- With no additional input, John Majors and Mr. Tatem continued the development portion of the presentation providing an overview of the May 2023 Vendor Fair, MWBE expenditures to date, and the MWBE process for future phases. The presentation slides are attached.

#### **V. Open Discussion**

**7:15**

- Ms. Hamm Lee surveyed the committee members as to whether to receive an electronic update during the summer months of July and August or to meet in person.
- Councilwoman Royster added that as this is the Mayor's St. Paul's Advisory Committee, Mayor Alexander is evaluating the names recommended for the committee and the positions. Changes may be forthcoming, and more to come in the Fall.
- The poll determined that the committee will take a break and regroup on the third Tuesday of September.
- Pastor Houston thanked Barbara for her service and leadership during the SPAC meetings.
- As the summer meetings will be on hold until September, Nicole Brown and Laeunice Brown announced plans for a back-to-school drive and event slated for August at the Macarthur Center. The committee is still in the planning phases, and additional support is welcome.

#### **VI. Adjournment**

**7:30**

- Ms. Royster wished everyone a safe summer. If there are any events or happenings in the community, please communicate them to the group.
- Ms. Hamm Lee asked if there were any further comments or questions. When none were raised, she concluded the meeting by announcing its adjournment and expressing gratitude to all those who attended.



# St. Paul's Advisory Committee Meeting

Location: Foodbank of Southeastern Virginia and the Eastern Shore  
June 20<sup>th</sup>, 2023

# Agenda

## **Welcome | 6:00**

*Barbara Hamm Lee, SPAC Liaison  
Councilwoman Danica Royster, Co-Chair  
Councilman John Paige, Co-Chair*

## **People First Update | 6:05**

*Nicole Brown, USI*

## **SPAC People First Subcommittee Update | 6:20**

*Chris Tan, Subcommittee Chair*

## **Development Update | 6:55**

*Marcia McGill, DHCD  
John Majors, The Oughtness Group/BBRM*

## **Open Discussion | 7:15**

*SPAC Members*

## **Adjournment | 7:30**

*Barbara Hamm Lee*



# People First Update

- *Part time vs. full time employees*
- *Average household profile*

*Nicole Brown, USI*



## Key Service Pillars and Results Statements

**Education:** All children and youth in Tidewater Gardens are ready for school, thrive in and out of school, graduate from high school, and are prepared for college, career and life.



**Economic Mobility:** All households in Tidewater Gardens, before and after redevelopment, are economically independent.



**Health:** All children and adults living in Tidewater Gardens, before and after redevelopment, are mentally and physically healthy.



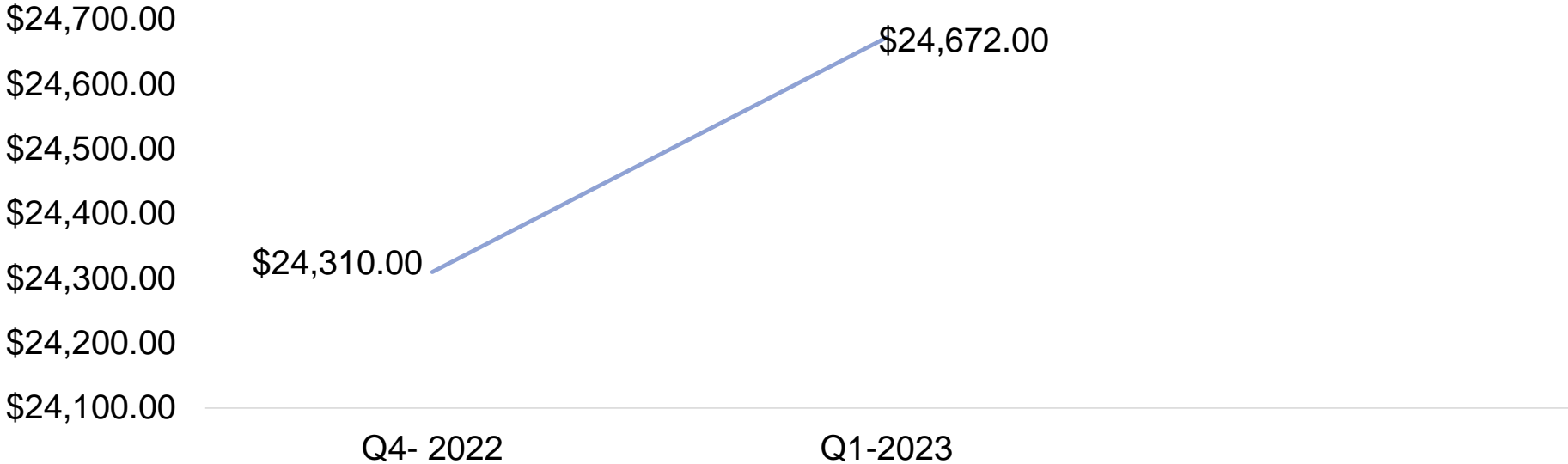
**Housing Stability:** All Tidewater Gardens households remain stably housed in their housing of choice.



# Employment Income



## Average Annual Income

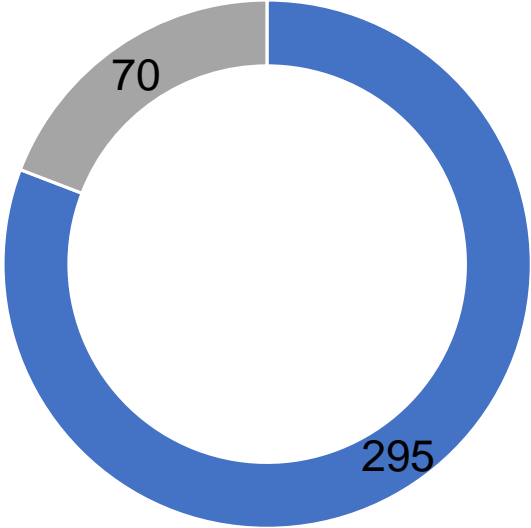


Source: LEARN 05/15/2023

# Full Time –VS- Part Time Individuals



## Full Time -vs- Part Time Participants



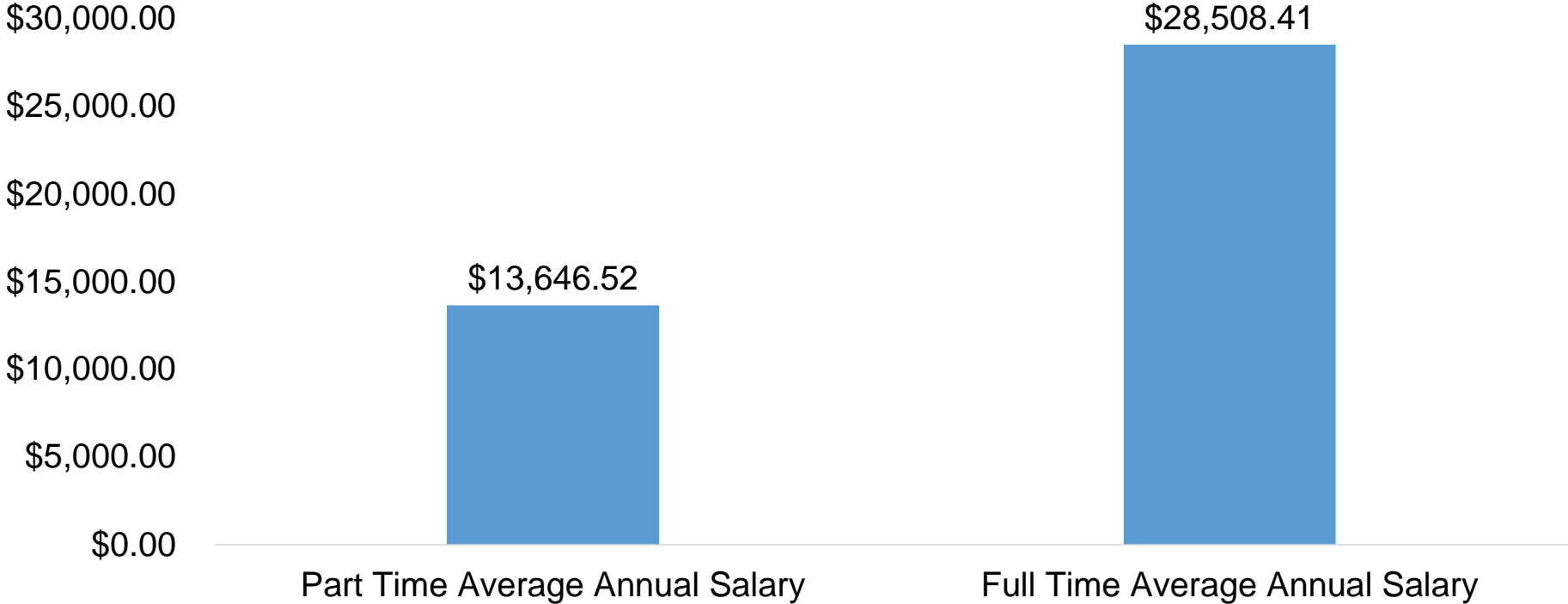
■ 30+ Hours/ Full Time    ■ <30 Hours / Part Time

Source: LEARN

# Average Annual Salary Based on Employment Status



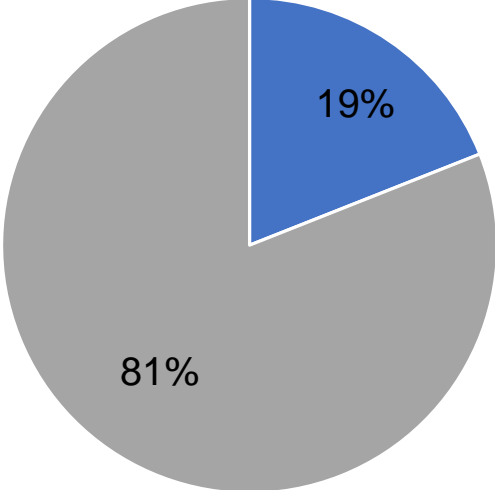
## Average Annual Salary Based on Employment Status



Source: LEARN

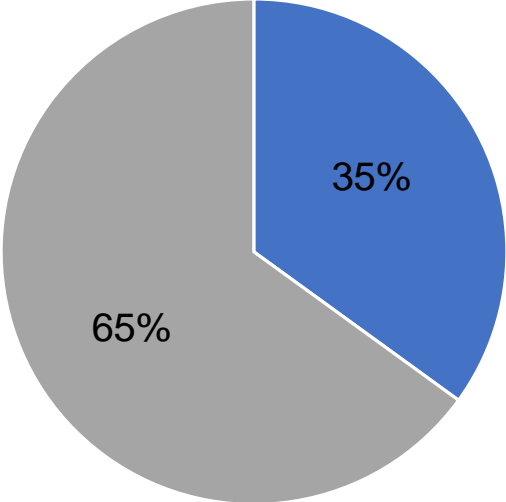
# Weekly Hours Worked

### Weekly Hours Worked By Part Time Participants



■ 10-19 hours ■ 20-29 hours

### Weekly Hours Worked by Full Time Participants



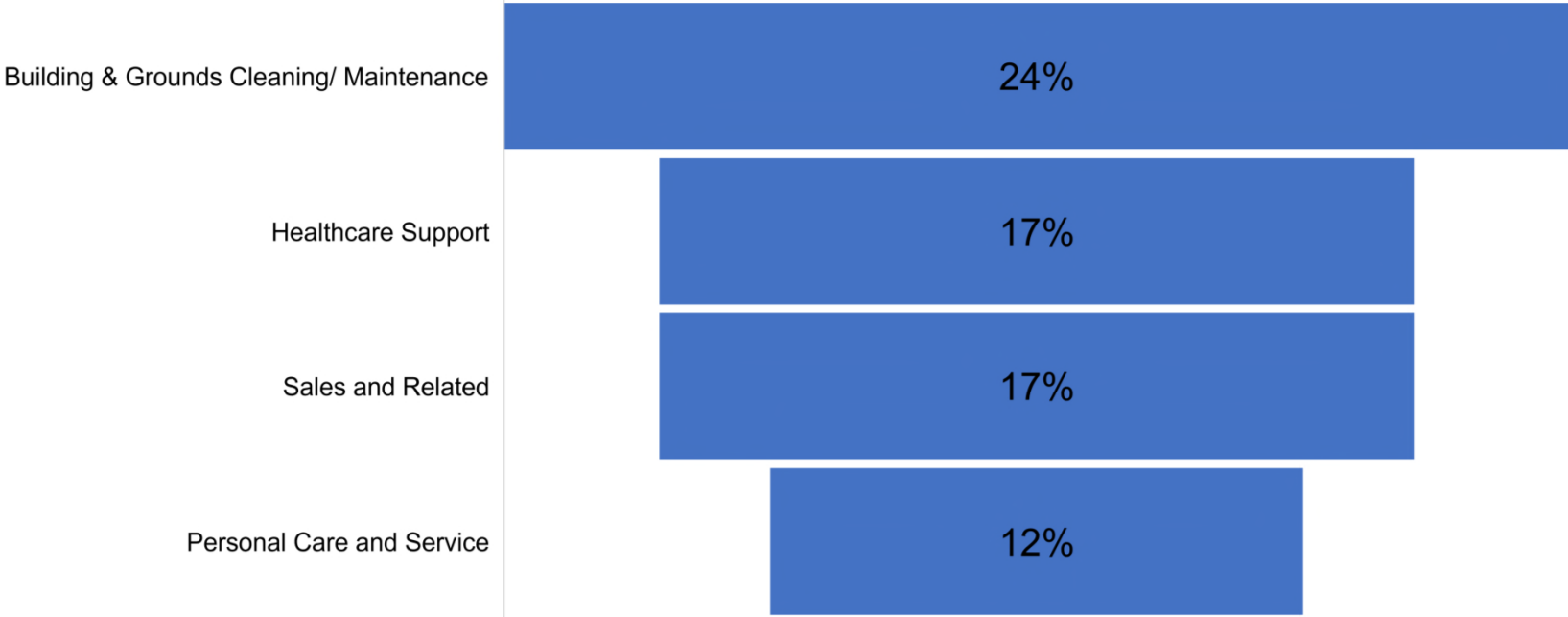
■ 30-38 hours ■ 39+ hours

# Top 5 Employers for Part Time Participants



- Briggs Home Health Agency
- Bath and Body Works
- Food Lion
- Norfolk Public Schools
- Walmart

# Top 4 Work Fields Occupied by all Employed Participants



# Kindred: Origin & Reunion Updates



- The exclusive waitlist for TWG residents opened for Origin and Reunion. The waitlist is open for 45 days to all former Tidewater Gardens residents that relocated out of the community on or after February 28, 2019.
- Applications opened on Monday, June 5, 2023, at 9:00 a.m. and the waitlist will close at 4:00 p.m. on July 19, 2023.
- USI is assisting residents in applying for the units.
- HCV households are applying directly to Franklin Johnston.
- Franklin Johnston will be conducting leasing from the USI Main Office.



# Tidewater Gardens Residents: It's Time to Return to Kindred !



# Upcoming Engagement Activities

## End of School Bash:

- **Date:** June 30<sup>th</sup>
- **Location:** Southeastern Cooperative Educational Programs (SECEP)
- **Details:** There will be food, prizes, games, registration for Pre-K programs on site, the opportunity for families to meet and greet with various Community Partners with an array of services, and a celebration for the Class of 2023 Tidewater Gardens graduates.



# SPAC People First Subcommittee Update

- *Recommendations Report*

*Chris Tan, Foodbank*

# Objectives of Barrier Removal Program



1. Provide a General guide to facilitate the fair distribution of city barrier removal funding
2. Define the roles and responsibilities of staff members in the application of the policy
3. Ensure that all eligible families will have access to the fund and funding will be available throughout the duration of the People First Program

# Program Limitations



1. Barrier removal funds should be the funds of last resort after all other funding has been exhausted
2. Proper use of these funds should create less dependence/reduced need for these funds in the future.
3. The application for these funds should be accompanied by frequent contact with case managers and be a significant part of an intensive case management process

# Limitations and Eligibility



## Limiting Factors

1. Residents can request barrier removal assistance **once per year** during the CNI program under each category.
2. Form and amount of assistance varies based on the type of barrier.
3. Every request must be accompanied by a **Family Development Plan** (approved by Assistant Project Manager).
4. Failure to complete the identified steps in a FDP may limit the amount of barrier assistance given in subsequent years.

## Eligibility

1. Only on-lease residents of the targeted public and assisted housing site are eligible for barrier removal assistance or rewards/incentives.
2. Residents who previously received assistance must have been compliant with their barrier removal assistance agreement and have successfully completed the associated program or referral service that was coordinated for them by the Case Manager/Service Connector unless there was an excused reason for withdrawal, termination, or drop out.

# Additional Subjects



Additional subjects currently being reviewed by subcommittee:

- Out of State services
- Hotel stays
- Multiple moves



# Development Updates: MWBE

- *City Contracting*
- *Developer Contracting*

*Marcia McGill, DHCD*  
*John Majors, The Oughtness Group*



# St. Paul's Transformation and MWBE



## Highlights of Our Work:

- **SWAM Participation in Procurement and Contracting ordinance in 2020:**
  - Introduction of "sheltered bid" language in procurement policies to create more opportunities for Minority/Women owned Business (MWBE) certified contractors
  - St. Paul's Transformation Area/Tidewater Gardens - The pilot project
- **Goals:**
  - 12% Certified Minority Owned Business Participation (MBE)
  - 13.3% Certified Woman Owned Business Participation (WBE)
- **Developer Economic Inclusion Plan**

# City Contracting



- **The Numbers:** Of total of 74 existing contracts:
  - **10 Minority Owned Business (MBE) Contracts**
  - **12 Women Owned Business (WBE) Contracts**
  - 21 Small Business Contracts
  - 31 Non-SWaM Contracts
  
- **The Dollars:** Of total city expenditures of \$26.69M:
  - **\$10.63M** has been awarded contracts to **MBE**
  - **\$2.79M** has been awarded to **WBE**

## Future City Projects

- Phase II Infrastructure (federal funds)
- Blue Greenway (federal funds)
- Demolitions: 3 projects
- Landscape project

# Additional Efforts

## 1. Survey

- Launched May 23<sup>rd</sup>, 2023
- Outreach strategies: Vendor fair, emails, newsletter, websites, social media platforms
- As of 6/17/2023, 51 responses
  - Prefer both online and in person trainings
  - Top 3 training preferences:
    - Partnering with other contractors to access additional opportunities
    - Securing upfront funding for project kickoffs
    - Understanding City/State/Federal contracting requirements



### WE NEED YOUR INPUT



What construction training opportunities would you like to see?

### MORE INFO:

(757) 664-6800  
stpaulsdistrict.org  
stpaulstransformation@norfolk.gov

**Take our survey:**

[www.surveymonkey.com/r/ConstrDevTrainSurvey](https://www.surveymonkey.com/r/ConstrDevTrainSurvey)

# Additional Efforts

## 2. Focus Group

- Location: Jordan-Newby Anchor Branch Library
- Projected Date: July 12, 2023

## 3. Training Program

- RFP Modular Training Program

# Developer Contracting



## Content:

- Overview of May 2023 Vendor Fair
- MWBE Expenditures to Date
- Process for Future Phases

# Overview of May 2023 MWBE Vendor Fair

**Registrations:** 126

**Attendees:** 75

## Key Topics Covered:

- Overview of Tidewater Gardens Redevelopment
- Introduction to Breeden as General Contractor for Blocks 17/18
- Deep Dive on Bidding Process for 17/18
- Questions and Answers
- Information Tables in Lobby:
  - City / NRHA
  - SWAM Certification
  - Breeden (GC) for one-on-one discussions



## Overview of MWBE Progress to Date:

Vendor	SWAM #	MBE Spend	WBE Spend	Project
A and S Contract Co.	824121	2,469,035		Blocks 19/20
Coastal Pipeline Services	725696		2,281,190	Blocks 19/20
Majk	671876	44,000		Blocks 19/20
Rican Cleaning Services LLC	817679		20,000	Blocks 19/20
Saunders Fence Co.	656813		48,596	Blocks 19/20
United Contractors Inc	688773		1,487,850	Blocks 19/20
Dominion Builders and Contracting, LLC	701275	126,296		Blocks 19/20
Moody Nolan (Ohio-Based MBE)	NA	1,167,498		Blocks 17/18
The Livas Group	723155	69,176		TWG Ph A, B1, B2
Work Program Architects	691819		289,775.05	TWG Ph A, B1, B2
<b>TOTAL MWBE SPEND</b>		<b>3,876,005</b>	<b>4,127,411</b>	

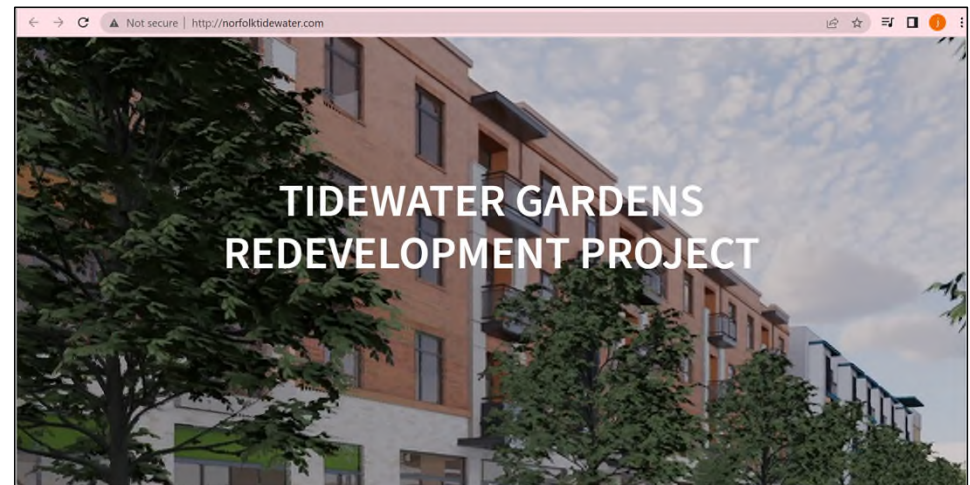
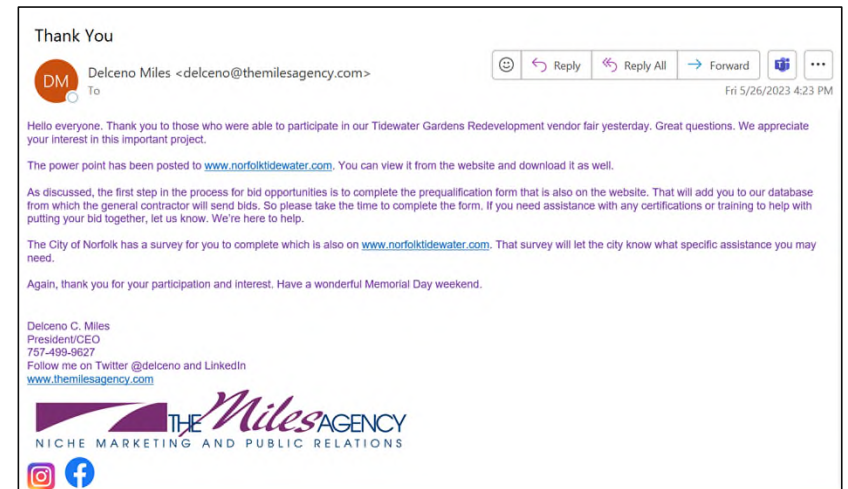
*Total Construction Contract Amounts -- Block 19: \$15.6M; Block 20: \$28.8M*



# MWBE Process for Future Phases

## High Touch Technical Assistance

- Commitment to Increased Frequency of Communication / Touch Points
  - Multiple follow-ups to distribution lists leading up to Vendor Fair
  - Every Vendor fair attendee received a follow-up email the day after the fair
- Breeden (GC) sent Invitations to Bid (ITBs) to firms in the [norfolktidewater.com](http://norfolktidewater.com) database that offered the trades required
- Team will call every firm on the ITB List to make sure they know about the invitation and ask if they intend to bid and/or need any help with submitting their bid
- Team is offering potential bidders access to bid prep help and bonding industry contacts





# Open Discussion

*SPAC Members*



# Adjournment