Mayor's St. Paul's Advisory Committee

Meeting Minutes

Date of Meeting: June 18, 2024

Minutes Prepared By: Krystle Aponte, City of Norfolk

1. Purpose of Meeting: To provide project development updates and feedback on St. Paul's Transformation Area project, including People First update, Development Update and more.

2. Attendance at Meeting			
Mr. Alphonso Albert –	Mr. Bruce Brady –	Ms. LaEunice Brown –	Ms. Ebony Burnham –
absent	present	absent	absent
Rev. James Curran –	Ms. Regina Daye –	Dr. Rhonda Alexander –	Mr. William Harrell –
absent	absent	present	present
Dr. Kirk Houston –	Ms. Deirdre Love –	Councilman John Paige –	Mr. Christopher Bryant – present
absent	present	present	
Dr. Glenn Porter –	Councilwoman Danica	Ms. Tara Saunders –	Mr. Kevin Murphy –
present	Royster – present	present	present
Mr. Christopher Tan –	Pastor Travis Barnes-	Dr. Doreathea White –	Mr. Brian Owens –
present	absent	absent	absent
Ms. Iris Lundy – present			

3. Agenda

ı.	welcome/Roll Call/Opening Comments	6:00	
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Barbara Hamm Lee, SPAC Liaison

Councilpersons Danica Royster and John Paige

II. People First Update – Barrier Removal Trends 6:05

o Nicole Brown, USI

III. Housing Plan Update for Final Development Phase 6:15

o Sarah Jones-Anderson, Brinshore Development

IV. Critical Community Improvements Plan Update 6:30

- o Mark Matel, Department of Housing & Community Development
- o Edward Sivells, St. Paul's Public Art Planning Committee

V.	MWBE Contractor Update o Sarah Jones-Anderson, Brinshore Development	6:45
VI.	SPAC Open Discussion o SPAC Members	7:00
VII.	Adjournment	7:30

4. Meeting Notes

I. Welcome/Roll Call/Opening Comments

6:00

- o Barbara Hamm Lee, SPAC Liaison
- o Councilman John Paige
- Ms. Hamm Lee welcomed everyone to the May 2024 St. Paul's Advisory Committee meeting. Ms.
 Hamm Lee announced the absence of SPAC member Dr. Kirk Houston due to a personal matter and
 opened the floor to the committee chairs for opening remarks.
- Councilwoman Danica Royster greeted the committee and expressed gratitude for the continued support of the St. Paul's Advisory Committee, and the families who reside in the St. Pauls' transformation area.
- Councilwoman Royster added that a part of the role of the committee members is to be in the
 community sharing information regarding the work among their respective networks and social
 groups, so it is important that everyone walk away from each meeting learning something new. If at
 any point there is a need for additional clarity, all are welcome to reach out.
- Ms. Royster continued by communicating the value of ensuring that people remain a priority in the redevelopment process as opposed to the brick and mortar.
- Councilman Paige concurred with Councilor Royster's remarks and added that the response of the community once the transformation has concluded is the responsibility of everyone in attendance, so everyone is encouraged to stay involved and vocal.
- Ms. Hamm Lee thanked the co-chairs for their comments and opened the floor to Nicole Brown to provide People First updates.

II. People First Update – Barrier Removal Trends

6:05

- o Nicole Brown, USI
- Ms. Brown greeted the committee and echoed Councilor Royster's sentiments of keeping people first.

- Ms. Brown began her presentation by sharing the four key service pillars and results statements that guide the work of the People First team: Education, Economic Mobility, Health, and Housing Stability for former Tidewater Gardens families before, during, and after redevelopment.
- Ms. Brown continued by sharing data regarding barrier removal funds.
- In reference to presentation slide 5, Ms. Brown explained the importance of People First's role as a "coach" to the families versus a "case manager", expressing that USI is currently transitioning and restructuring from the idea of case management to coaching to better address the needs of the families.
- Ms. Brown continued by sharing that People First will offer individualized monetary assistance, accompanied by coaching, that addresses the reported financial barrier and allows for a structured developmental plan so that similar situations can be managed in the future without financial support to remove the barrier.
- Ms. Brown explained the importance of meeting the immediate needs of a family while also creating a stable household for the future.
- Ms. Brown resumed the presentation, covering the amount of barrier removal funds expended from June 1, 2023, to July 1, 2024, the number of requests received, the pillars of support, and the most frequently requested barrier removal categories.
- In reference to presentation slide 7, Ms. Brown explained that emergency housing hotel stays barrier removal requests arose when families vacated their prior unit once provided a move-in date at Kindred, and unexpected construction delays arose.
- With regard to utility assistance, Ms. Brown expressed that during the pandemic, families incurred large utility debts and are now required to pay large amounts of down payments for services.
- For rental arrearages, Ms. Brown added People First covered these costs to ensure families have the right and ability to return to the newly developed Kindred community.
- Councilperson Royster inquired if People First is proactive in assisting former Tidewater Gardens
 families with balances owed to the Norfolk Redevelopment and Housing Authority (NRHA) or if
 action is taken once an application is submitted to return to the Kindred community.
- Ms. Brown responded that People First had requested a report of balances owed to the Housing Authority from residents of the former Tidewater Gardens community. As the information is received, People First acts to clear the balance.
- With regard to slide 5's reference to People First's plans to foster a structured developmental
 approach so that similar situations can be managed in the future without the need for barrier
 removal funds, Ms. Lundy asked if People First maintains data that reflects the plan implemented
 is successful.
- Ms. Brown responded each family receiving funds is enrolled in money management courses
 offered by Weiss Financial Consulting, LLC, a People First partner. Also, the People First Family
 Support Specialists possess a report of persons who have received barrier removal support and
 conduct check-ins to ensure families are tracking in the right direction.

- Ms. Love commented the underlying reason for crisis may be due to mental health and People First does a great job at addressing and identifying the needs of families.
- Ms. Brown thanked Ms. Love and echoed the importance of processing each matter and core barriers with families, especially in situations where substance abuse and mental health play a factor. In other cases, abuse of the barrier relief system and unsubstantiated requests are declined.
- Mr. Tan asked how often People First declines barrier support requests.
- Ms. Brown stated that each matter is handled on a case-by-case basis. People First is in place to
 help and support and in some cases, families are turned away, and at other times, when an effort
 is made, People First will step in to help.
- No additional comments or questions arose following the presentation.
- The PowerPoint slides are attached.

III. Housing Plan Update for Final Development Phase

6:15

- o Sarah Jones-Anderson, Brinshore Development
- Ms. Jones-Anderson shared an update of the next steps for final development phase B, which is expected to close and begin construction in April 2025.
- In reference to slide 9's reference to the July 18th due date for the Virginia Housing for Low Income Housing Tax Credits application, Councilwoman Royster asked if there was idea of the timeframe for approval and the amount awarded.
- Ms. Jones-Anderson responded due to the new process of the state credits program; there is an expectation of 60 days.
- Ms. Jones-Anderson continued the presentation by sharing updates on Blocks 17 and 18.
- No additional comments or questions arose.
- The presentation slides are attached.

IV. Critical Community Improvements Plan Update

6:30

- o Mark Matel, Department of Housing & Community Development
- o Edward Sivells, St. Paul's Public Art Planning Committee
- Mr. Matel began the presentation by explaining what a Critical Community Improvement is and how the plan was developed, covering prior committees, engagement efforts, the historical context, neighborhood placemaking through art, the artist selection committee, and safe pedestrian infrastructure.
- Mr. Edwards Sivells continued the presentation by covering the request for proposals process, demographics of the artists, artist selection process, and the plan for committees to select and interview finalists and expressed the importance of representing the residents of the former Tidewater Gardens community well.
- In reference to presentation slide 22, Councilor Royster asked if each committee will be responsible for reviewing a particular type of art, i.e. paint or sculpture.

- Mr. Matel responded not at this time, as the committee is not aware of the types of art that will be submitted.
- Mr. Matel continued the presentation on slide 23, sharing the Critical Community Improvements timeline.
- Mr. Tan asked for clarification of the artwork submission process.
- Mr. Matel explained the natural engagement process that happens with artists and the community, followed by a review of the final product and proposal based on perspectives of participating community members.
- No additional comments or questions arose.
- The presentation slides are attached.

V. MWBE Update

6:45

- o Sarah Jones-Anderson, Brinshore Development
- Ms. Jones-Anderson began the presentation by sharing the official overview of the Minority Business Enterprise (MBE) and Women Business Enterprise (WBE) goals for the project and continued by displaying the progress made towards the goals by block, upcoming opportunities for blocks 17 and 18, and next steps.
- No comments or questions arose.
- Presentation slides are included for reference.

IV. SPAC Open Discussion

7:00

- o SPAC Members
- O Ms. Lundy stated she was forwarded an article that discussed displacement and expressed the inability of families of the former Tidewater Gardens community to return to the newly developed Kindred community. Ms. Lundy asked if there is an opportunity to develop a one-pager to equip the committee and others to defend the work including where the work began and where it is heading.
- O Councilperson Royster concurred and added the need to include the actual steps to returning to the community from the aspects of both an interested party and a former Tidewater Gardens family. Ms. Royster also inquired about the ability to update or produce a frequently asked questions one-pager, which will condense the information, so everyone understands.
- o Dr. Susan Perry, Director of the City of Norfolk's Department of Housing and Community, stated that there are frequently asked questions on the St. Paul's website but that it is in the process of being updated. Also, a recently developed one-pager will be recirculated.
- o In response to resident's inability to return, Dr. Perry commented often the refrains of certain groups that tell residents they can't return or won't be able to return resound more with families than the actual truth that measures are in place to ensure families who wish to return can actually return. She stated these voices actually hurt resident returns because they are often listened to more than the City and NRHA.
- o Ms. Royster added that as committee members are in the community, a directory may need to be developed to share actual points of contact with constituents to help guide persons.

- In an effort to build trust, Councilperson Paige suggested taking a nontraditional approach to include persons who have trust within the communities and possess a reach we may not possess, i.e., local reporter Rhoda Young.
- Ms. Love suggested that ensuring marketing efforts reflect the former Tidewater Gardens families
 will allow them to see themselves as the majority in the new community and will help the desire
 to return.
- o Ms. Marcia McGill, Assistant Director of the City of Norfolk's Department Housing & Development, shared a part of the visual support includes hosting resident tours so families can see their peers in the new community. Also, a Community Ambassador program is being developed to allow peer-to-peer communication.
- Ms. Lundy concurred and added Sentara is using actual community members in their marketing efforts.
- Ms. Hamm Lee stated that families will tell their actual stories and experiences in upcoming social media and the Year 5 annual report.
- Ms. Hamm Lee suggested connecting with Kelly Straub, City of Norfolk's Communication Director to discuss the City's marketing plan and longer-term deployments.
- With no additional comments regarding communication plans, Mr. Paige announced an upcoming event, A Warm Embrace, for local families who have experienced loss due to violence. The event will take place at the Norfolk Botanical Garden.
- Ms. Royster announced July is Minority Mental Health Awareness Month. An event entitled; "Surviving through Mental Health" will take place on July 11th from 5pm to 9pm at the Attucks Theatre. The event will feature mental health supportive services and more.
- Mr. Tan announced a corn harvest event will take place July 11th- July 13th, in partnership with Franklin Farms, a minority farm partner of the Foodbank. Volunteers are welcome. The corn will be harvested and distributed throughout local communities.
- O Ms. Love announced that Teens with a Purpose recently partnered with WPA for a community project celebrating Juneteenth: repainting traffic lanes with art reflecting sunflowers and the Sankofa bird. Also, Teens with a Purpose will host their annual Fuse Fest on August 3rd from noon to 7pm. This years' theme is environmental justice and local partners will be featured. The event will conclude with a film entitled "Underwater Project".
- Ms. Hamm Lee asked everyone to send the event flyers for sharing purposes, with a copy to Ms.
 Krystle Aponte, as she will be on vacation.

V. Adjournment 7:30

- Ms. Hamm Lee reiterated that the committee would take a recess from the in-person meetings during the months of July and August. An electronic update will be disseminated via email.
- o There were no comments or questions.
- Ms. Hamm Lee stated that the meeting was adjourned and thanked everyone for coming.



St. Paul's Advisory Committee Meeting

Location: Foodbank of Southeastern Virginia and the Eastern Shore June 18, 2024

Agenda

Welcome | 6:00

Barbara Hamm Lee, SPAC Liaison Councilpersons Danica Royster and John Paige

People First Update | 6:05

Nicole Brown, USI

Housing Plan Update | 6:15

Sarah Jones-Anderson, Brinshore Development

Critical Community Improvements Plan Update | 6:30

Mark Matel, Department of Housing and Community Development Edward Sivells, St. Paul's Public Art Planning Committee **MWBE Contractor Update** | 6:45

Sarah Jones-Anderson, Brinshore Development

SPAC Open Discussion | 7:00

Adjournment | 7:30

Barbara Hamm Lee, SPAC Liaison



People First Update

Barrier Removal Overview

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.



Source: LEARN

Barrier Removal Funds



- People First-USI will offer individualized monetary assistance with coaching that addresses the
 reported financial barrier and allows for a structured developmental approach to working with
 individuals so that similar situations can be managed in the future without financial support in
 removing the barrier.
- With intense family support and proper use of barrier removal funds, residents will have a reduced need for this type of crisis assistance. Family Support Staff should provide documentation in the LEARN system with all necessary attachments demonstrating that we have exhausted all avenues and that these funds are the last resort for financial assistance.

Barrier Removal Funds



- \$125,288 in Barrier Removal Funds from June 1, 2023 July 1, 2024
- 178 Barrier removal requests- representing 149 residents
- Barrier removal funds are used to support residents in Housing Stability, Education,
 Health & Wellness, and Economic Mobility
- The most requested barrier removal:
 - Rental Arrears
 - Utility Assistance
 - Emergency Housing

Barrier Removal Breakdown in Family Supportive

Services







Housing Plan Update

Housing Development

Sarah Jones-Anderson, Brinshore Development

Next Steps for Phase B

- Applications to Virginia Housing for Low Income Housing Tax Credits
- Due July 18 for Phase B
- Finalize design and financing strategy in October
- Construction begins April 2025 (this assumes awards for federal and state credits from Virginia Housing)







Blocks 17/18 Update

• Block 17

- Foundation and podium complete
- Framing is 25% complete as of the end of May

Block 18

- Foundation 85% complete as of end of May
- Podium work to begin

• Construction Completion

• Construction estimated to be complete for both buildings by October 2025









Critical Community Improvements Plan Update

Department of Housing and Community Development

Mark Matel, DHCD
Edward Sivells, St. Paul's Public
Art Planning Committee

CNI Plan for Critical Community Improvements (CCI)

What is a Critical Community Improvement?

- Activities that serve as the thread to connect housing and people and improve the overall neighborhood
- Critical Community Improvements are innovative projects that reach the entire community
- CCI funds must be used for physical community projects that enhance and accelerate the transformation of the neighborhood

Neighborhood Placemaking Through Art (Cultural Trail)

Footprints Committee (Cultural Trail Committee)

- Chaired by Dr. Newby-Alexander and Co-chaired by Barbara Hamm-Lee
- Objectives:
 - Identify the things that mattered most to Tidewater Gardens residents
 - Research and catalog all historically significant features of the geographical location
 - Begin to discuss how art could preserve the best of the former Tidewater Gardens community and where it could potentially be placed in the transformed neighborhood
- Members were divided into three subcommittees
 - Resident Engagement
 - Historical Research
 - Logistics
- Committee Activities
 - Research of community organizations, churches, structures, and historical activities
 - Resident Walk & Talk event
 - Monthly meetings from August 2021 to March 2022 to develop Cultural trail nodes

Cultural Trail Footprints Committee

Chair: Dr. Cassandra Newby-Alexander, NSU History & Joseph Jenkins Roberts **Co-Chair:** Barbara Hamm-Lee, WHRO

- Ramona Austin, Public Art Commission, Planning Commission
- Natalie McCarthy, SGA consulting (Blue-Greenway design)
- Raven Bland, Dept. of Neighborhood Development
- Shelly Mitchell, St. Paul's resident, accountant with nearby business
- Narissa Bond, Singer-Songwriter
- Jenkins Roberts, Center for African Diaspora Studies
- Tracy Clark, Don't Duck History
- **Rob Pappas**, NRHA
- Derek Eley, Public Art Commission
- Peter Eudenbach, ODU Fine Arts, Public Art Commission
- Khalil Riddick, Local Artist
- Hattie Green, St. Paul's resident

- Zachary Robinson, Urban Designer & Architect
- Solomon Isekeije, NSU Fine Arts
- Karen Rudd, Norfolk Arts
- Chalae Johnson, St. Paul's resident
- Tara Saunders, ODU Real Estate, St. Paul's Advisory Committee
- Tara Johnson, St. Paul's resident
- Will Speidel, RPOS Landscape Architect
- Deirdre Love, Teens with a Purpose, St. Paul's Advisory Committee
- Claudette Woodhouse, Former St. Paul's resident, educator with Norfolk Public Schools

City Support Staff:

- Susan Perry, Dept. Housing and Community Development
- Marcia McGill, Dept. Housing and Community Development
- Katie White, Dept. Housing and Community Development



Identify Locations for "Footprints"

CCI Project 1: Neighborhood Placemaking











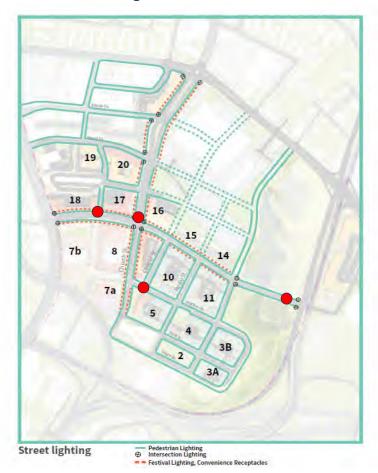
TRATIS AND PATHS (1)

AMPHITHEATER (M)

LOCAL TALENT(N)

A cultural trail that navigates the St. Paul's area that will highlight key assets as well as people, moments, and places from the Tidewater Gardens - St. Paul's community, both past and present.

CCI Project 2: Safe Pedestrian Infrastructure





Festival lights on atreat trees



Soofa - Way finding information Kiosks

Provide strategically placed wayfinding signage and lighting along Freemason Street and to help provide a safe and festive walking atmosphere.

Neighborhood Placemaking Through Art (Cultural Trail)

Artist Selection Committee: (St. Paul's Cultural Trail)

Objective: Narrow the pool of initial artist applicants that will be able to apply for the 10 arts opportunities in the cultural trail

Committee Activities

- Review portfolios, written statements, and qualifications submitted by artists
- Divide into three sub committees that will manage 3 to 4 public art sites and conduct final artist selection
- Each sub committee will consist of at least (2) Art Commission Board member,
 (1) city staff and, (1) former or current Tidewater Gardens resident



Sally Clarkson, Arts Commission

- Rheumatologist (retired)
- Virginia Stage Company board member



Deirdre Love, Community Representative

- Chief Executive Officer for Teens With a Purpose (TWP)
- St. Paul's Area Advisory Committee Member



Edward Sivells, Community Representative

- Assistant Office Manager Center for Military
 Veterans Education
- •Selected to serve on the White House food service staff



Derek Eley, Arts Commission

- •Adjunct professor of ODU's Art Dept.
- •Don't Duck History Committee Member



Khalil Riddick, Artist

- Muralist
- •Graphic designer



Jennifer Blount-Sanford, Arts Commission

- President of Marketing for an AI firm
- •Hermitage Museum & Gardens Board Member



Peter Eudenbach, Arts Commission

- Professor & Chair of ODU's Art Department
- •Virginia Museum of Fine Arts Fellowship Recipient



Virginia Thumm, Arts Commission

- President of Virginia Fundraising Consultants
- Major Gift Officer Certificate program

Not Pictured: Wilma Gerald, Arts Commission Former Virginia Quilt Museum's Roa

Former Virginia Quilt Museum's Board Member

Tony Ruffin,

Community Representative Former Tidewater Gardens Resident

Kevin Sivells,

Community Representative Former Tidewater Gardens Resident

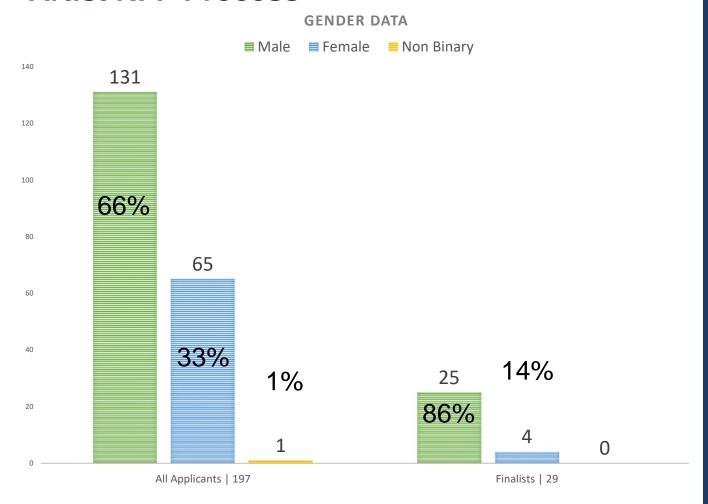
Selection Committee:

The selection committee were made up of 11 local Artist, Arts Commission Members, and former Tidewater Gardens residents

City of Norfolk Staff Support

- Karen Rudd Norfolk Arts
- Faith Hamman- Historic Preservation
- Marcia A McGill-DHCD
- Mark Matel- DHCD
- Shamekia Gordon- DHCD
- Paige Davis- DHCD
- Stephen Zurek- Parks and Recreation

Artist RFP Process



The RFP for the Critical Community Improvements plan was released in December 2023

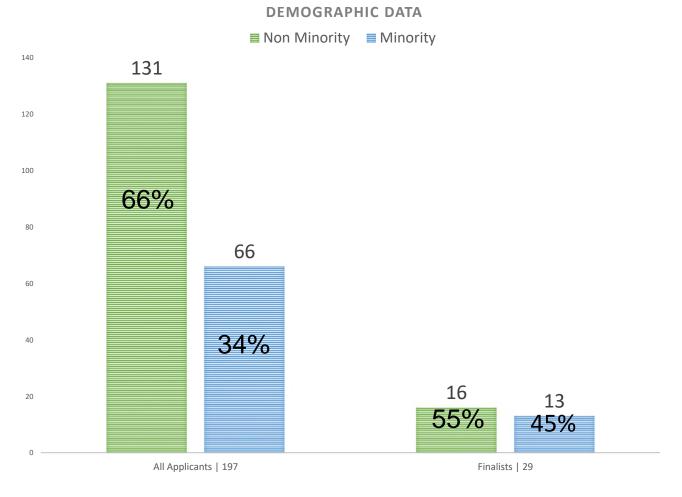
All Applicants submitted written statements and portfolio of qualifications via an online platform - CAFÉ Portal

The RFP closed February 2024

There were a total of **197** applicants ranging from local to international. Seven were local applicants

Artist Selection Process





There will be 10 art opportunities, of varying size and scope, in the Kindred neighborhood and St. Paul's Blue/Greenway

29 finalist were selected among the 197 to compete for these 10 opportunities

No artist has been selected as of yet to create artwork for the community

Artist, Location, and Art Selection

Committee A July – September 2024

-Select 3 finalists for 3-4 sites.

-Interview finalists and make final selections.

-Review and approve artwork designs.

Committee B September – December 2024

-Select 3 finalists for 3-4 sites.

-Interview finalists and make final selections.

-Review and approve artwork designs.

Committee C May 2025 – July 2025

-Select 3 finalists for 3-4 sites.

-Interview finalists and make final selections.

-Review and approve artwork designs.

Next Steps:

- Remaining site selection

Art Locations and Dollar Amounts:

10 Total Art Projects

1 @ \$600,000

Tidewater and E. Freemason

1 @ \$350,000

E. Freemason and Resilience

5 @ \$150,000

1. Holt Street Plaza

2. Park Entry Parking on Brambleton

3. TBD

4. TBD

5. TBD

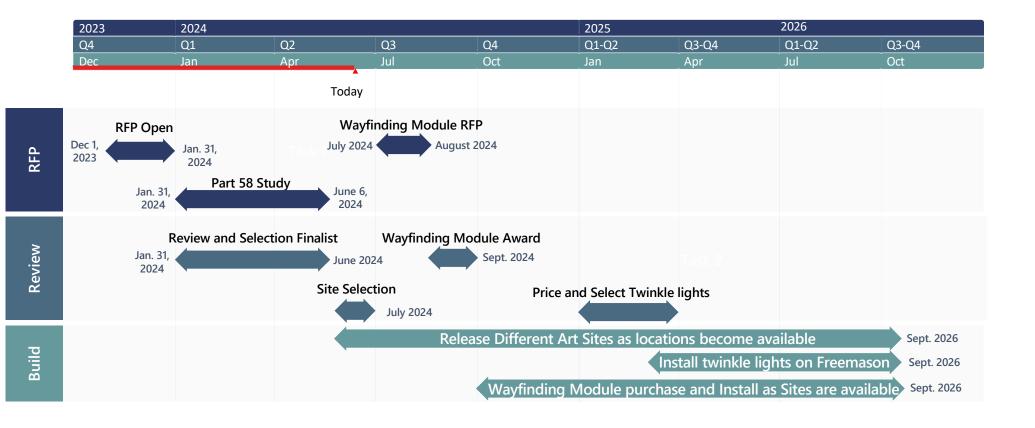
3 @ \$70,000

1. TBD

2. TBD

3. TBD

Critical Community Improvements Timeline









MWBE Contractor Update

Housing Development

Sarah Jones-Anderson, Brinshore Development

Overview of Official MBE and WBE Goals

The following criteria will be used to measure the Developer's compliance with the Master Development Agreement:

	Goals
MBE (SWAM Minority or National / Regional MBE Certification)	12.0%
WBE (SWAM Women or National / Regional WBE Certification)	13.3%
Combined	25.3%

For calculating the above percentages

The denominator will include:

The cost of Construction Trades

The costs of Non-Construction Trades included in Exhibit A

The numerator will include:

The costs of Construction Trades

The costs of Non-Construction Trades included in Exhibit A

Development Fees paid to MWBE JV Partners

Developer's contribution of 10% of paid Developer Fee to a Resident Services Fund

The value of philanthropic grants made by the Developer or its established partnership group to the project

Other financial contributions derived from the Developer's efforts (to be approved by the City and NRHÁ)

Progress Toward Goals: Blocks 19 and 20

General Contractor: Marlyn Development

Subcontractor	SWAM Certification #	Total subcontract amount: MBE	Total subcontract amount: WBE	
A and S Contract Co	824121	\$2,469,035		
Coastal Pipeline Services	725696		\$2,584,119	
Majk	671876	\$44,000		
Rican Cleaning Service LLC	817679		\$20,000	
Saunders Fence Co	656813		\$48,596	
United Contractors Inc	688773		\$1,539,580	
Dominion Builders and Contractors LLC	701275	\$126,296		
TTR Enterprises, LLLC	810564	\$90,000		
Totals:		\$2,729,331	\$4,192,295	\$6,921,926
Percentage of Total Contract Amount (Trades only)		6.93%	10.65%	17.59%
Goal		12.00%	13.30%	25.30%

Progress Toward Goals: Blocks 17 and 18

General Contractor: Breeden

Subcontractor	SWAM Certification #	Total subcontract amount: MBE	Total subcontract amount: WBE	
New Media Systems	5606	\$2,122		
Colonial Construction Materials	663589		\$30,543.90	
Jaswal Corp	726701	\$4,163,093		
Trinity Construction Services	653456	\$3,243,271		
84 Lumber	686367		\$954,994.16	
Brick Solution Inc	662653	\$2,584,104		
Venemex LLC	814061	\$1,848,000		
Zuleta Sheet Metal Inc	831557	1,946,700		
Totals:		\$13,787,290	\$985,538	\$14,772,828
Percentage of Total Contract Amount (Trades only)		32.13%	2.34%	35.13%
Goal		12.00%	13.30%	25.30%

Upcoming Opportunities for TWG 17/18

Landscaping Landscaping Irrigation

Contact for Breeden Construction

Genady Rabinovich

GenadyR@breedenconstruction.com

Next Steps

Next Phase	Blocks 9, 10, 16 (Phase A)
Project Financial Closing / Groundbreaking	January 2025
Timeframe for MBE / WBE Outreach and next Vendor Fair	 First Vendor Fair: July 11, 2024 at St. Mary's Basilica Advanced Communications Plan (beginning in June 2024) Updates posted to website at www.NorfolkTidewater.com Emails and phone calls to all contacts in database Outreach via VA Dept of Small Business and Supplier and Norfolk's DEI Department Issued for Construction/Bid- June 24th
	July 31 - Bids Due
Follow up Activities	Specialized Outreach and Follow-Up as Needed



SPAC Open Discussion

SPAC Open Discussion

SPAC Members



Adjournment