

Mayor's St. Paul's Advisory Committee

Meeting Minutes

Date of Meeting: February 18, 2025

Minutes Prepared By: Krystle Aponte, City of Norfolk

1. Purpose of Meeting: To provide project updates and feedback regarding the St. Paul's Transformation project, including People First, Development, Economic Inclusion, and more.

2. Attendance at Meeting

Mr. Alphonso Albert – present	Mr. Bruce Brady – present	Ms. LaEunice Featherston – present	Ms. Ebony Burnham – absent
Rev. James Curran – absent	Ms. Regina Daye – absent	Ms. Iris Lundy – present	Mr. William Harrell – absent
Dr. Kirk Houston – present	Ms. Deirdre Love – present	Councilman John Paige – present	Mr. Christopher Bryant – absent
Dr. Glenn Porter – absent	Ms. Danica Royster – present	Ms. Tara Saunders – absent	Mr. Christopher Tan – absent
Ms. Iris Lundy – present	Pastor Travis Barnes – present	Dr. Doreathea White – absent	Mr. Brian Owens – present
Councilman Carlos Clanton – present			

3. Agenda

- **Welcome/Roll Call** **6:00**
 - *Barbara Hamm Lee, SPAC Liaison*
 - *Councilpersons John Paige and Carlos Clanton*
- **SPAC Oath of New Members** **6:05**
 - *Allan Bull, Norfolk City Clerk*
- **NRHA Future Redevelopment Update** **6:15**
 - *Nathan Simms, NRHA*
- **Development Update** **6:30**
 - *Blocks 9,10,16 and Economic Inclusion Update*

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- *Charlene Andreas, Brinshore*
- **NSU People First Evaluation Report** **6:45**
 - *Evaluation Services of the People First Initiative*
 - *Dr. Sharon Alston, Norfolk State University*
- **People First Update** **7:15**
 - *Holiday Celebrations and Service Activities*
 - *Nicole Brown, People First ^{USI}*
- **Open Discussion** **7:25**
- **Adjournment** **7:30**

4. Meeting Notes

- I. Welcome/Roll Call/Opening Comments** **6:00**
- *Barbara Hamm Lee, SPAC Liaison*
 - *Councilpersons Carlos Clanton and John Paige*

- Ms. Hamm Lee called the February 2025 St. Paul's Advisory Committee meeting to order, the first of the year following the January session's cancellation due to inclement weather. She then conducted a roll call and opened the floor for remarks from the co-councilors.
- Councilman John Paige thanked everyone for attending and encouraged everyone to stay engaged with the work to be the best advocates for our neighbors. With no further comments, he introduced Councilman Clanton to the committee and handed the floor over to him.
- Councilman Clanton thanked everyone for attending and gave a brief overview of his professional background, expressing his knowledge of the Transformation project and openness to ongoing conversations.
- Ms. Hamm Lee then introduced Norfolk City Clerk Allan Bull to administer the oath of office to newly elected Councilman Carlos Clanton as Co-Chair and Danica Royster as a community stakeholder.

- II. SPAC Oath of New Members** **6:05**
- *Allan Bull, Norfolk City Clerk*

- Norfolk City Clerk Allan Bull administered the oath of office to newly elected Councilman Carlos Clanton as Co-Chair and Danica Royster as a community stakeholder and thanked each of them for their willingness to serve.

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- Both accepted: Councilman Clanton's term began on January 14, 2025, and ends on February 26, 2027. Ms. Royster's term began on January 1, 2025, and expires on December 31, 2027.

III. NRHA Future Development

6:15

- *Nathan Simms, NRHA*

- In response to recent news articles about plans to redevelop the St. Paul's Area communities of Young Terrace and Calvert Square, both managed by the Norfolk Redevelopment and Housing Authority (NRHA), Nathan Simms, Executive Director, offered clarification and next steps.
- Regarding the Virginia Pilot article mentioning demolition by the end of 2025, Mr. Simms clarified that this was false and explained that the NRHA has begun master planning with a "Build first, without displacement" approach with the goal of the first building that would offer replacement being built in 2027. Simms indicated that additional communication has been made with the reporter to address the misleading article.
- Simms noted that the NRHA will take a phased demolition approach to vacant units in Young Terrace, offering an option to build onsite in those demolished locations.
- Mr. Simms shared the planning and engagement process has begun with Tenant Management Council (TMC) presidents, with meetings scheduled for residents, the community, and stakeholders on February 26th in Young Terrace and February 27th in Calvert Square. During these sessions, residents will have the chance to engage in the planning process and access various opportunities, including workforce, education, healthcare resources and more, to help strengthen their households.
- Mr. Simms emphasized that the recent news article was inaccurate and worked to debunk the misleading narrative. He encouraged everyone to attend the NRHA board meetings, which are open to the public, to stay informed with accurate information. He pointed out that the author of the article was present at the meeting, heard the statement, but failed to ask follow-up questions for clarification. Despite being informed by NRHA that the information was incorrect, the writer claimed that the clarification could be found further down in the article.
- After opening the floor to questions, Deirdre Love, whose organization, Teens with a Purpose, is based in the Young Terrace community, asked about the status of Request for Proposals (RFP) submissions for demolition contractors. Mr. Simms clarified that the only RFP released to date has been for a master developer to assist with planning and working with the residents for the site, and no other procurements have occurred.
- Ms. Love acknowledged his response and asked further about economic inclusion opportunities. Mr. Simms confirmed that NRHA's goals are aligned with promoting economic inclusion.
- Ms. Love also acknowledged his response and inquired about the earlier mention of the offsite build location and services for residents, similar to what Urban Strategies Inc. is providing for families from the former Tidewater Gardens community. Mr. Simms reiterated his previous point that an onsite location in the Young Terrace community had been identified to support the "Build first" approach prior to the movement of any resident.

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- To Councilor Clanton's request for additional details regarding the location of the offsite build opportunity, Mr. Simms responded that it is within the St. Paul's area, not in the existing footprint of either community.
- Councilor Paige inquired about the reasons behind the high number of vacant units in the mentioned communities. Mr. Simms responded that the NRHA has successfully increased its occupancy rate by 10% over the past year. Regarding Young Terrace and Calvert Square specifically, Mr. Simms explained that due to the anticipated redevelopment of these sites, there was a collective awareness that relocation would be the most challenging aspect. As a result, the decision was made not to fill the units only to eventually demolish them, as this was deemed an inefficient approach. The NRHA's primary goal is to support as many individuals as possible, and this strategy was seen as the most practical for the site.
- Councilman Paige asked about the project's visual design. Mr. Simms responded that the appearance will be shaped by input from the individuals present and, ultimately, the community. He emphasized that the NRHA is focused on enhancing streetscapes and maximizing the number of units that can be developed on-site.
- In response to Councilman Paige's question about the People First supportive services element, Mr. Simms confirmed that the principles of the City's People First program would be applied. However, he clarified that Urban Strategies Inc. would not be the service provider. Instead, the NRHA has chosen to partner with the United Way of South Hampton Roads (UWSHR).
- Councilman Clanton urged the NRHA to maximize funding and collaboration opportunities and to ensure all relevant stakeholders are involved in ongoing discussions. Mr. Simms agreed and mentioned that a resident forum will be held on Saturday, March 1st, and encouraged everyone to attend.
- Ms. Royster asked how the NRHA plans to ensure diversity in both the RFP process and the overall project. Mr. Simms assured her that, despite the new administration, they have not received any indications that would affect the NRHA's commitment to economic inclusion goals.
- As a follow-up, Ms. Royster asked for more details on the site Mr. Simms mentioned earlier. He responded that a comprehensive update would be provided in March.
- Regarding potential collaboration with the UWSHR to offer supportive services to families, Ms. Royster questioned whether the United Way is experienced in such projects and how the NRHA plans to handle the potential loss of federal funding, ensuring that families remain unaffected. Mr. Simms confirmed that UWSHR has the necessary experience, and the services would also be available to residents of other NRHA communities. He also referenced the housing section of Project 2025, which the NRHA has reviewed, noting that there is currently no cause for concern regarding funding.
- Ms. Featherston inquired about the locations of the resident meetings scheduled for the 26th and 27th, as well as how the meetings were being communicated to residents. Mr. Simms confirmed that the meetings would be held onsite within the respective communities. Communication efforts included announcements via social media, printed flyers, and the NRHA website.
- Ms. Love revisited the potential collaboration with UWSHR for services and suggested considering the continued involvement of Urban Strategies Inc. She highlighted factors such as diversity, equity, the ability to hire from within the community, and concerns about the potential loss of

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federal funding due to the change in administration. Mr. Simms responded that, from the NRHA's perspective, the current administration is focused on transforming public housing communities and supporting self-sufficiency. He emphasized that the organization has always and will continue to prioritize minority opportunities and has achieved very high minority business participation to date.

- Ms. Love asked about the expected number or percentage of resident representation, noting that Teens with a Purpose is centrally located to the potential development. Mr. Simms responded that the NRHA will continue to engage the community and provide opportunities for residents to voice their opinions. With all stakeholders represented on the committee, he emphasized the importance of leveraging resources to help move families forward.
- Councilman Paige acknowledged the previous comments and added a request for more information on the decision-making process behind selecting UWSHR over USI, highlighting the need to ensure that those involved are truly reflective of the community. Mr. Simms agreed and acknowledged the comments.
- Councilor Paige also inquired about the number of moves anticipated by residents due to the redevelopment. Mr. Simms clarified that while plans are still being finalized, the intention is to use a phased demolition approach, allowing families to relocate to other units within the same community while construction occurs.
- Given the time constraints and additional items on the evening's agenda, Ms. Hamm Lee proposed allotting more time during the March SPAC meeting for the NRHA to provide further updates, noting that there was clear interest in continuing the conversation.
- Mr. Albert expressed his gratitude to Mr. Simms for his leadership and concluded by stating that a framework has been established, and the team will collaborate to complete it.
- NRHA's tentative schedule is attached.

IV. Development and Economic Inclusion Update

6:30

○ Charlene Andreas, Brinshore

- Ms. Charlene Andreas, a Vice President Development Manager of Brinshore, greeted the committee, mentioning it was her first time in attendance and began the presentation by providing a development update, including blocks 17 and 18 and phases A (blocks 9, 10, and 16), B1, and B2, and finishing up with economic inclusion.
- In reference to presentation slide 6 and phases B1 and B2, Ms. Andreas noted that the credit application was in it of a limbo zone with HUD regarding Greenhouse Gas Reduction Fund or GGRF. *The Inflation Reduction Act (IRA) created the Greenhouse Gas Reduction Fund (GGRF), a \$27B investment to mobilize financing and leverage private capital for clean energy and climate projects that reduce pollution across the country with special focus on ensuring these benefits reach low income and disadvantaged communities (LIDAC). The Environmental Protection Agency (EPA) will distribute GGRF financing to green banks and financial intermediaries, who will then redeliver those funds to cities for climate action projects, using innovative financing mechanisms.*

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- In reference to presentation slide 7, Ms. Andreas announced that there would be three architects on the project: one from Chicago, another from Washington D.C., and Work Architect Project (WPA). Also, larger home units will be introduced during this phase of construction.
- After reviewing presentation slides 8 and 9, a committee member inquired about parking plans for the community. Ms. Andreas responded that 1 to 1 tuck under parking will be available.
- Ms. Andreas continued to presentation slides 10-14, showcasing the economic inclusion goals, marks to date, and next steps.
- No additional comments or questions arose.
- John Majors, in attendance via phone, thanked committee member Brian Owens for collaborating to host the upcoming vendor fair at Black Brand.
- Mr. Brian Owens encouraged attendees to help spread the word about the upcoming event, slated for February 26th at 6pm. Follow up notification will be sent via email to the committee with details and although registration is not required, it is helpful in gathering contact information of interested parties.
- The presentation slides are attached.

V. NSU People First Evaluation Report

6:45

o Dr. Sharon Alston, Norfolk State University

- Barbara Hamm Lee introduced Dr. Sharon Alston from Norfolk State University's Ethelyn R. Strong School of Social Work, who presented a summary of the Year Three evaluation results for the City's People First initiative. Of the 614 households contacted, 210 responded to the survey.
- The presentation included longitudinal data, individual-level indicators, process and summative data, and recommendations.
- Regarding Slide 42, which mentioned inaccessible data concerning the implementation of People First and the effectiveness of assessing income for former Tidewater Gardens residents, Dr. Alston clarified that the opportunity to speak with USI's senior leadership was offered as a substitute for discussions with the family support specialists who directly serve the families.
- In response, Mr. Owens asked for further clarification on the data's inaccessibility—specifically, whether the data was unavailable or if a request had been made and denied. Dr. Alston confirmed that when requested through the City, USI denied the request.
- Ms. Love asked if the overall data could be broken down by age. Dr. Alston confirmed that the data could be grouped in any desired manner.
- Referring to Slide 45, Ms. Love requested clarification on the case management question. Dr. Alston explained that the question asked, "Are you currently receiving case management from People First?"
- Dr. Alston added that additional information is available upon request and thanked everyone for their time.
- Ms. Iris suggested revising and expanding the survey questions to eliminate ambiguity and ensure clear responses from residents. This would help ensure that the appropriate individuals are held accountable when necessary.

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- Following up on the earlier question about data accessibility, Marcia McGill from the City of Norfolk invited Alicia Walters, Vice President of USI, to provide further context regarding the organization's response.
- Ms. Walters explained that USI had proposed hosting a focus group with family support specialists and a supervisor present, rather than conducting one-on-one staff interviews, which might create pressure and discomfort for participants.
- Dr. Alston clarified that NSU was never offered a focus group; only a meeting with senior leadership was communicated.
- Regarding Slide 28, Ms. Love asked for clarification on the number of 210 individuals in the 23504 area. Dr. Alston clarified that this number does not represent the individuals who completed the survey; it was coincidental that the sample size matched the number of people in that area code.
- Councilor Clanton, acknowledging USI's data-driven, metrics-focused approach, emphasized that, given NSU's limited access to certain data points, USI should be able to provide detailed data breaking down the four service pillars. Ms. Walters confirmed this, and Mr. Clanton formally requested the data.
- Mr. Paige thanked Dr. Alston for her presentation, expressing appreciation for her insights and noting that she could be a valuable resource to help ensure the initiative stays on track.
- No additional comments or questions arose.
- The presentation slide is attached.

VI. People First Update

7:15

○ Nicole Brown, People First ^{USI}

- Ms. Nicole Brown provided a concise overview of Urban Strategies Inc.'s (USI) key service pillars: housing, education, economic mobility, and health and wellness. Her presentation included updates on the number of households enrolled in supportive services, a recap of December's holiday extravaganza and gift-giving initiatives, and an overview of upcoming resident programs.
- Ms. Brown also shared that the Norfolk Site has been ranked among the top 3 high performers of the Choice Neighborhoods Initiative (CNI) projects.
- Councilman Paige expressed gratitude to Ms. Brown for her presentation and encouraged her to seek support from the committee in areas where families may need assistance.
- In response, Ms. Brown acknowledged the councilman's comment, emphasizing that outreach efforts to families from the former Tidewater Gardens community are ongoing through phone calls, the Here4U campaign, and various resident engagement events.
- Ms. Love thanked Ms. Brown for her dedication, noting that her efforts have significantly enhanced outreach for Teens with a Purpose by bringing programming into Booker T. High School and Ruffner Academy. This initiative has resulted in a notable increase in program enrollment, which now stands at approximately 280 participants between the two schools. Additionally, she highlighted the parent cafes offered by Norfolk Public Schools as another valuable opportunity to engage with families.
- No additional comments or questions arose.

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- The presentation slides are attached.

VII. SPAC Open Discussion

7:25

- Ms. Hamm Lee expressed gratitude to Ms. Brown for the presentation.
- Ms. Hamm Lee then asked the committee to share their agenda suggestions for March. The following ideas were proposed:
 - Data on each of the four service pillars provided by People First
 - A development update from the NRHA
 - A case study or example of UWSHR's experience with supportive services, including whether the entity will contract additional organizations to assist with the work, whether those organizations will have the capacity to manage the number of families, and what criteria will be used to evaluate to determine which supportive service provider to move forward with.

VIII. Adjournment

7:30

- Ms. Hamm Lee thanked everyone for their contributions to the agenda for March's SPAC meeting.
- There were no additional comments or questions.
- Ms. Hamm Lee wished everyone a good night and stated that the meeting was adjourned.

TENTATIVE SCHEDULE



1. Issue RFP Master Developer	January 31
2. St. Paul's Advisory Committee	February 18
3. Stakeholder-Calvert TMC	February 26
4. Stakeholder-Young TMC	February 27
5. Resident Forum	March 1
6. Stakeholder Interviews	March - April (TBD)
7. Additional Calvert Square Engagement (Feb - May)	Monthly
8. Additional Young Terrace Engagement (Feb - May)	Monthly
9. Stakeholder-Calvert Residents	March 26
10. Stakeholder-Young Residents	March 27
11. Additional Calvert Square Engagement	TBD
12. Additional Young Terrace Engagement	TBD
13. Stakeholder-Calvert Residents	April 30
14. Stakeholder-Young Residents	May 1
15. Master Developer Selected	June (TBD)
16. 4 Day Workshop (Charrette)	June (TBD)
17. Community Meeting Draft Plan	August (TBD)
18. Community review/Plan Commission	August (TBD)
19. Master Plan Final	September 2025
20. HUD Section 18 Submittal	Target Late 2025
21. First Off-site LIHTC Submittal	March 2026



St. Paul's Advisory Committee Meeting

Location: Foodbank of Southeastern Virginia and the Eastern Shore
February 18, 2025

Agenda

Welcome | 6:00

*Barbara Hamm Lee, SPAC Liaison
Councilpersons John Paige and Carlos Clanton*

SPAC Oath of New Members | 6:05

Allan Bull, Norfolk City Clerk

NRHA Future Redevelopment Update | 6:15

Nathan Simms, NRHA

Development and Economic Inclusion Update | 6:30

Charlene Andreas, Brinshore

NSU People First Evaluation Report | 6:45

Dr. Sharon Alston, Norfolk State University

People First ^{USI} Update | 7:15

Nicole Brown, People First ^{USI}

Open Discussion | 7:25

Adjournment | 7:30

Barbara Hamm Lee, SPAC Liaison

SPAC Oath of New Members

Allan Bull, Norfolk City Clerk



NRHA Future Redevelopment Update

Nathan Simms, NRHA

Development Update

- *Development Update-Overview*
- *Tidewater Gardens Phase A Update (Blocks 9,10, and 16)*

Charlene Andreas, Brinshore



Development Update - Overview

- **Blocks 17-** dried in, exterior façade and interior drywall nearly complete
- **Block 18** – building to be closed in by end of month; rough-ins complete by end of month
- **TWG A** - transaction closing; notice to proceed issued; E&S underway
- **TWG B1 / B2** - redesign was approved by ARB; credit application and closing this year

Tidewater Gardens Phase A Update



Phase 3:
TWG A
Blocks 9,10,16
Start Construction 2025

Redevelopment Partners:
NRHA and City of Norfolk

Development Team:
Brinshore (Lead Developer)
Banc of America CDC
BBRM Norfolk Partners

General Contractor:
Breedon Construction

M/WBE Consultant:
The Oughtness Group



Tidewater Gardens Phase A Update



TWG A												
Phase		Block	Building	Number of Buildings	# of Bldgs Per Block	Bedroom sizes					Total	# of Units Per Block
						1	2	3	4	5		
TWG A1	TGP	9	A1	1	3	16	48	11			75	80
	WPA	9	D1	1					3		3	
	WPA	9	D2	1					2		2	
	LBBA	10	B1	1	9	3	9		3		15	
	TGP	10	C1	3		9	9	9			27	
	LBBA	10	C2	1		3		3	1		7	
	LBBA	10	C3	1		2			1		3	
	LBBA	10	C4	1		1	1			1	3	
	LBBA	10	T1	1				3			3	
	LBBA	10	T2	1			2	2			4	
	TGP	16	A2	1	1	35	14				49	49
Total				13		69	83	28	10	1	191	

Block 9 Details:

- 1.39 Acres
- 3 Buildings
- 80 Units
- 2 Retail spaces

Block 10 Details:

- 2.314 Acres
- 9 Buildings
- 62 Units
- Playground

Block 16 Details:

- 0.993 Acres
- 1 Building
- 49 Units
- 3 Retail spaces

- A - ELEVATOR BUILDING
- B - LARGE WALK UP
- C - MULTI-FAMILY
- T - TOWNHOUSE
- D - CARRIAGE HOUSE

Tidewater Gardens Phase A Update



2025

Jan.	Feb.	Mar.	April	May	June	July	Aug.	Sept.	Oct.	Nov.	Dec.
Start Constr.	Start Blk 16 Sitework		Start Blk 10 Sitework		Start Blk 9 Sitework						

2026

Jan.	Feb.	Mar.	April	May	June	July	Aug.	Sept.	Oct.	Nov.	Dec.
Start Marketing				Blk 16 Complete						Blk 10 Complete	Blk 9 Complete



Economic Inclusion Efforts

Charlene Andreas, Brinshore

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 Woman 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 NRHA)

Blocks 19 and 20 – Project Complete

General Contractor: Marlyn Development

Subcontractor	SWAM Certification #	Total subcontract amount: MBE (12% goal)	Total subcontract amount: WBE (13.3% goal)	Total subcontract amount: Combined (25.30% goal)
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%

Progress Toward Goals: Blocks 17 and 18 – Project underway



General Contractor: Breeden

Subcontractor	SWAM Certification #	Scope	Total subcontract amount: MBE (12% goal)	Total subcontract amount: WBE (13.30%)	Total subcontract amount: Combined (25.30% goal)
New Media Systems	5606	Aerial Photography	2,121.50		
Colonial Construction Materials	663589	Silt Fencing		30,543.90	
Jaswal Corp	726701	Electrical	4,309,237.13		
Trinity Construction Services	653456	Site Work	3,202,628.35		
84 Lumber	686367	Lumber		991,819.71	
Brick Solution Inc	662653	Masonry	2,891,085.70		
Venemex LLC	814061	Drywall	1,853,600.00		
Barrier Cable Systems Inc	719255	Barrier Cables		29,000.00	
Zuleta Sheet Metal Inc	831557	HVAC	2,146,124.00		
Staff Zone	NWBOC RCW22438	Temp Labor		37,485.35	
Blue Sky Contracting		Painting	616,000.00		
Clearly Clean	829064	Final Clean		120,531.99	
Totals:			\$15,020,796.68	\$1,209,380.95	\$16,230,177.63
Total Contract Amount (Trades): \$44,083,314.06					
Percentage of Total Contract Amount (Trades only)			34.07%	2.74%	36.82%

Next Steps

Next Phase	Blocks 9, 10, 16 (Phase A)
TWG A Financial Closing	December 2024
TWG A Groundbreaking	April 2025 (tentative)
Timeframe for MBE / WBE Outreach and next Vendor Fair	<p>Vendor Fair – 2/26/2025 plus future Technical Assistance event TBD</p> <p>Advanced Communications Plan (begin January 2025)</p> <ul style="list-style-type: none">• Regular emails and phone calls to all contacts in database for both vendor fairs• Outreach via VA Dept of Small Business and Supplier Diversity Norfolk’s DEI Office
Follow up Activities	Specialized Outreach and Follow-Up as Needed

NSU People First Evaluation Report

- *Evaluation Services of the People First Initiative*

*Dr. Sharon Alston,
Norfolk State University*

Year Three

- Longitudinal data
- In year three of 4 – year contract
- Examining individual level indicators
- Reliable and valid measures
- Process and summative data (3 process and 6 summative/outcome research question)
- Have community involvement in the administrative team, as well as the implementation of the evaluation

Residents Demographics

Final Sample 210*

- Age: 39% are aged 30-39
- Gender: 94.3% are female
- Race: 95.3% are African Americans
- Education: 77.1% high school or Higher
- Employment: 56% full-time or part-time
- Household income: 60.5% had yearly income of less than \$20,000
- Source of income: 44.3% from employment
- Martial status: 73% never married
- Disability: 21.4% had a physical or mental health disability
- Physical or health impairment: 33.3%

**210 indicates Heads of Households (HOH)*

Research Question One:

How effective is
People First at
reaching residents of
Tidewater Gardens?
N=210

202 residents reported receiving at least one service.

167 reported having a case manager from People First.

Of the 167, 95 stated they are receiving case management services.

Of the 202, 31 residents reported never seeing their case manager.

Evidence of Support Service Utilization among Residents with a Case Manager from PFI (N = 167)

Types of services	Case management residents who received services	Case management residents who did not receive services	Total residents
Family Coaching	94 (98.9%) (<i>n</i> = 95)	67 (93.1%) (<i>n</i> = 72)	161 (96.4%) (<i>n</i> = 167)
Mobility	93 (97.9%) (<i>n</i> = 95)	63 (87.5%) (<i>n</i> = 72)	156 (93.4%) (<i>n</i> = 167)
Rental/ Homeownership counseling	66 (69.5%) (<i>n</i> = 95)	40 (55.6%) (<i>n</i> = 72)	106 (63.5%) (<i>n</i> = 167)
Credit	58 (61.1%) (<i>n</i> = 95)	30 (41.7%) (<i>n</i> = 72)	88 (52.7%) (<i>n</i> = 167)
Employment	56 (58.9%) (<i>n</i> = 95)	29 (40.3%) (<i>n</i> = 72)	85 (50.9%) (<i>n</i> = 167)
Children	65 (69.1%) (<i>n</i> = 94)	31 (43.1%) (<i>n</i> = 72)	96 (57.8%) (<i>n</i> = 166)
Health care	76 (80.0%) (<i>n</i> = 95)	50 (72.2%) (<i>n</i> = 72)	128 (76.6%) (<i>n</i> = 167)
Overall programs or services	91 (95.8%) (<i>n</i> = 95)	58 (80.6%) (<i>n</i> = 72)	149 (89.2%) (<i>n</i> = 167)

Research Question Two:

How effective is People First engaging the community and relevant stakeholders?

- Organizations with whom People First have formal contracts.
- Data collection is still in process.
- Of the 6 organizations who received the survey, only 1 responded.
- Due to confidentiality, we did not report the results.

Research Question Three

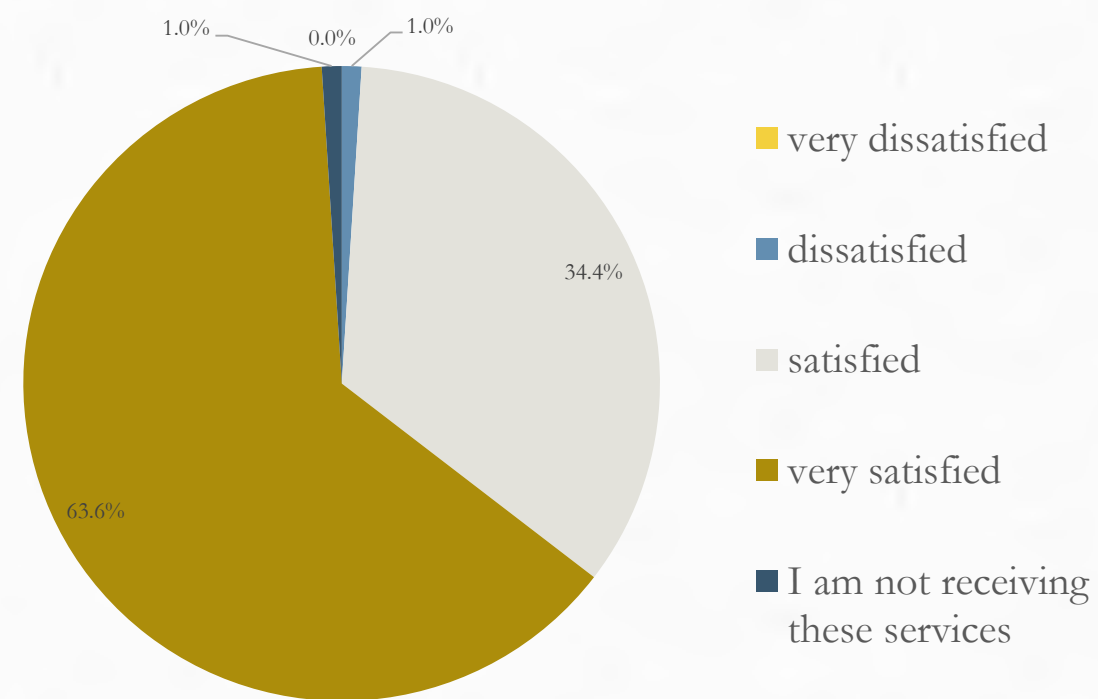
What are the family's perceptions of their experience with the relocation process?

Number of Residents not Receiving Support Services

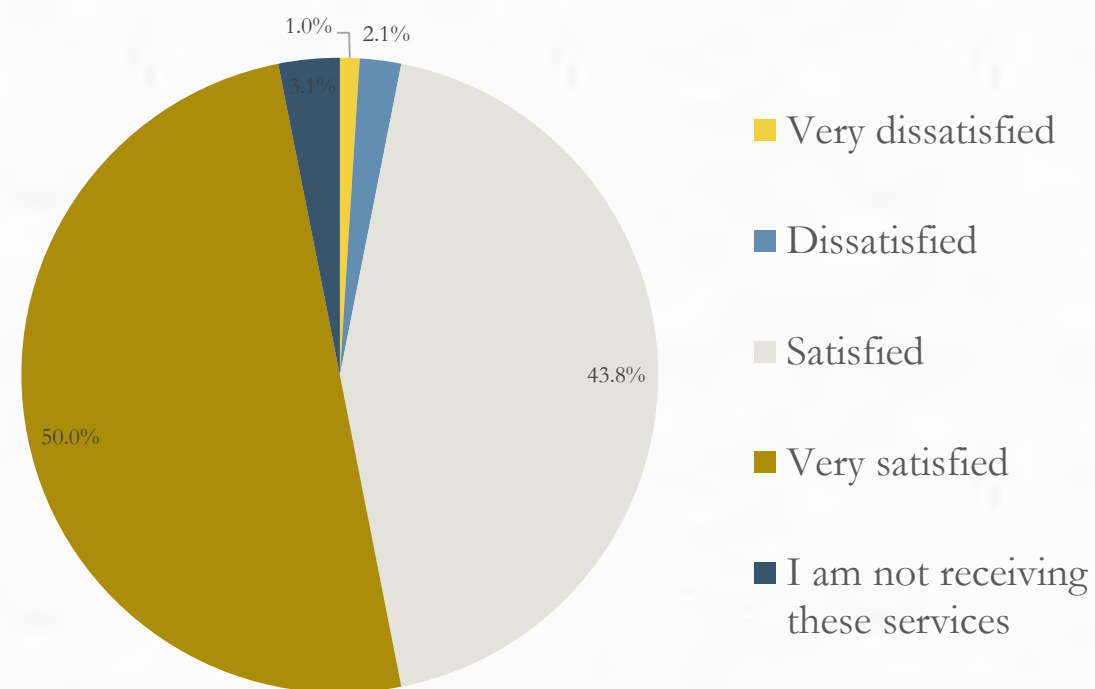
- 29 report not receiving home ownership counseling
- 37 report not receiving credit counseling
- 39 report not receiving employment counseling
- 12 report not receiving services for children
- 19 report not receiving health services

Satisfaction with Support Services

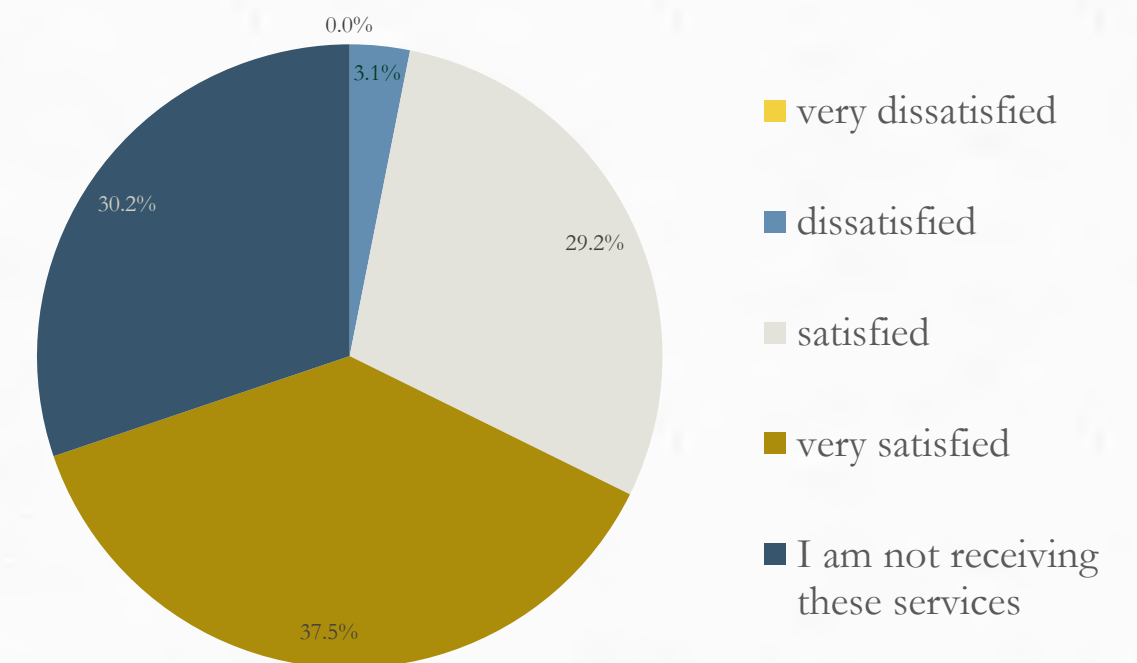
Family Coaching Services



Mobility Services

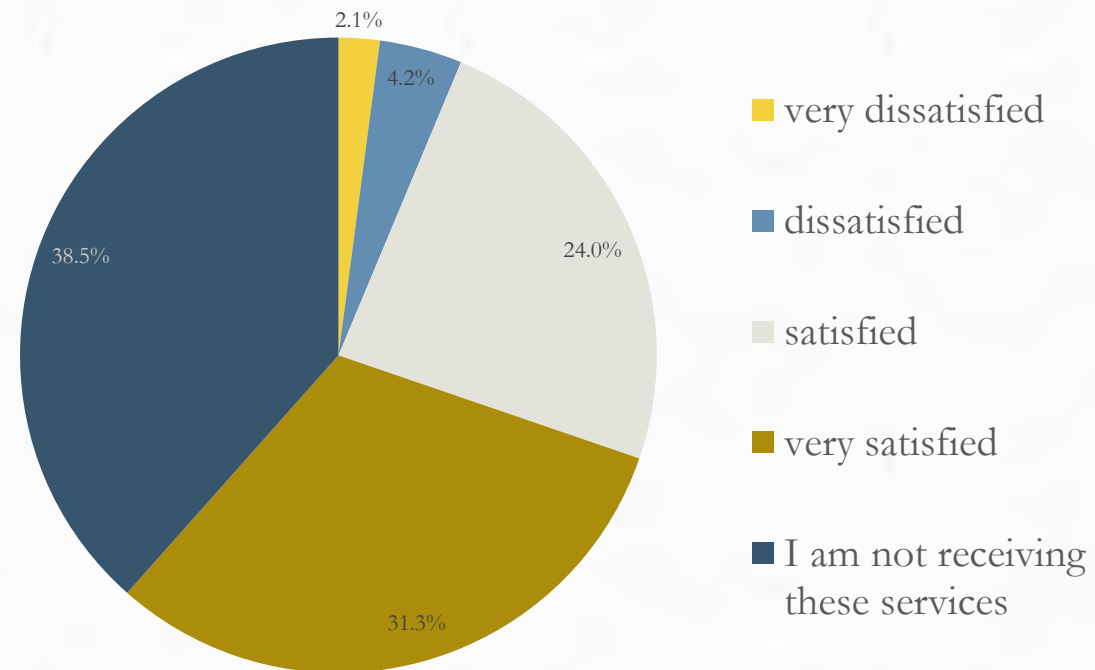


Rental and/or Home Ownership Counseling

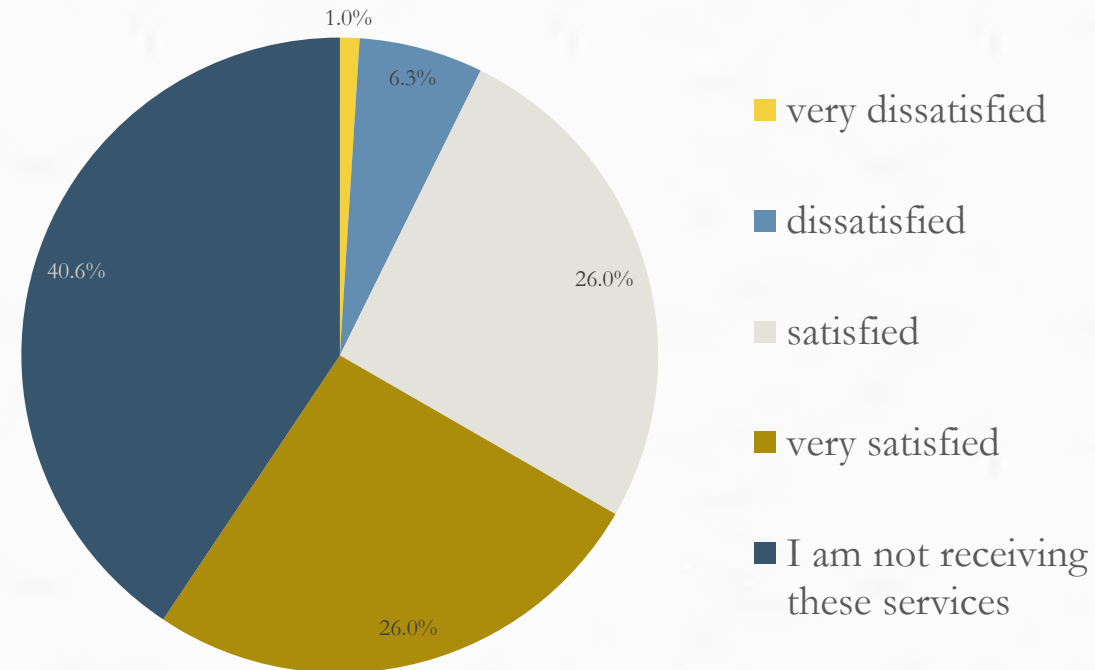


Satisfaction with Support Services

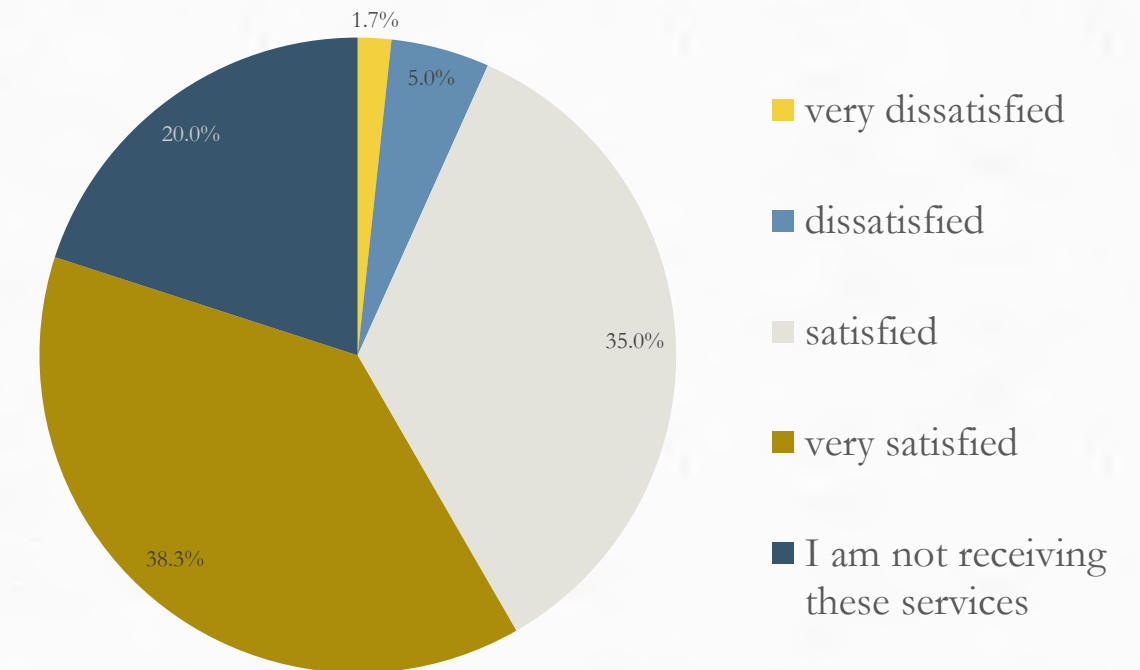
Credit Counseling



Employment Services

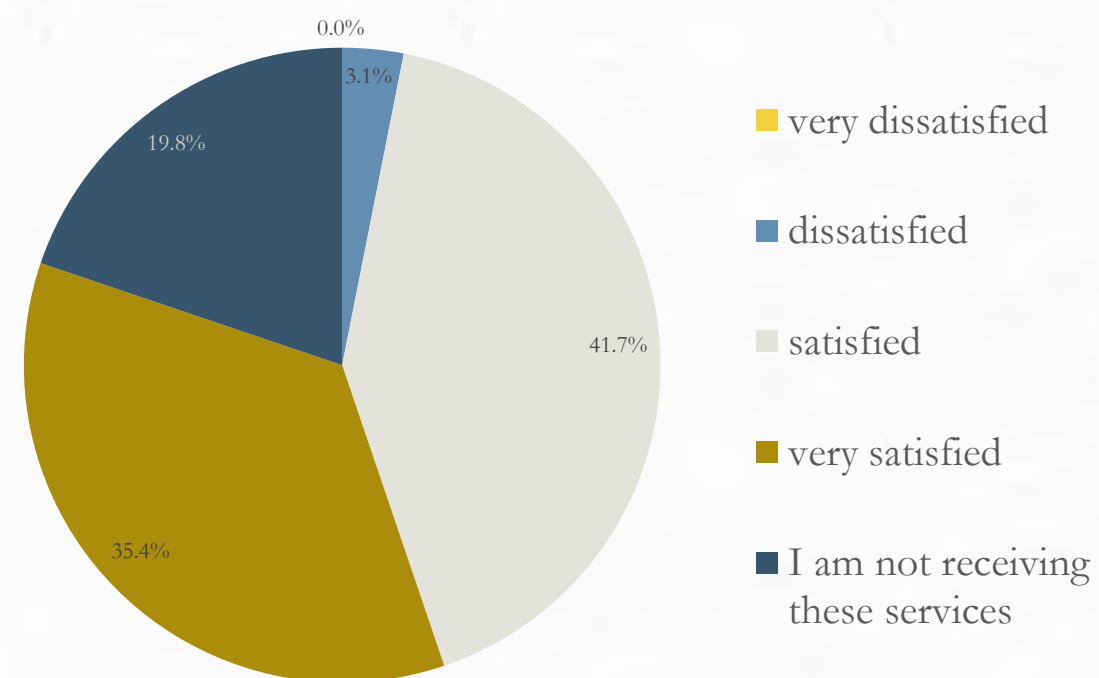


Services for Children

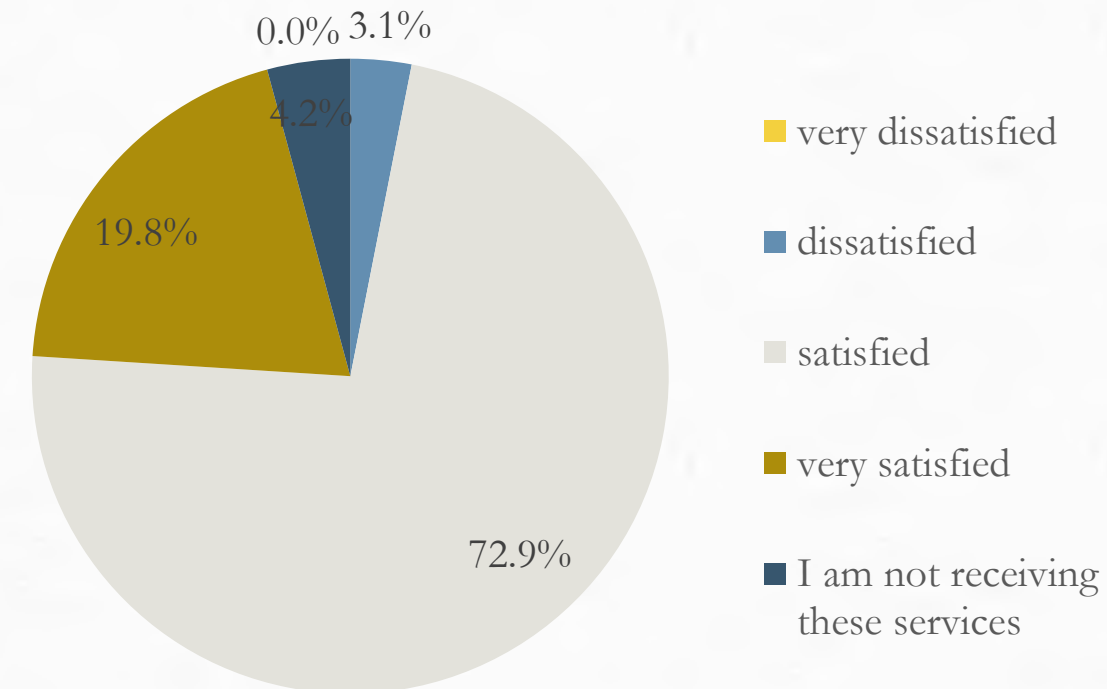


Satisfaction with Support Services

Healthcare Services



Overall Programs/Services



Research Question Four

To what extent have the living situations of the families improved as a result of the People First family support services?

Research Question Four Summary

- N= 210
- 128 HCV
- 82 Public Housing
- 149 residents continue to report improvements in housing conditions
- 61 residents regardless of location report their housing is the same or worse
- 52 residents report still being in the relocation process- not in their final home of choice
- 182 of 615 reside in a Neighborhood Of Opportunity



ZIP Code	Total number of residents	Percentage of residents	Federal poverty rate %	Minority %
23324	6	.009%	21.1%	71%
*23452	6	.009%	8.9 %	38%
*23462	9	1.5%	11.8%	48%
23502	46	7.5%	14.3%	67%
*23503	18	2.9%	11.4%	40%
23504	210	34.1%	37.2%	90%
*23505	42	6.8%	15.7%	54%
*23508	17	2.7%	22.3%	50%
*23509	19	3.0%	15.3%	59%
*23510	60	9.7%	24.5%	52%
23513	59	9.5%	16.5%	76%
*23518	11	2.3%	9.7%	40%
23523	57	9.2%	29.6%	96%
Other	55	8.9%	N/A	N/A

Question Four Outcomes Summary

- Some residents continue to report that their neighborhood has some level of risk.
 - Damaged or destroyed property, drug use, drive-by shootings.
 - Residents in the public housing group reported higher levels of neighborhood risk than residents in the housing choice voucher group.
 - Residents in public housing reported lower levels of neighborhood cohesion than the housing choice voucher group.
- Access to place-based resources
 - More residents in the housing choice voucher report access to place-based resources within the neighborhood, compared to residents in public housing.

	Residents living with a housing choice voucher (HCV) who DISAGREED with this statement	Non-HCV Residents who DISAGREED with this statement	Total residents who DISAGREED with this statement
Drive-by shootings happen here.	85 (66.4%) (<i>n</i> = 128)	45 (54.9%) (<i>n</i> = 68)	130 (61.9%) (<i>n</i> = 210)
Violent crimes happen here.	85 (66.4%) (<i>n</i> = 128)	43 (52.4%) (<i>n</i> = 68)	128 (61.0%) (<i>n</i> = 210)
Property gets destroyed or damaged here.	76 (59.4%) (<i>n</i> = 128)	43 (52.4%) (<i>n</i> = 68)	119 (56.7%) (<i>n</i> = 210)
Property gets stolen from here.	72 (56.7%) (<i>n</i> = 127)	41 (50.0%) (<i>n</i> = 68)	113 (54.1%) (<i>n</i> = 209)
There are gangs here.	72 (56.2%) (<i>n</i> = 128)	44 (53.7%) (<i>n</i> = 67)	116 (55.2%) (<i>n</i> = 210)
There is drug use here.	66 (52.0%) (<i>n</i> = 127)	36 (43.9%) (<i>n</i> = 68)	102 (48.8%) (<i>n</i> = 209)
There is drug dealing here.	68 (53.5%) (<i>n</i> = 127)	36 (44.0%) (<i>n</i> = 68)	104 (49.7%) (<i>n</i> = 209)

Placed-based Resources

Facilities	Residents living with a housing choice voucher (HCV)	Non-HCV Residents	Total residents
Laundry mat	96 (78.7%) (<i>n</i> = 122)	58 (75.3%) (<i>n</i> = 77)	154 (77.4%) (<i>n</i> = 199)
Mental health clinic	32 (29.1%) (<i>n</i> = 110)	28 (38.9%) (<i>n</i> = 72)	60 (33.0%) (<i>n</i> = 182)
Dry cleaner	51 (44.7%) (<i>n</i> = 114)	30 (41.1%) (<i>n</i> = 73)	81 (43.3%) (<i>n</i> = 187)
Recreation center	77 (67.5%) (<i>n</i> = 114)	52 (69.3%) (<i>n</i> = 75)	129 (68.3%) (<i>n</i> = 189)
Hospital	90 (76.9%) (<i>n</i> = 117)	58 (78.4%) (<i>n</i> = 74)	148 (77.5%) (<i>n</i> = 191)
Grocery store	113 (90.4%) (<i>n</i> = 125)	54 (71.1%) (<i>n</i> = 76)	167 (83.1%) (<i>n</i> = 201)
Restaurant	111 (90.2%) (<i>n</i> = 123)	59 (77.6%) (<i>n</i> = 76)	170 (85.4%) (<i>n</i> = 199)
Daycare	76 (64.4%) (<i>n</i> = 118)	43 (58.9%) (<i>n</i> = 73)	119 (62.3%) (<i>n</i> = 191)
Public transportation	115 (93.5%) (<i>n</i> = 123)	74 (91.4%) (<i>n</i> = 81)	189 (92.6%) (<i>n</i> = 204)
Fitness center	81 (71.1%) (<i>n</i> = 114)	46 (60.5%) (<i>n</i> = 76)	127 (66.8%) (<i>n</i> = 190)
Pharmacy	95 (79.8%) (<i>n</i> = 119)	55 (73.3%) (<i>n</i> = 75)	150 (77.3%) (<i>n</i> = 194)
Library	89 (76.1%) (<i>n</i> = 117)	58 (76.3%) (<i>n</i> = 76)	147 (76.2%) (<i>n</i> = 193)
Primary care physician	77 (67.0%) (<i>n</i> = 115)	52 (70.3%) (<i>n</i> = 74)	129 (68.3%) (<i>n</i> = 189)
dentist	79 (68.1%) (<i>n</i> = 116)	45 (61.6%) (<i>n</i> = 73)	124 (65.6%) (<i>n</i> = 189)
Pediatrician	69 (60.5%) (<i>n</i> = 114)	37 (52.1%) (<i>n</i> = 71)	106 (57.3%) (<i>n</i> = 185)
OBGYN	64 (57.7%) (<i>n</i> = 111)	45 (61.6%) (<i>n</i> = 73)	109 (59.2%) (<i>n</i> = 184)

Neighborhood Cohesion

- 41% stated “I feel like I belong to this neighborhood”,
- 66% stated “I would be willing to work together with others on something to improve my community”,
- 58% stated “I believe my neighbors would help in an emergency”,
- 45% stated “Overall, I think this is a good place to grow up.”

Research Question Five

To what extent has Urban Strategies Inc. achieved the stated outcomes (economic mobility, health and wellness, life cycle outcomes, and education) for families of the Tidewater Gardens Community as specified by the People First Initiative?

Stated Outcomes

- **Economic mobility** – the ability of a person or group to change their economic status over time (changes income and employment)
- **Health and wellness** – residents self-report of their quality of health and access to health care
- **Life cycle outcomes** – outcomes in wellbeing based on stage of development (CANS, quality of life, self-efficacy, and general health)
- **Education** – this was not accessed as we did not have access to children's academic records

Research Five Question Summary

- Families are moving from crisis to stability.
- 13 people report either they do not have housing, are living in temporary or unsafe housing, or were at risk of losing housing.
 - Of the 13, 6 have an HCV and 7 are in other housing.
- Residents have high mean scores on the quality-of-life scale.
- Residents with disabilities have lowest mean scores in quality of health.

Quality of Life Scale*

	Total residents	Residents who had a case manager and received case management services	Otherwise	p-value
Children 4–17	NA	NA	NA	NA
Adults 18–54	mean=11.75 (n=154)	mean=11.69 (n=71)	mean=11.80 (n=83)	0.850
Adults 55+	mean=11.85 (n=48)	mean=12.45 (n=20)	mean=11.43 (n=28)	0.164
Adults with disabilities	mean=10.91 (n=43)	mean=11.89 (n=19)	mean=10.12 (n=24)	0.059

**Scale ranges 3-15, higher scores indicate higher rating of quality of life.*

Strengths & Difficulties, Self-Efficacy, and General Health*

	Well-being measure	Total residents	Well-being for residents who received case management	Well-being for other residents (no or did not report)	p-value
Children 4–17	Strengths	13.42 (n=118)	13.31(n=58)	13.53 (n=60)	0.513
	Difficulties	27.38 (n=116)	27.16 (n=56)	27.58 (n=60)	0.697
Adults 18–54	Self-efficacy	34.49 (n=155)	34.59 (n=73)	34.40 (n=82)	0.820
Adults 55+	Self-efficacy	33.20 (n=50)	34.11 (n=19)	32.65 (n=31)	0.332
Adults with disabilities	Self-efficacy	33.13 (n=45)	33.63 (n=19)	32.77 (n=26)	0.554
Adults 18-54	General health	110 (70.5%) (n=156)	52 (71.2%) (n=73)	58 (69.9%) (n=83)	NA
Adults 55+	General health	30 (57.7%) (n=52)	15 (71.4%) (n=21)	15 (48.4%) (n=31)	NA
Adults with disabilities	General health	21 (46.7%) (n=45)	11 (57.9%) (n=19)	10 (38.5%) (n=26)	NA

*Scale range: Strengths 5-15; higher scores indicate higher strengths, Difficulties 20-60; higher scores indicate higher difficulties, Self Efficacy 10-40; higher scores indicate higher levels of self-efficacy; and General Health (poor, fair, good, very good, or excellent)

Bridge Scale*

	Total residents	Residents who had a case manager and received case management services	Otherwise (no or did not respond)	p-value
Family stability				
Housing	4.07 (n=208)	4.13 (n=94)	4.03 (n=114)	0.502
Obstacles	4.04 (n=206)	4.16 (n=94)	3.94 (n=112)	0.146
Transportation	3.51 (n=206)	3.50 (n=94)	3.52 (n=112)	0.882
Childcare	2.40 (n=206)	2.45 (n=94)	2.36 (n=112)	0.659
Well-being				
Physical and mental health	4.02 (n=207)	4.14 (n=94)	3.93 (n=113)	0.253
Support system	5.02 (n=205)	5.20 (n=92)	4.88 (n=113)	0.096
Financial management				
Have debt	3.56 (n=207)	3.62 (n=93)	3.51 (n=114)	0.650
Have savings	1.56 (n=207)	1.54 (n=93)	1.57 (n=114)	0.818
Education and Employment				
Education	2.34 (n=206)	2.31 (n=93)	2.36 (n=113)	0.750
Household earnings	2.23 (n=205)	2.15 (n=94)	2.30 (n=111)	0.412

*Bridge Scale each question ranges 1-5, higher scores indicate moving from crisis to stability.

Research Question Six

How does People First facilitate long-term improvement of successful outcomes for families it serves?

Year One

- 162 residents
- Education: 65.6% high school or higher
- Employment: 45.6% full-time or part-time
- Household income: 83.3% had yearly income
- Source of income: 42.2% from employment

Year Two

- 188 residents
- Education: 67.8% high school or higher
- Employment: 46.1% full-time or part-time
- Household income: 87.6% had yearly income
- Source of income: 43.3% -from employment

Year Three

- 210 residents
- Education: 77.1% high school or higher
- Employment: 55.7% full-time or part-time
- Household income: 90.0% had yearly income
- Source of income: 44.3% from employment

Longitudinal Results on The Bridge to Self-sufficiency Scale

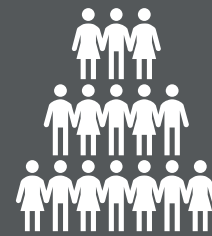
	Year One	Year Two	Year Three	p-value
Family stability				
Housing	3.21 (<i>n</i> = 85)	3.16 (<i>n</i> = 83)	3.12 (<i>n</i> = 85)	0.821
Obstacles	4.11 (<i>n</i> = 84)	4.12 (<i>n</i> = 83)	4.18 (<i>n</i> = 85)	0.886
Transportation	3.40 (<i>n</i> = 83)	3.61 (<i>n</i> = 83)	3.46 (<i>n</i> = 84)	0.236
Childcare	2.43 (<i>n</i> = 82)	2.30 (<i>n</i> = 83)	2.21 (<i>n</i> = 85)	0.648
Well-being				
Physical and mental health	4.05 (<i>n</i> = 84)	3.91 (<i>n</i> = 82)	3.79 (<i>n</i> = 85)	0.484
Support system	3.99 (<i>n</i> = 85)	4.20 (<i>n</i> = 82)	4.98 (<i>n</i> = 84)	<0.001
Financial management				
Have debt	2.85 (<i>n</i> = 84)	3.42 (<i>n</i> = 83)	3.55 (<i>n</i> = 85)	0.022
Have savings	1.62 (<i>n</i> = 84)	1.73 (<i>n</i> = 83)	1.66 (<i>n</i> = 85)	0.778
Education and Employment				
Education	2.11 (<i>n</i> = 83)	2.05 (<i>n</i> = 83)	2.06 (<i>n</i> = 85)	0.924
Household earnings	1.89 (<i>n</i> = 81)	1.85 (<i>n</i> = 82)	2.02 (<i>n</i> = 84)	0.602

Process Question



Is People First being implemented as it was envisioned and intended by the City and Community?

Data not accessible



How does People First work, and how can it be made better?

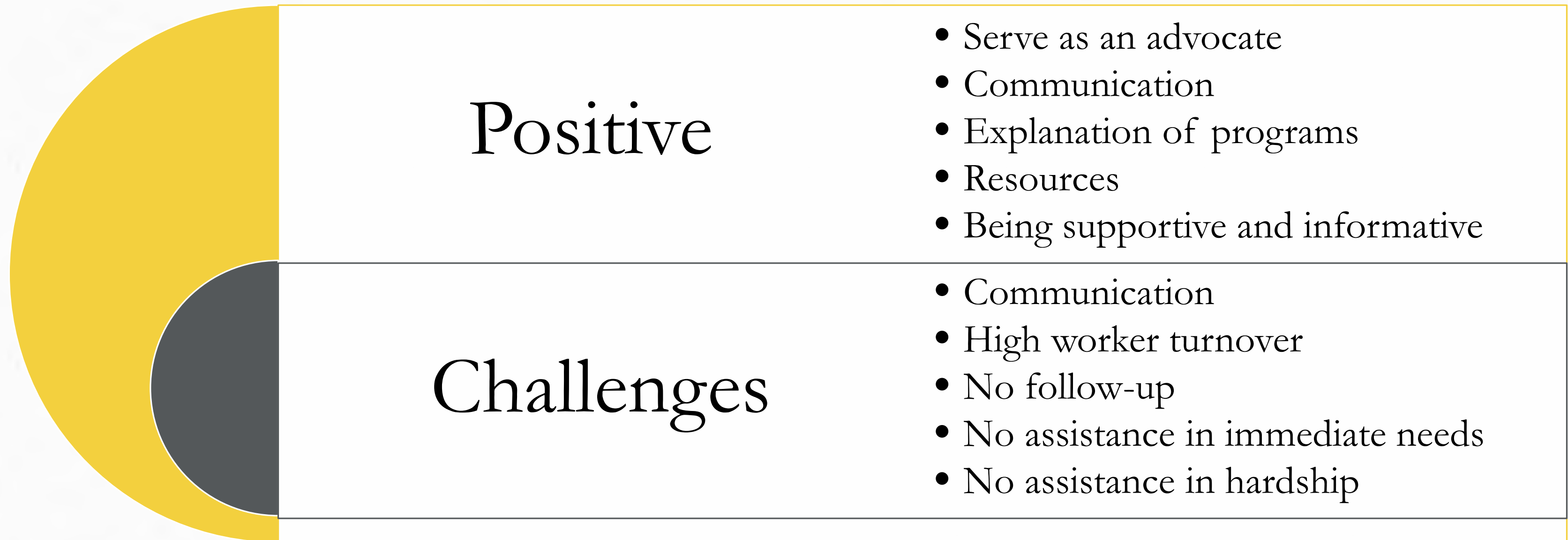


How effectively does USI use the methods (assessment tool, engagement activities, outcome measures) at assessing outcomes for residents of Tidewater Gardens?

Data not accessible

Feedback from Residents

N= 66



Residents Quotes

- “They have been the voice of our community. We would've been mishandled and thrown away with tidewater gardens had it not been for governing agencies like People First. I thank God for them.”
- “Need to Improve with relocation process.” “I just want to get my family moved, and out of the line of fire, so we can have a chance. People First suck, and that’s my opinion.”

Recommendations

- Case Management
 - Housing
 - Education
 - Health and wellness
 - Economic mobility
 - Life cycle outcomes
- Discharge Planning
 - Meet with residents for assessment of anticipated needs
 - Inform residents when services will terminate- at least 6 months to one year
 - Decrease frequency of case management contacts for transitioning
 - Connect residents to other case management programs and/or support groups as appropriate

Case Study*

Housing Choice Voucher

- Female
- 45 years of age
- Children with no childcare
- Employed full-time
- Above \$50,000
- Less than High School Diploma
- Good Health
- No debt other than mortgage, car payment
- Does not have a savings account

**These case studies reflect residents who will require varying levels of case management.*

**Does not have a People First case manager.*

Case Study*

Case Management – Housing Choice Voucher

- African American Female
- Age 29
- Two school age children
- No childcare
- Employed part time and entrepreneur
- High School Diploma, currently enrolled in a training program
- Limited connection to the new neighborhood
- Report health is good
- Have debt but not making payments
- Savings in less than one month of expenses savings

**These case studies reflect residents who will require varying levels of case management.*

Case Study*

Case Management – Public Housing

- African American Female
- Age 46
- Disabled with SSI
- Unemployed
- Less than high school diploma
- No connection to the community
- Report health as fair
- No savings
- Debt

**These case studies reflect residents who will require varying levels of case management.*

Case Study*

Case Management – Senior Housing

- African American Female
- Age 64
- SSI
- Some college
- No connection to neighborhood
- Report health is good
- Debt and not making payments
- No savings

**These case studies reflect residents who will require varying levels of case management.*

Acknowledgement

- All the residents of the former Tidewater Gardens community
- Tenant Management Council (TMC) and community members their assistance
- Urban Strategies Inc.
- The City of Norfolk

Thank You

Questions



People First ^{USI} Update

Nicole Brown, People First ^{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.



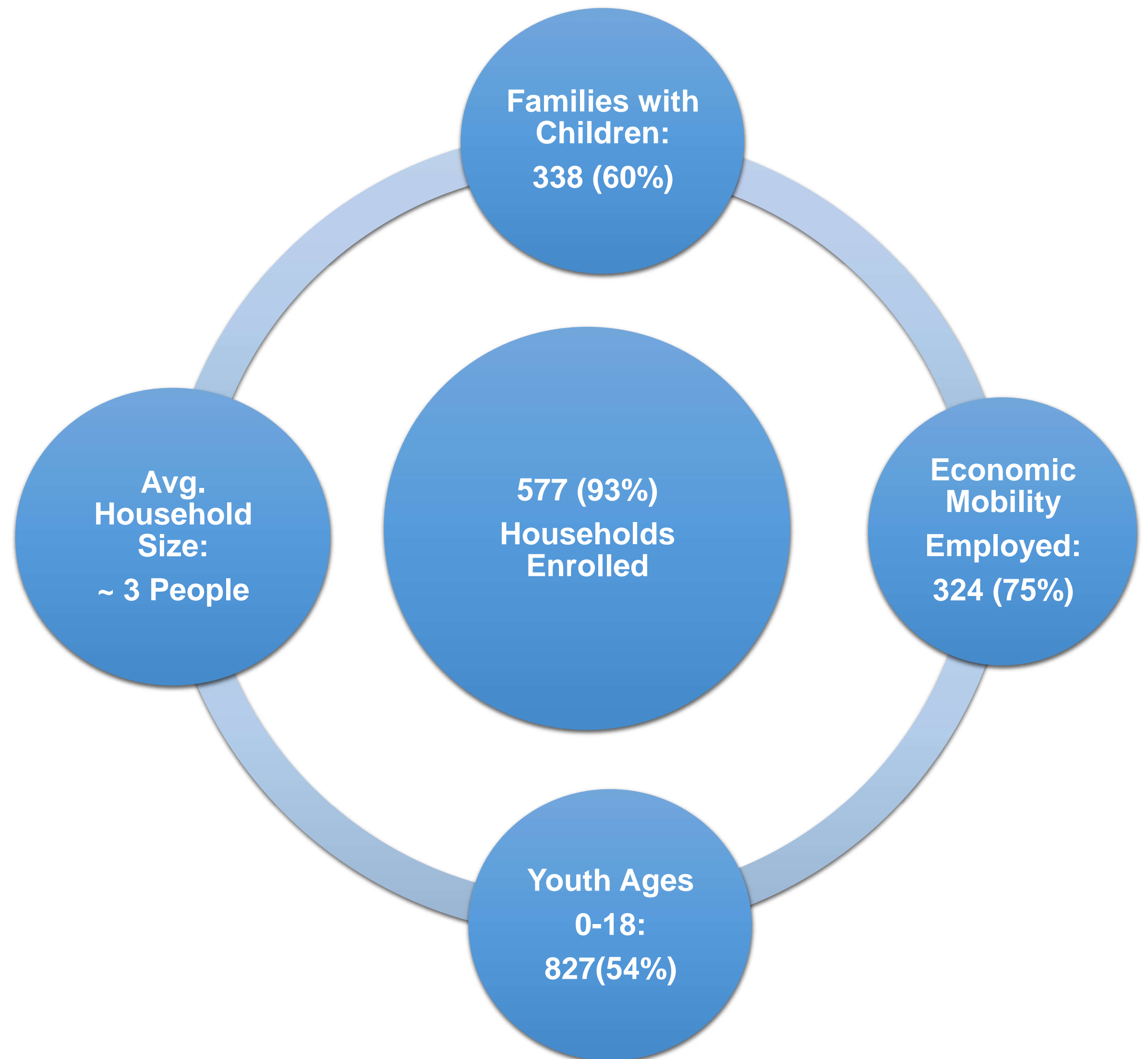
Health: All children and adults living in Tidewater Gardens, before and after redevelopment, are mentally and physically healthy.



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



Families in Supportive Services



Holiday Recap - Holiday Extravaganza; December 13

- People First USI launched the holiday season with their second annual *Mingle and Jingle Holiday Extravaganza*, featuring holiday cheer and community spirit
- Over 256 residents from 100 households enjoyed festive games, a cozy reading corner, tasty food, and festive music, with prizes like bikes, gift cards, Christmas trees, and more!
- Thank you to Norfolk Mayor Dr. Kenneth C. Alexander, SPAC Co-Chair Councilman John Paige, community partners, and sponsors for attending the celebration



Holiday Recap - Club Rudolph



- People First USI spread holiday cheer by ordering, sorting, packing, and delivering gifts to 187 households, benefiting 326 children (ages 0-18) during the Christmas holiday
- Thanks to generous donations from Brinshore, the Franklin Group, Banc of America Community Development, Toys 4 Tots, and community partners, People First USI created an extraordinary holiday experience for families
- Special thanks to St. John's A.M.E. Church on Bute Street for providing storage space for the donations received

2025 Upcoming Resident Programs

Thriving Tuesdays

- Employment soft skills development workshops

People First Job Fair

- Diverse, inclusive job opportunities

Afterschool Program- “The Homeroom Series”

- Enrichment for K-12 youth at Kindred Community, in collaboration with Crestar Health

H.E.A.R. This

- Literary Arts & Mass Media program for youth (13-18) focusing on social-emotional learning & leadership

College Tours

- Explore higher education opportunities

Vocational Training Tours

- Discover technical & trade career options

Resident Ambassador Program

- Community leadership & advocacy development

Wellness Wednesdays

- Weekly wellness activities for mental, emotional & physical health



SPAC Open Discussion

- *SPAC Open Discussion*

SPAC Members

Adjournment