



St. Paul's Advisory Committee Meeting

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

Agenda

Welcome | 6:00

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

Development Update | 6:05

Nathan Simms and Steve Morales, NRHA

People First ^{USI} Update | 6:45

Nicole Brown, People First ^{USI}

Open Discussion | 7:00

Adjournment | 7:30

Barbara Hamm Lee, SPAC Liaison



Development Update

*Nathan Simms and Steve Morales,
NRHA*



YOUNG TERRACE AND CALVERT SQUARE MASTER PLANNING & TRANSFORMATION

March 18, 2025



YOUNG TERRACE AND CALVERT SQUARE MASTER PLANNING & TRANSFORMATION

NRHA will launch a master plan to redevelop these communities into vibrant, modern mixed-income neighborhoods.

Young Terrace:

- 746 Units
- 36 acres
- Built 1953

Calvert Square:

- 310 Units
- 19 acres,
- Built 1957

Goals:

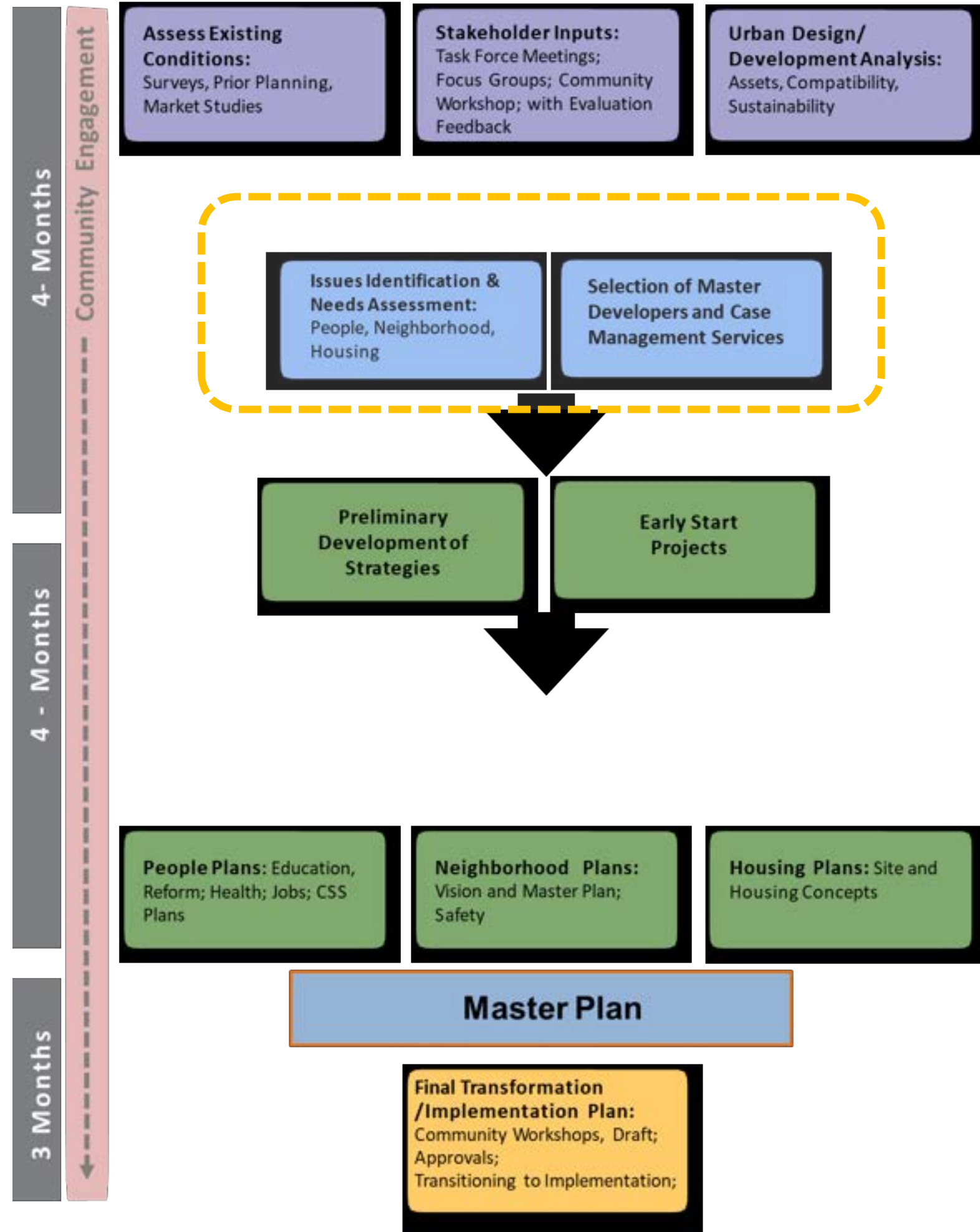
- Modernize housing and infrastructure.
- Address chronic flooding at Calvert Square.
- Leverage the prime location near Downtown Norfolk to create thriving, connected communities!

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

YOUNG TERRACE & CALVERT SQUARE MASTER PLANNING



Master Planning February through September 2025

1. Evaluate Conditions and Establish Development Plan
2. Solicit Input from Residents
3. Stakeholder Interviews
4. Coordinate with City Departments
5. Consult NRHA Board and City Council
6. Engage with Schools, Community and Stakeholders
7. Coordinate with State and Federal Agencies as appropriate
8. Solicit Development Partners, Funding and Investors



RESIDENT FEEDBACK



Q's 2/26/25 CALVERT SQUARE
1 IS HUNTERVILLE NEXT?

- NRHA SEND HOUSING
- CHILDREN ARE OUR ~~PROPERTY~~ PRIORITY
 - WILL THERE BE ENOUGH ROOM/SPACE (WANT) FOR KIDS
 - WANT LARGER UNITS (FAMILY UNITS)
- HOW WILL FLOODING WILL BE ADDRESSED (CONCERN)
- ~~ARE~~ DESIRE FOR TOWNHOMES (WANT) (NEED)
- HOW ARE THOSE WHO CAN'T WORK BE SERVED?
- ALL THE BUILDINGS LOOK THE SAME. WILL THERE BE A DIVERSE TYPE OF BUILDINGS.

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- ALL THE BUILDINGS LOOK THE SAME. WILL THERE BE A DIVERSE TYPE OF BUILDINGS.

Summary of Survey Results (Resident Meetings – March 2025)

- 98% rated the Resident Community Forum as good or excellent
- 98% stated that the resources provided were important (*housing and client services*)
- 98% stated that they learned something new or received additional services/ support
- 68% are interested in having their children participate in future organized activities (for example: sports, arts, digital learning, science, music etc.)
- Residents shared the following when asked to identify areas of improvement about the housing and services provided by NRHA:
 - Great work
 - Safe environments
 - More affordability
 - Help for kids
 - Future events

Resident Services

SERVING WHILE PLANNING



PEOPLE STRATEGY

Providing a comprehensive **service continuum** that supports the diverse needs of all residents, from **infants** to **seniors**, fostering a vibrant community through enhanced partnerships and resources.



SERVING WHILE PLANNING



Community Engagement

- Engage residents, local organizations, and stakeholders in the planning process through the facilitation of surveys, workshops, meetings and special events.



Health

- Promote community health initiatives that focus on improving physical and mental well-being and increase access to healthcare services.



Income & Employment

- Provide case management and establish partnerships with businesses and community agencies that will result in increased income and employment opportunities for residents.



Education

- Collaborate with educational partners and community agencies to improve education outcomes for both children and adults within the community.

SERVING WHILE PLANNING



NRHA and **Community Partners** will provide resources, programs, and services while advancing transformation planning efforts.

Community Engagement

- Resident Needs Assessments
- Focus Groups
- Resident Advisory Councils
- Resident Meetings
- Special Events
- Partnership Development

Health

- Health Services Navigators
- Health and Wellness Workshops
- Mental Well-Being Services
- Health Promotion Clinics
- Food Access Programs
- Fitness Classes

Income & Employment

- Case Management Services
- Job Training and Employment
- Career Readiness Services
- Youth Internships
- Financial Counseling
- Section 3 Opportunities
- Business Development

Education

- Academic Support Programs
- Scholarships
- Vocational Training
- Mentorship
- Digital Connectivity and Training
- Civic Engagement and Leadership
- Cultural and Arts Education

SERVING WHILE PLANNING



Youth

- Ensure youth receive the education, training, and support services they need for success in postsecondary education and/ or work.
- Increase services, training and support to prepare youth to transition successfully into adulthood.

Adults

- Assist individuals in making the transition from public assistance to economic independence.
- Promote financial independence through skills training, employment and additional support services including case management.

Seniors

- Provide a continuum of services to seniors to enable them to live independently and with dignity in their homes for as long as possible.
- Increase engagement opportunities to maintain health and well-being, provide supportive care services, and maintain safety and accessibility.

Partnerships and Collaboration

LEVERAGE

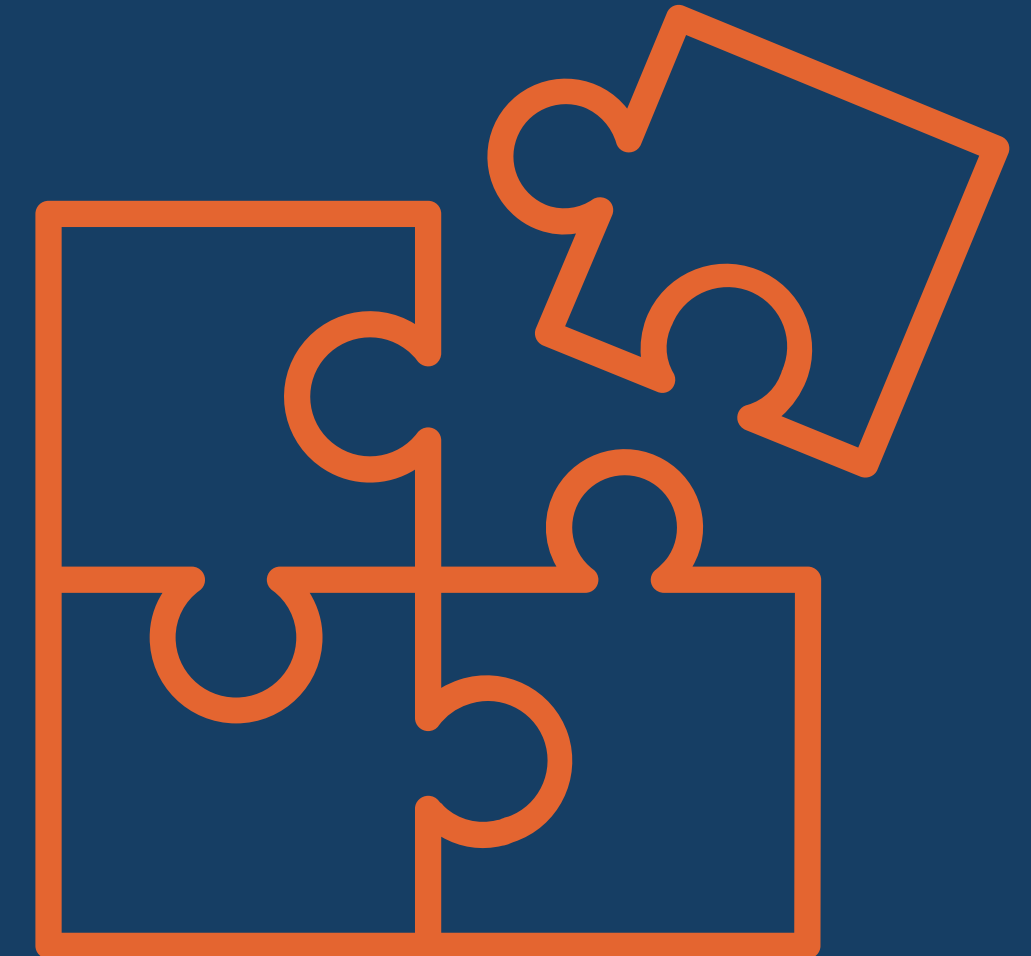
Leverage resources to address shared challenges and goals

INTEGRATE

Integrate and streamline services to support collaboration among stakeholders

MOBILIZE

Mobilize stakeholders to enhance services, create efficiencies, and ultimately achieve greater impact



Partnerships and Collaboration



UNITED WAY

South Hampton Roads

Comprehensive support to residents through:

- Case Management Services
 - Mobility Mentoring®
- Service Navigation and Coaching
 - Wraparound Services
- Benefit Reviews and Incentives
 - NFKthrive Programming
- Hiring & Training Residents

Community Engagement

STAKEHOLDER MEETING OUTREACH



March – May 2025

1. Stakeholder-Calvert TMC	January 30
2. Stakeholder-Young TMC	January 30
3. City and NRHA Kick – Off Meeting	Feb 26 – Feb 27
4. Stakeholder-Calvert TMC	February 26
5. Stakeholder-Young TMC	February 27
6. Norfolk Public Schools	March 6
7. Faith Base Community	March TBD
8. Additional Meeting with City Storm Water Dept. and Resilience	March TBD
9. Additional Meeting with City Transportation	March TBD
10. Additional Meeting with City Utilities	April TBD
11. Additional Meeting with City DHCD	April TBD
12. Teens with a Purpose	April TBD
13. Additional Calvert Square Engagement	April TBD
14. Additional Young Terrace Engagement	April TBD
15. Stakeholder-Calvert Residents	April 30
16. Stakeholder-Young Residents	May 1
17. Additional Calvert Square Engagement	May TBD
18. Additional Young Terrace Engagement	May TBD
19. Meeting with City Departments and City Team	As needed

Regular updates and briefings to NRHA Board, SPAC and City Council

Upcoming Service Efforts

- **Monthly Meetings with Residents**
- **Partnerships and Collaborative Planning Sessions**
- **Resident Training (Life Skills, Planning, Economic Mobility)**
- **Community Needs Assessments**
- **Funding and Resource Development**
- **SPAC Engagement**

Questions & Discussion



People First ^{USI} Update

- *Economic Mobility Overview*

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.



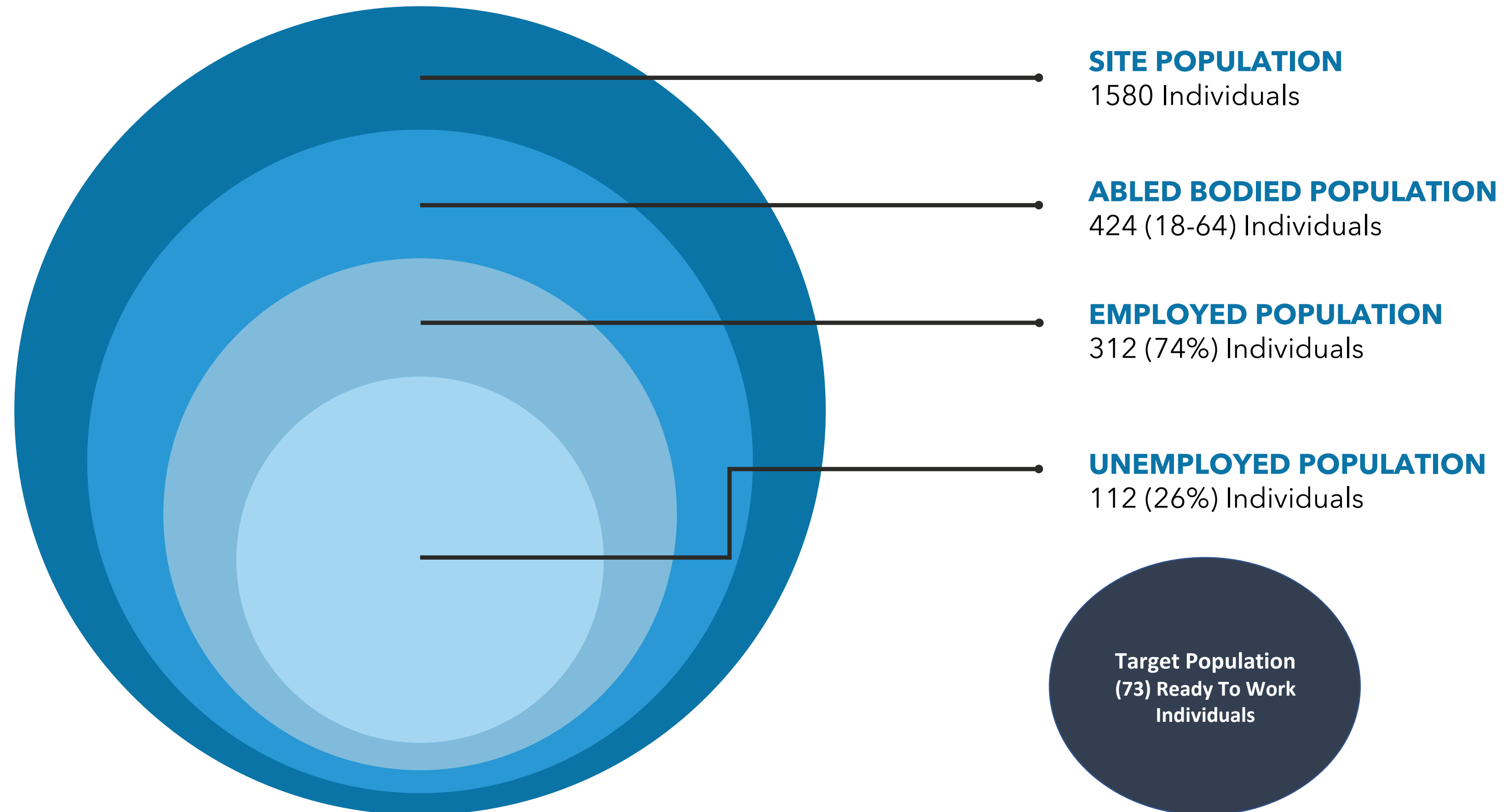
Health: All children and adults living in Tidewater Gardens, before and after redevelopment, are mentally and physically healthy.



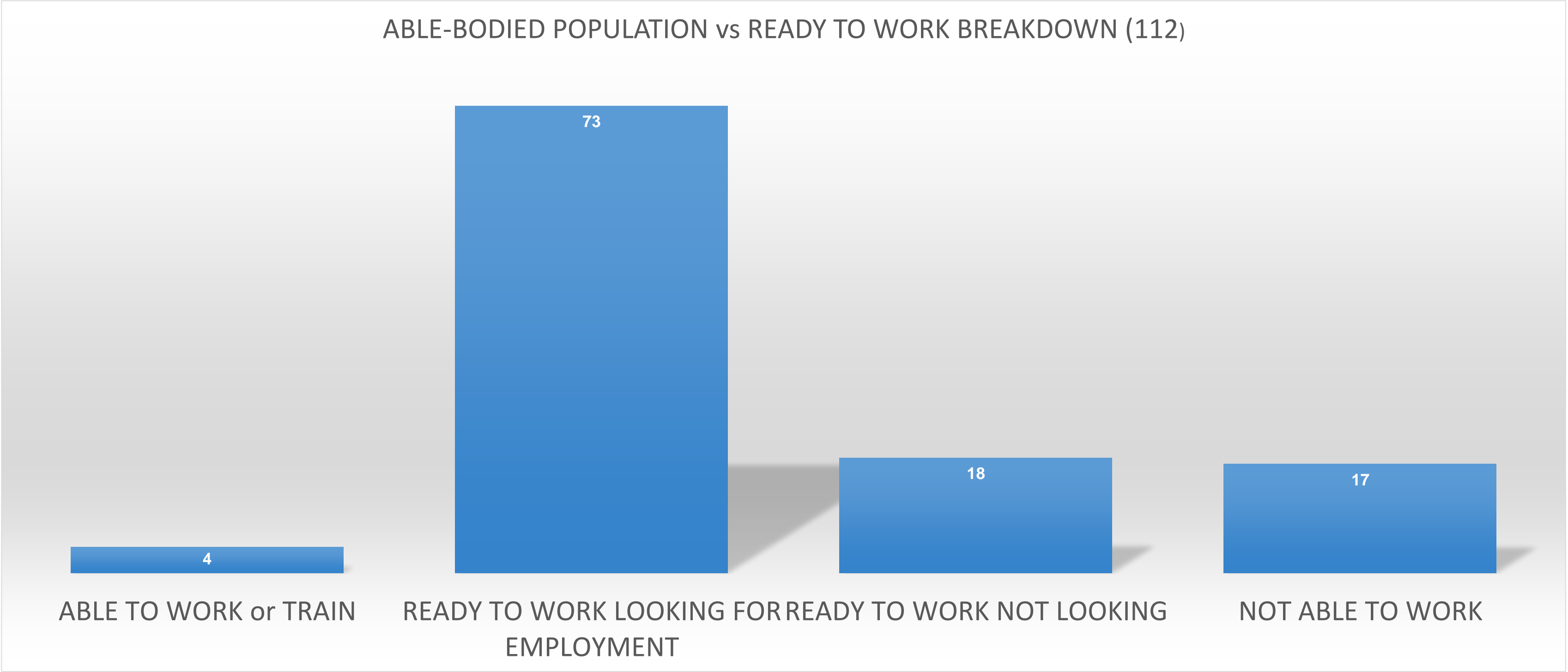
Housing Stability: All Tidewater Gardens households remain stably housed in their housing of choice.



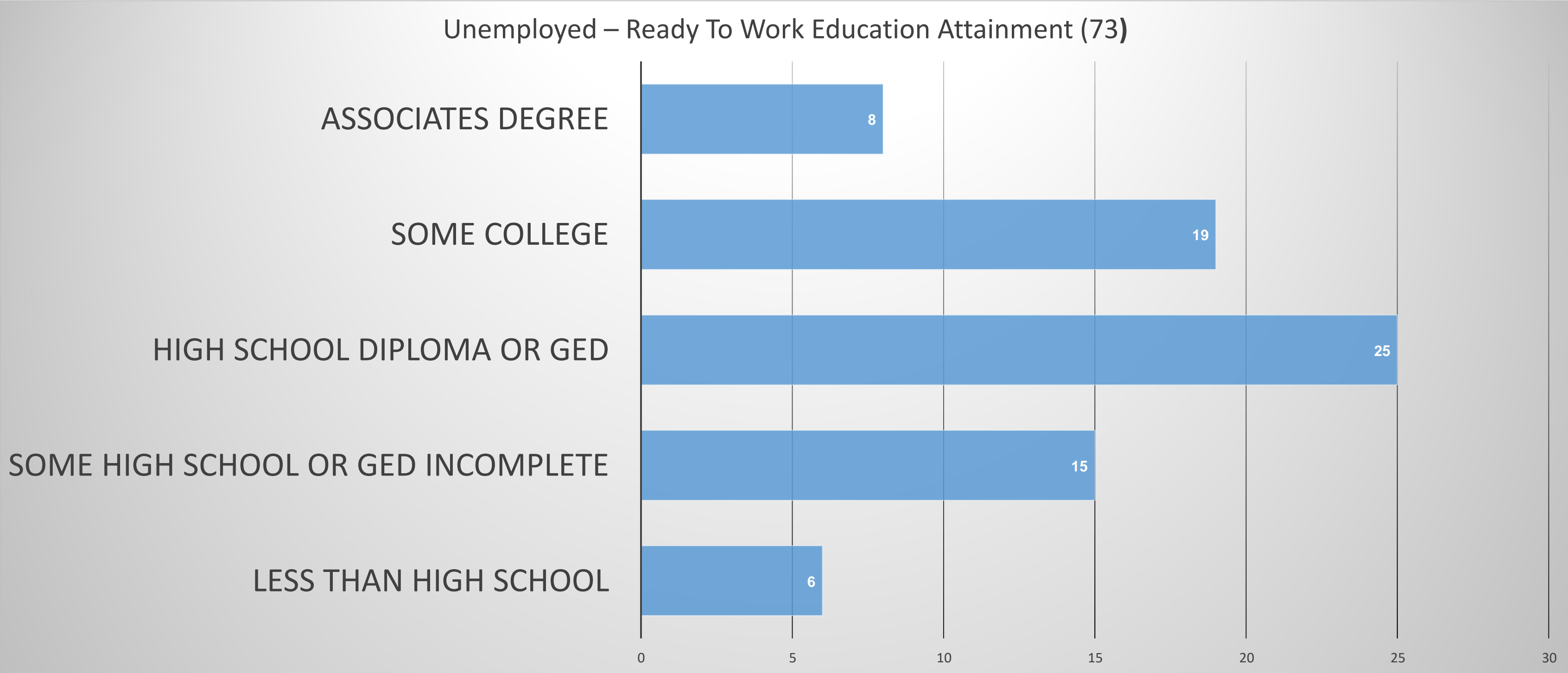
TIDEWATER GARDENS POPULATION



UNEMPLOYED TARGET POPULATION BREAKDOWN



UNEMPLOYED TARGET POPULATION EDUCATION ATTAINMENT





UNEMPLOYED TARGET POPULATION Ready To Work - "NOT Looking for Employment"

These (18) individuals are in LEARN's Adult Assessment as:

- Unemployed
- Do not receive SSI/SSDI
- Are not disabled
- Not looking for employment

Barriers:

- (4) - Pending job opportunity
- (4) - Entrepreneur Goals
- (2) - Seasonally employed- awaiting peak season
- (2) - Childcare/Pregnancy
- (2) - Health
- (2) – Not Available
- (1) - Moving out of state
- (1) - Relocation first



UNEMPLOYED TARGET POPULATION

“Unable to Work”

These (17) individuals are in LEARN’s Adult Assessment as:

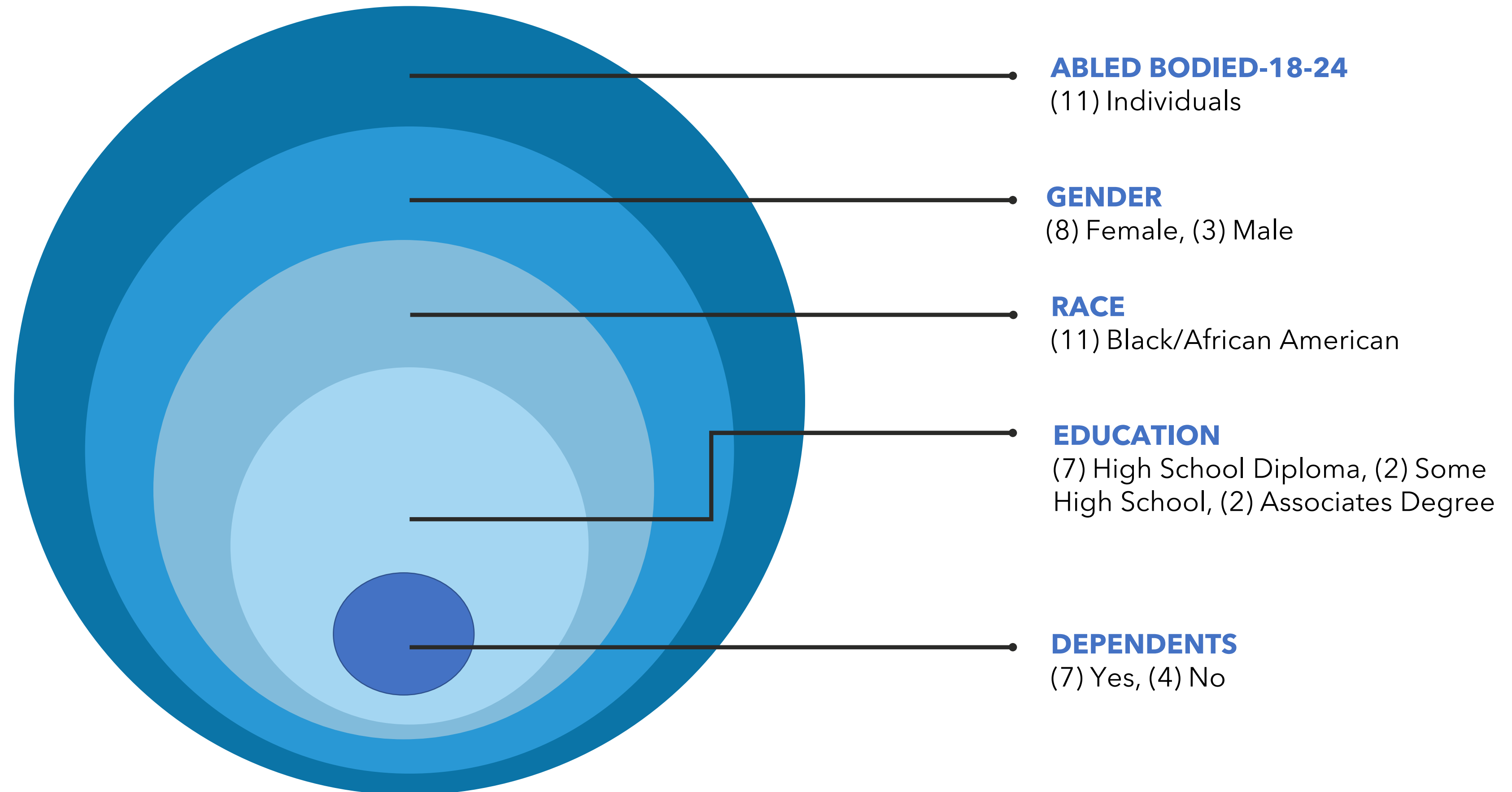
- Unemployed
- Do not receive SSI/SSDI
- Are not disabled
- Are unable to work

Barriers:

- (10) - Health Issues & Mental Health challenges
- (3) - Pregnancy/Childcare
- (3) - Disability
- (1) - Education



UNEMPLOYED POPULATION (18-24)



People First at Work



Resident A

MOVING PEOPLE TO WORK

It took 9 months from when People First Empowered by USI developed a relationship with Resident A, an 18-year-old male high school graduate, to when he became a Merchant Seaman and completed his goal. PFUSI Workforce Specialists connected him to 4 linkages to community resources and service providers and provided 6 months of active support.

March 2022

- People First Empowered by USI (PFUSI) Education Specialist invited families of graduating seniors to a College and Career Night to discuss after high school plans.

May 2022

- Resident A attended the PFUSI-hosted College and Career Night where he was introduced to PFUSI's Workforce Specialist.

June 2022

- June 22nd - PFUSI Workforce Specialist and Resident A work together and establish the goal for Resident A to become a Merchant Seaman now that he's graduated high school.

July 2022

- The Workforce Specialist researched and reached out to local Merchant Seaman programs that aligned with Resident A's goal.

August 2022

- August 26th - The Workforce Specialist met with Resident A and his mother to complete questionnaire and application for Local Merchant Seaman program. They also discussed what the career path required and set expectations regarding timeline for the journey ahead.
- August 29th - The Workforce Specialist met Resident A and his mother to go to and pay for his drug screening, which he completed.

September 2022

- September 7th - The Workforce Specialist attended an information session with Resident A for Maritime Bootcamp Academy. Resident A was emailed to schedule upcoming 1 on 1 interview with Maritime Academy Director to further evaluate if he would be a good fit for program.
- September 13th - Resident A had his virtual 1 on 1 interview with Maritime Bootcamp Academy Director. The Workforce Specialist called Resident A's mother to coordinate next steps. His mother advised that she would pay for her son's physical needs and utilize Labs-To-Go at the Workforce Specialist's recommendation. Financial aid options are also discussed.
- September 20th - The Workforce Specialist met Resident A and his mother at Hampton Career Works to apply for the Adult Learning Grant, where Resident A took a test and provided documentation.

October 2022

- October 4th - The Workforce Specialist called Resident A and his mother regarding his acceptance into Maritime Bootcamp Academy.
- October 5th - Resident A went to the Maritime Bootcamp Academy campus to complete paperwork and schedule his physical to ensure everything was ready to begin the Merchant Seaman Program.
- October 11th - The Workforce Specialist called Resident A's mother and learned that there was one document remaining to secure funding through the Adult Learning Grant for Resident A.
- October 17th - The Workforce Specialist called Resident A's mother and ensured Resident A did receive funding through the Adult Learning Grant and he began class as expected.
- October 27th - The Workforce Specialist called Resident, A but his phone was disconnected. So, the Workforce Specialist reached out to his mother to confirm Resident A's continued enrollment in Maritime Bootcamp Academy and he was expected to graduate in late November 2022.

November 2022

- November 3rd - The Workforce Specialist called and emailed the Maritime Bootcamp Academy Director to get update on Resident A. He was doing well and was on track for an internship in December 2022.
- November 20th - Resident A completed the Maritime Bootcamp Academy! The Workforce Specialist attended his graduation.

December 2022

- December 9th - Resident A begins his paid internship on a local ship in Norfolk's shipyard as he awaits his Merchant Seaman (MMC) credentials.
- December 23rd - Resident A is offered a job as a Merchant Marine, and his goal is completed!

People First at Work



MOVING PEOPLE TO WORK

It took 5 months to move Resident B, a Personal Care Assistant, to a job with higher income in her field. Multiple PFUSI staff supported Resident B towards better employment, including 3 linkages to community resources and service providers.

May 2022

- *May 9th* - A referral was submitted to the People First Empowered by USI (PFUSI) Workforce Specialist to assist Resident B increase her wages of \$10 per hour as a Personal Care Assistant.
- *May 13th* - The Workforce Specialist called Resident B to introduce herself. Resident B confirms her current employment, and they schedule their first meeting.
- *May 23rd* - Resident B and the Workforce Specialist met in person to discuss Resident A's workforce goals. Resident B wanted to increase her income, but because she could not take her patients to appointments since she didn't have a driver's license, her income was limited. She also did not have an updated resume.

June 2022

- *June 2nd* - Together, the Workforce Specialist and Resident B update her resume and create brand new physical and electronic copies for Resident B. She also created an email address and Indeed account to begin her job search. The Workforce Specialist assures Resident B that with her skills and years of experience, she would qualify to make more money once she had a driver's license. So, the Workforce Specialist suggests Resident B schedule an appointment with the DMV while she begins applying for jobs.
- *June 7th* - The Workforce Specialist called Resident B and discovers that she has an appointment with the DMV in late June. She also advises Resident B to apply for a Basic Life Support Certification to increase her earning potential. Resident B wanted to obtain her driver's license first but was interested. The Workforce Specialist also sent Resident B information on a current open position making \$13 per hour in her field.

July 2022

- *July 6th* - Resident B called the Workforce Specialist as an update on her driver's license. There were fees and a test associated with getting her driver's license and she needed extra time to study for the test.
- *July 18th* - The Workforce Specialist called Resident B, who was feeling overwhelmed with relocation happening simultaneously. The Workforce Specialist just advised her to stop her job hunt temporarily to just focus on relocation and getting her driver's license.

September 2022

- *September 20th* - A PFUSI Family Support Specialist invited Resident B to an upcoming PFUSI event about relocation right to return and education or workforce opportunities.
- *September 22nd* - Resident B attended the event and reconnected with the Workforce Specialist, who discovered that Resident B obtained her driver's license! Resident B was ready to look for work again.
- *September 26th* - The Workforce Specialist called Resident B to schedule another meeting to discuss workforce goals.

October 2022

- *October 5th* - The Workforce Specialist and Resident B meet to discuss workforce goals. Resident B understood possibly needing advanced certifications for career advancement but was just focused on getting a pay increase to get caught up on her bills. Together, they applied for four jobs and completed two assessments.
- *October 21st* - The Workforce Specialist followed up with Resident B to invite her to a job fair and discovered that Resident B had an interview scheduled. Resident B needed support with interview-ready clothing, so the Workforce Specialist directed her to the NRHA's Dress for Success closet.
- *October 27th* - Resident B's interview went well and she got the job making \$13 per hour, and her goal was completed!

People First at Work



Resident C

MOVING PEOPLE TO WORK

After almost 2 years, Resident C was able to increase her hourly wage by \$5.25, from \$13.25 to \$17.25. Multiple PFUSI staff supported Resident C towards better employment and access to childcare, including 3 linkages to community resources and service providers.

April 2022

- Resident C connected with People First Empowered by USI (PFUSI) Family Support Specialist and created a goal of securing better employment with higher pay.

May 2022

- May 12th* - Resident C received a service linkage to connect with NRHA for workforce development scholarships being offered to housing authority tenants.
- May 24th* - Resident C met with the Family Support Specialist to discuss her long-term goals. During their discussion, Resident C decided she wanted to become a homeowner and get a phlebotomy certification to increase her earning power as a Personal Care Assistant. The Family Support Specialist referred Resident C to the PFUSI Workforce Specialist.

June 2022

- June 9th* - The Workforce Specialist and Resident C scheduled their initial meeting.
- June 16th* - Resident C and the Workforce Specialist met to discuss phlebotomy courses that would be covered by the NHRA scholarship for housing authority tenants. Resident C also completed her scholarship application at this meeting.

July 2022

- July 25th* - Resident C was awarded the NHRA scholarship! She called her Family Support Specialist to give the update of her available funding.

August 2022

- August 11th* - The Workforce Specialist met with Resident C, and they completed her application to a local phlebotomy course together.
- August 23rd* - Resident C was accepted to the local phlebotomy course and was very excited to attend.

October 2022

- Resident C began the phlebotomy course.

December 2022

- Resident C completed the phlebotomy course.

January 2023

- Resident C asked for and received a \$1.25 raise from her current employer because of her new phlebotomy certification.

March 2023

- At her 60-day follow up call with the Workforce Specialist, Resident C stated she was proud of herself for her new certification and was inspired to become a nurse and work at a hospital. The Workforce Specialist encouraged Resident C to begin researching nursing programs and prepare for enrollment.

May 2023

- Resident C and her Family Support Specialist met and discussed Resident C's desire to become an LPN. Resident C needed support with researching and applying to nursing schools to obtain her 2-year LPN certifications. The Family Support Specialist re-referred Resident C to the Workforce Specialist.

June 2023

- Resident C and the Workforce Specialist scheduled another meeting at Resident C's home since she did not have access to childcare.
- The Workforce Specialist and Resident C met and discussed applications, funding, and childcare needs. The Workforce Specialist referred Resident C to the PFUSI Education Specialist to address her childcare needs.
- Resident C and the Education Specialist met to discuss her needs and concerns around childcare.

July 2023

- Together, the Education Specialist and Resident C toured daycare facilities for her 2-year-old son. Resident C was also assisted with the childcare subsidy application since she was eligible for support.

August 2023

- Resident C was approved for the childcare subsidy and her son secured a daycare slot that met Resident C's location and time requirements.

September 2023

- The Workforce Specialist and Resident C met again to discuss her goals of becoming an LPN. Resident C decided she was going to pause her pursuit of becoming an LPN, but instead look for better employment opportunities.

October 2023

- The Workforce Specialist referred Resident C to Sentara's local job fair and hiring event. Resident attended the event.

November 2023

- Resident C received an interview with Sentara for the Cardiology Technician role.

December 2023

- Resident C got the job as a Cardiology Technician working in a hospital. Her hourly wage increased by \$5.25, from \$13.25 to \$17.50 an hour. Her Family Support Specialist was so proud of Resident C that she gifted her a \$25 gift card for her hard work and diligence.

January 2024

- Resident C began her new job at Sentara and completed her goal!

SPAC Open Discussion

- *SPAC Open Discussion*

SPAC Members

Adjournment

Mayor's St. Paul's Advisory Committee

Meeting Minutes

Date of Meeting: March 18, 2025

Minutes Prepared By: Krystle Aponte, City of Norfolk

1. Purpose of Meeting: To provide 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 – absent	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 – present
Dr. Glenn Porter – present	Ms. Danica Royster – present	Ms. Tara Saunders – absent	Mr. Christopher Tan – present
Ms. Iris Lundy – present	Pastor Travis Barnes – present	Dr. Doreathea White – absent	Mr. Brian Owens – present
Councilman Carlos Clanton – present	Ms. Kim Sudderth – present		

3. Agenda

- **Welcome/Roll Call/Opening Remarks** **6:00**
 - *Barbara Hamm Lee, SPAC Liaison*
 - *Councilpersons John Paige and Carlos Clanton*
- **Development Update** **6:05**
 - *NRHA Redevelopment Update – Calvert Square and Young Terrace*
 - *Nathan Simms and Steve Morales, NRHA*
- **People First Update** **6:45**
 - *Economic Mobility - Employment Overview, Data and Program Efforts*
 - *Donovan Duncan and Nicole Brown, People First^{USI}*

Mayor's St. Paul's Advisory Committee

Meeting Minutes

- SPAC Open Discussion 7:00
- 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 March 2025 St. Paul's Advisory Committee meeting to order, welcoming all attendees and noting the return of SPAC member Kim Suddereth, who serves as Chair of the Planning Council. She then conducted a roll call and opened the floor for remarks from the co-councilors.
- Councilman John Paige welcomed everyone, emphasizing the importance of continued collaboration in problem-solving and engaging residents as the development progresses. He thanked everyone and turned the attention to Councilman Carlos Clanton.
- Councilman Clanton expressed his gratitude for everyone's attendance and shared his anticipation for the evening's discussion. He also highlighted that during his recent visit to Washington, D.C., at the National League of Cities Convention, the City of Norfolk was recognized for its efforts with the People First program.
- Ms. Hamm Lee kindly reminded everyone to speak clearly and project their voices during the meeting to ensure accuracy in the recording for the meeting notes. She also mentioned that Dr. Susan Perry from the City of Norfolk, though unable to attend in person, was joining the meeting virtually.
- Ms. Hamm Lee then introduced the development update, which would be presented by the Norfolk Redevelopment and Housing Authority (NRHA). The presentation would be led by four NRHA staff members: Steve Morales, Julius Norman, Sarah Hilton, and Mark Uren.

II. Development Update 6:05

- *NRHA Redevelopment Update – Calvert Square and Young Terrace*
 - *Nathan Simms and Steve Morales, NRHA*

- Mr. Morales greeted the committee and began the update by discussing the progress of the Young Terrace and Calvert Square Master Planning & Transformation.
- Referring to the background information presented on slide 5, Mr. Morales noted that the two communities span about 55 acres and contain 1,056 public housing units. Built in the 1950s, these units are now considered obsolete, with a relatively high vacancy rate of approximately 130 units and an annual turnover rate of about 15-18% per year.

Mayor's St. Paul's Advisory Committee

Meeting Minutes

- Mr. Morales shared that on February 26th and 27th, NRHA, alongside their planning team led by Torti Galas and the Community Group, conducted meetings with residents in the Calvert Square and Young Terrace communities.
- Mr. Morales continued the presentation by reviewing the tentative master planning schedule, as outlined on slides 6-7, and summarizing resident feedback from the March resident forum, detailed on slide 8.
- He addressed the misinformation circulating on social media about plans to demolish the neighborhoods by the end of the year, which had raised significant fears and concerns among the community. In response, NRHA provided residents with accurate information during the March 1st resident forum and outlined the planning process, emphasizing open and transparent conversations about relocation, schools, preserving the area's history, activities for children and seniors, next steps, the housing voucher process, units for persons with disabilities, and the plan for return.
- During the first phase of the planning kick-off, NRHA will continue engaging stakeholders and gathering information, with plans to host a four-day planning charrette open to the public. Prior to the charrette, stakeholder interviews, information gathering, and resident feedback will continue. Mr. Morales noted that this approach will help develop an effective workshop, during which the NRHA can begin to address the concerns and questions raised by residents. Dates are still to be determined.
- Mr. Morales reiterated the current planning approach, which focuses on identifying the needs of residents, the housing, infrastructure requirements, and the need for open space. These planning exercises are crucial to developing a solid, implementable land use plan for the project.
- Mr. Morales also emphasized that the team plans to continue working closely with residents to address the questions and concerns raised throughout this process. NRHA will begin utilizing social media and online platforms to post responses to the questions that have been raised thus far to ensure residents are best informed through the process.
- With the conclusion of the physical updates, Steve Morales handed the floor over to Julius Norman, Director of Client Services, to discuss NRHA's client service efforts.
- Mr. Norman shared NRHA's "serving while planning" approach, which provides services across St. Paul's and all other NRHA communities. These services include community engagement, health, income and employment support, and education, as outlined on slides 10 and 11.
- In response to Mr. Morales' earlier mention of the resident forum, Mr. Norman added that residents had the opportunity to speak with any NRHA staff member who provides services in the communities, allowing for direct responses to any questions.
- Continuing to presentation slides 12, Mr. Norman announced that NRHA now has professional mental health providers stationed at each community to support families during traumatic events or help those facing specific issues. Additionally, NRHA is actively addressing food insecurity.
- Regarding health, Mr. Norman emphasized that NRHA believes communities will be safer when residents are healthier. Better health leads to improved employment prospects, greater community engagement, and safer neighborhoods. NRHA is working to bring more intervention and prevention opportunities to assist residents.

Mayor's St. Paul's Advisory Committee

Meeting Minutes

- Returning to the education element, Mr. Norman introduced NRHA's new initiative to increase scholarship opportunities for residents, which will provide additional supportive services. These services will extend beyond colleges and universities and include workforce development opportunities, training programs, certifications, licensing, and credentials.
- Mr. Norman concluded by acknowledging that none of this would be possible without strong partnerships, including those with the Hampton Roads Workforce Council, the United Way, Norfolk Public Schools, and a host of other organizations that help support and deliver services throughout the NRHA portfolio of communities.
- With the conclusion of resident services presentation, Mr. Norman opened the floor to Sarah Hilton, consultant who is working in conjunction with the Norfolk Redevelopment and Housing Authority through their transformation efforts to provide a holistic approach to service continuum that will:
 - Impact the youth, including early learning opportunities, childcare, and development programs.
 - Working age adults, including family stability services, career programs, employment training and placement programs. With the understanding that prior to services being rendered, the first step may be to engage in therapeutic counseling or mental health support services due to depression, residual impacts of the pandemic, or other trauma.
 - Senior residents, ensuring they can age well with the services they need.
- Ms. Hilton continued by elaborating on the importance of leveraging community resources and partnerships to impact residents.
- In reference to the earlier mention of community engagement by Julius Norman, Ms. Hilton further noted that community engagement is key in serving while planning. For the NRHA, continuing to engage residents throughout the development process and through services, ensuring the programs and services meet the needs of all residents including youth, adults, and seniors. A more detailed breakdown can be found on slide 13.
- Ms. Hilton explained that their model focuses on directly engaging with households by entering the home, assessing the needs of the family, and ensuring that everyone is connected to the appropriate programs and services, rather than relying on referrals.
- Ms. Hilton continued by sharing the NRHA will focus on providing services and measuring impact through key performance indicators. They will track metrics such as whether individuals have increased their earnings, transitioned to homeownership or private market rentals, whether youth have advanced to the next grade level, and whether seniors have been able to remain in their homes.
- Ms. Hilton stated moving forward, they will report not only on service levels but also on the impact of these efforts which will be achieved through community partnerships, leveraging each other's resources, and utilizing private and federal funds to support residents.
- According to Ms. Hilton, one of the key partners in this effort will be the United Way. She then introduced Mark Uren, President and CEO of the United Way of South Hampton Roads.
- Mr. Uren welcomed the committee and meeting attendees, emphasizing the importance of partnerships and collaboration. He highlighted that the United Way had been advised to prepare residents for the inevitable development, offering them choices throughout the process.

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- Mr. Uren shared a brief background on the United Way of South Hampton Roads (UWHR), noting their introduction of a mobility mentoring model in 2019, inspired by a similar program in Boston. This hands-on model pairs mentors with individuals, focusing on each person's unique needs, challenges, and opportunities.
- He emphasized that a one-size-fits-all approach is ineffective; rather, it's crucial to understand each individual's personal goals and obstacles. Originally targeting working moms, the program expanded after receiving COVID-related funds, first to Virginia Beach Thrive (for Virginia Beach residents) and then to Norfolk around 2020-2021. Most recently, the program has expanded to all of South Hampton Roads.
- In reference to key performance indicators mentioned by Ms. Hilton, Mr. Uren shared that the program has assisted approximately 3,400 individuals since 2019. Of these, about 54% have participated in workforce development or continuing education programs. The results are tailored to each participant's goals, with averages showing: a reduction of approximately \$8,600 in debt, a 32-point increase in credit scores, and an average income increase of \$27,000.
- Mr. Uren continued with slide 15 which detailed the comprehensive support available to residents of all four communities, including: case management services, mobility mentoring, service navigation and coaching, wraparound services, benefit reviews, incentives, NFKthrive programming, and hiring and training residents.
- He noted the plan to hire 16 mobility mentors, who will be stationed within the neighborhoods. These mentors will build relationships, assess unique community needs, and help set personalized goals. Priority will be given to residents from the neighborhoods, many of whom have already applied and completed interviews. United Way will provide training for these mentors.
- Regarding wraparound services, Mr. Uren mentioned that some individuals face barriers preventing them from accessing free scholarships and other funding opportunities. To address this, UWHR will invest their own private funds, as well as partner funds, to alleviate challenges like transportation, childcare, and small bills. This support aims to remove these obstacles, allowing residents to focus on their personal growth and development.
- Mr. Uren explained that the process typically spans from 6 to 18 months and is quite intensive, with outcomes directly reflecting the effort individuals invest. Throughout this period, there is a strong emphasis on building relationships and trust.
- Mr. Mark Uren noted that rewards and incentives are provided to keep residents motivated as they achieve their set goals. These funds are available through the City of Norfolk's ARPA funds. The ultimate objective is for participants to transition from the supportive services program to the NFKthrive program, continuing their development in areas such as workforce, education, or other personal goals. Through mentorship, the UWHR aims to offer a pathway that connects residents to the resources they need.
- In conclusion, Mr. Steve Morales shared that the master planning efforts are centered on the Young Terrace and Calvert Square communities, while also emphasizing that the resident services programs are accessible to residents across all NRHA communities.
- To clarify Mr. Uren's mention of four neighborhoods, Mr. Morales explained that, in line with the planning efforts, services are being extended not only to the Young Terrace and Calvert Square

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communities but also to the Diggs Town and Oak Leaf communities, in preparation for future planning initiatives.

- Mr. Morales also referred to presentation slide 6, highlighting upcoming community meetings and breakout sessions with the planning team in the Young Terrace and Calvert Square communities on Wednesday, March 26th and Thursday, March 27th. In April, outreach efforts will focus on engaging stakeholders on various topics.
- Councilman John Paige sought clarification regarding the availability of supportive services.
- Mr. Morales confirmed that services are available to all NRHA clients, whether they reside in public housing communities, are housing choice voucher recipients, or live in project-based voucher units.
- Councilman Paige noted that families often move into different NRHA communities, bringing with them challenges from previous areas. He encouraged NRHA to focus on hands-on activities to address these ongoing issues.
- In response to Mr. Paige's comment, Ms. Hilton explained that a resident empowerment program (REP) is being developed, centered around life skills. This program will address topics such as being a good neighbor and paying rent on time. Additionally, it will educate residents about available programs and services to support their journey toward self-sufficiency, stability, and growth.
- Following up on Mr. Morales' earlier mention of 746 units in the Young Terrace community and 310 units in Calvert Square, and Mr. Uren's statement about employing 16 mentors, Ms. Danica Royster inquired about how many families these two communities house.
- Mr. Morales responded that the two communities collectively house just over 900 families across 900 occupied units.
- Ms. Royster then asked the United Way about their experience working with families in public housing communities, the full scope of the programs they plan to offer in Norfolk, and examples of similar initiatives in other communities.
- Mr. Uren clarified that the United Way has been conducting similar work across Hampton Roads since 2019, expanding from Virginia Beach to Norfolk, currently serving about 3,400 households, or roughly 10,000 individuals.
- Ms. Royster asked if there had been any discussions or plans to request continued funding for this initiative from Norfolk City Council or if funding would be secured through UWHR or NRHA.
- Mr. Uren explained that this particular initiative is funded through the NRHA. The ALICE program will continue to receive funding through the next fiscal year, along with additional support from private and foundation sources. The UWHR is working to diversify funding streams to ensure sustainability.
- Ms. Royster inquired whether the 16 mobility mentors would provide case management, or if that responsibility would fall to the NRHA.
- Mr. Uren clarified that all work will be done in collaboration with NRHA, making it a team effort.
- Ms. Royster raised a concern about the potential for higher needs in Diggs Town and Oak Leaf Forest, particularly regarding case management. She asked if additional staff or resources would be allocated to these communities, potentially at the expense of services provided as a priority Young Terrace and Calvert Square.

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- Mr. Uren responded that the current plan is to distribute resources across all four communities. However, as the work progresses, adjustments may be made based on emerging needs. UWHR staff can reallocate their time to provide support as needed.
- Referring to data previously provided by the City's People First program provider, Urban Strategies Inc., which included demographics, healthcare enrollment, age, and disability status, Ms. Royster asked if the United Way plans to collect similar data to measure impact, or if NRHA already has this data, and whether partners will collaborate to share information.
- Mr. Mark Uren shared that the NRHA already has some of the relevant data, and the UWHR has thoroughly reviewed the available metrics. He emphasized the intention to collect additional data moving forward and to maintain transparency in sharing this information.
- In response to Councilman Paige's earlier question regarding the provision of services, Mr. Julius Norman explained that NRHA's client services department currently oversees these services. Given the large number of residents served, he stressed the importance of partnerships to ensure all residents are reached. Additionally, while there are 900 families across the two communities, families have the option to opt out of services. However, if and when needed, adjustments can be made to add more staff to better serve the families. Mr. Norman assured that NRHA is committed to serving clients professionally, with pride and dignity, sharing that he himself grew up on Tidewater Drive and can recall being in a similar position as the families served.
- SPAC member Iris Lundy requested more information on the impact of those already served, including successes, lessons learned, and how the UWHR plans to apply this knowledge as they move forward with the initiative.
- Mr. Uren referenced earlier discussions about the \$27,000 wage increase, scholarship recipients, continuing education, workforce development opportunities, significant reductions in debt, and improvements in credit scores. He emphasized that his biggest takeaway is recognizing that every individual is unique, with different challenges, opportunities, and aspirations for their families. The goal is not to judge these plans, but rather to deeply understand them and provide support to help families reach their desired outcomes. He noted that this is not quick or easy work.
- Ms. Lundy encouraged the UWHR not to limit families in terms of what they can achieve. She pointed out that we often assume we know what people need or where their potential ceiling lies, but we should focus on helping them break through those limits and ensure they thrive.
- Mr. Uren agreed with Ms. Lundy, emphasizing that UWHR works to help families recognize their own potential and identify the barriers that are holding them back.
- In light of the upcoming presentation, Ms. Hamm Lee allowed for a few additional questions and requested that both the NRHA and UWHR teams remain present until the end of the meeting to address any further inquiries.
- Ms. Kim Sudderth thanked the UWHR for the information shared thus far. She specifically referenced the \$27,000 wage increase and the programs impact across other areas of Hampton Roads, asking whether the families involved were also in public housing and living below the poverty line.
- Mr. Uren clarified that the THRIVE program, as currently implemented, works with the ALICE population—individuals living above the federal poverty level, who do not qualify for many government services, yet still face significant financial struggles. While this population is slightly

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different from those in public housing, the program provides a quicker pathway to remove smaller barriers and access training opportunities. However, he emphasized that understanding where each person is starting from and developing a personalized plan remains key.

- SPAC member Chris Tan commended the relationship and efforts of the UWHR, specifically the time invested to see people from jobs to careers and really reaching their goals. He compared the role of the mentors to life coaches.
- Referring to NRHA's decision to utilize the United Way of South Hampton Roads to provide supportive services to families over the City's contractor, Urban Strategies Inc., Councilman Paige asked Mr. Simms if this is the best decision for us moving forward.
- Mr. Nathan Simms, Executive Director of the NRHA responded yes, the NRHA will double down and continue to expand to better because of our residents. At the end of the day, the team is very focused in terms of the existing challenges that may have existed to still extend services to people. It is not the belief that to resolve a problem is to put more people at it. Mr. Simms stated that the current agreement in place is for the families of the former Tidewater Gardens community.
- SPAC member Dr. Glenn Porter asked for clarity as to if the UWHRs' intention is to act as a service provider.
- In response, Mr. Uren clarified that although the United Way has been established for over 101 years, it has historically not been a direct service provider. For 85 of those years, UWHR primarily functioned as a funder. However, in the past decade, the organization has gradually started to engage more directly through programs like NFKthrive and VBthrive, in partnership with Catholic Charities and others. The goal is to address service gaps that are not being met. The services provided are not solely UWHR's but are offered through partners with whom established agreements and relationships are already in place.
- Councilman Clanton suggested that moving forward, there should be more collaboration with the City to ensure everyone is aligned. He encouraged the team to work more closely with the City, as this collaboration was not clearly evident in the presentation.
- In the absence of any further comments, Ms. Hamm Lee directed the floor to Nicole Brown for the People First update.

III. People First Update

6:45

- *Economic Mobility - Employment Overview, Data and Program Efforts*
- *Nicole Brown, People First^{USI}*

- Ms. Nicole Brown opened the discussion by sharing her personal journey with the People First program. Starting as a lead mobility specialist and now serving as the director of operations, she remains committed to meeting residents where they are to build trust. Over the last six-years USI's work has demonstrated People First's steadfast commitment to supporting families.
- Ms. Brown continued to presentation slide 21 with an overview of the core service pillars of the People First program: housing, education, economic mobility, and health and wellness. She emphasized that all People First outcomes are measured at the household level.

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- Presenting on the education pillar, Ms. Brown explained that People First currently partners with Norfolk Public Schools to track the progress of 32 seniors on track to graduate. Additionally, education specialists visit high schools to collaborate with graduation coaches, offering additional support to families throughout the students' academic journey.
- The conversation then shifted to a deeper exploration of the economic mobility pillar, focusing on the unemployed population and the various barriers hindering their ability to secure employment. This included discussions on educational attainment, individuals who are ready to work but not currently seeking employment, those unable to work, and their respective demographics. For more detailed information, please refer to slides 22 through 30 in the presentation.
- Ms. Brown concluded the conversation by sharing three distinct examples, along with timelines, of residents navigating the process of securing employment with the support of the People First team, highlighting their ongoing commitment to the helping families get to their goals and emphasizing the amount of time the progression often takes.
- Councilman Clanton inquired with Ms. Brown about how the team addresses childcare barriers for residents. Ms. Brown explained that it's a team effort, with their staff of 22 supporting 593 households. In such cases, they reach out to community partners or locate organizations that can assist. The team prefers to secure spots for families within childcare centers.
- Ms. Brown also acknowledged Alicia Walter, VP of USI, who was present at the meeting. She emphasized how Alicia challenges the team to partner with organizations that can create tailored programs to meet the unique needs of residents, rather than attempting to fit families into pre-existing programs.
- Councilman Clanton made another comment, but it was inaudible in the playback from the meeting recording.
- SPAC member Diedre Love expressed gratitude to People First for identifying service gaps and providing opportunities for other organizations and the committee to step in and address the challenges. This partnership has fostered progress within other organizations and positively impacted the community.
- Ms. Alicia Walter, echoed Ms. Love's and Ms. Browns' comments.
- No additional comments or questions arose.

IV. SPAC Open Discussion

7:00

- Ms. Hamm Lee opened the floor for additional questions from the committee regarding the earlier presentations.
- Ms. Love inquired about the attendance at the community meetings hosted by the NRHA, as Teens with a Purpose, located in the Young Terrace community, did not receive an invitation and is still fielding questions from residents regarding the development.

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- Mr. Morales explained that the meeting was specifically for residents of the two communities—Young Terrace and Calvert Square. Approximately 30-40 attendees were present at the Calvert Square meeting, while around 70 attended the Young Terrace meeting.
- Ms. Love followed up by expressing that the community is eager to be involved in the process and offered her assistance in spreading the word.
- Mr. Morales shared that during the meetings, residents expressed their preferred communication methods, which included calls, emails, text messages, and direct information distribution in the community.
- Ms. Love then asked for clarification on the earlier mention of stakeholder meetings. Mr. Morales clarified that the NRHA considers residents as stakeholders, which was the intended meaning behind the previous reference. No meetings have been held with local businesses or other organizations, but the NRHA does have scheduled meetings with the City of Norfolk and plans to fully engage and coordinate with the City.
- Ms. Diedre Love requested clarification on the service provision time frame. Mr. Uren explained that time frames vary depending on each individual's goals. Some time frames range from 6 to 18 months, while others may be longer. There is no cutoff date for services.
- SPAC member Brian Owens asked if there is a target number of residents the NRHA hopes to engage in the process. Mr. Morales responded that there is no set target number. The primary goal is to ensure the team has the necessary information for an intentional planning process. To gather the most feedback, NRHA considers flexible meeting schedules, childcare options, and other accommodations.
- Mr. Owens also asked where residents can access project updates and next steps. Mr. Norman and Mr. Morales referred to the Director of Communications, Leha Byrd, who shared the NRHA website and social media platforms, all of which are regularly updated.
- Lastly, Mr. Owens asked where resource partners can be referred to. Mr. Norman identified himself as the point of contact.
- SPAC member Travis Barnes asked if there would be an opportunity for residents to vote on their preferences. Mr. Julius Norman shared that residents are empowered to set their own goals and aspirations, as well as identify the services that impact their lives. NRHA follows up once residents express their needs during meetings and beyond.
- Mr. Barnes further clarified if the survey offered residents a choice between People First and the United Way.
- Mr. Nathan Simms indicated that he believed the United Way to be the correct choice based on the direction the work was heading and that we should avoid unfair judgement and comparison of the two program providers.
- Mr. Morales noted that the NRHA is expanding its reach across its portfolio. In communities like Diggs Town and Oakleaf, which are not served by the City's People First program, there is no option beyond the United Way.
- SPAC member Kim Sudderth asked how often the committee engages directly with residents. Ms. Hamm Lee stated that the committee is actively engaged with residents. The meetings are open

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to the public, though public comment during the meetings is not permitted. The committee also includes community members.

- Ms. Hamm Lee asked the committee to share suggestions for the March agenda. The committee requested a continuation of the evening's conversation.

V. Adjournment

7:30

- Ms. Hamm Lee thanked everyone for their attendance.
- There were no additional comments or questions.
- Ms. Hamm Lee wished everyone a good night and stated that the meeting was adjourned.