Date of Meeting: June 18, 2019
Minutes Prepared By: Megan Erwin, Senior Budget and Policy Analyst, City of Norfolk

1. Purpose of Meeting: To learn about the new People First contract awardee, Urban Strategies, Inc.

2. Attendance at Meeting

<table>
<thead>
<tr>
<th>Councilman Riddick – not present</th>
<th>Councilwoman Williams-Graves – present</th>
<th>Dr. Glenn Porter – present</th>
<th>Dr. Robert G. Murray – not present</th>
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</thead>
<tbody>
<tr>
<td>Mr. Don Musacchio – present</td>
<td>Mr. Brodie Parker – present</td>
<td>Mr. Lavonne Pledger – present</td>
<td>Ms. Deirdre Love – present</td>
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<tr>
<td>Rev. James P. Curran – not present</td>
<td>Dr. Ruth Jones Nichols – present</td>
<td>Rev. Dr. Kirk T. Houston, Sr. – present</td>
<td>Tara Saunders – present</td>
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<tr>
<td>Shamika Kirby – present</td>
<td>Mr. Earl P. Fraley, Jr. – not present</td>
<td>Michelle Cook – not present</td>
<td>Dr. Boone – not present</td>
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<tr>
<td>Caz Ferguson – not present</td>
<td>Mr. William Harrell - present</td>
<td>Dr. LeGrand – not present</td>
<td>Alphonso Albert – present</td>
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3. Agenda

I. Welcome 6:00
   • Co-Chair Angelia Williams Graves
   • Co-Chair Paul Riddick

II. Presentation on General Information Notices 6:05
   • Steve Morales, NRHA

III. Introduction of Urban Strategies, Inc 6:20
   • Susan Perry, City of Norfolk

IV. Meet and Greet with Urban Strategies, Inc 6:15
   • Esther Shin, President, USI
     i. Q&A
     ii. Metrics Discussion

V. Next Steps/Announcements/Closing Remarks 7:25
Mayor’s St. Paul’s Advisory Committee
Meeting Minutes

4. Meeting Notes, Decisions, Issues

I. Welcome 6:00
   • Co-Chair Angelia Williams Graves
   • Co-Chair Paul Riddick

   • Barbara Hamm Lee welcomed everyone to the meeting and thanked the Advisory
     Committee members for their condolences. Pastor Houston opened in prayer.

II. Presentation on General Information Notices 6:05
   • Steve Morales, NRHA

   • Mr. Morales explained that next week on June 25th, NRHA will be issuing the first
     official notice, known as the “General Information Notice” which advises residents
     that they are in a neighborhood that is impacted by the CNI grant and informs
     residents that they have rights related to the process. Mr. Morales stated that the
     notice is very bureaucratic and NRHA is attempting to soften the language a bit.
     He said that the notice will also explain that NRHA will be working with the
     phase 1 residents who wish to voluntarily move during the summer and asking
     residents to come to the People First offices for accurate information. He also
     clarified that this is not a notice to vacate, nor it is the 120-day notice. The
     120 day notices will not go out until late July or August.

   • Councilwoman Graves reminded the committee that this is one of the many HUD
     requirements. She clarified that even if families move sooner than expected, they
     will receive the same services as those who wait until the actual beginning of phase
     one.

   • Dr. Nichols asked how many vouchers would be available before the beginning of
     the next school year. Mr. Morales replied that NRHA can make as many vouchers
     available as necessary now, but stipulated that all of these vouchers are tenant
     protection vouchers.

III. Introduction of Urban Strategies, Inc 6:20
    • Susan Perry, City of Norfolk

    • Dr. Perry introduced Esther Shin, President of Urban Strategies, Inc. The members of
      the Advisory Committee each introduced themselves.

IV. Meet and Greet with Urban Strategies, Inc 6:15
    • Esther Shin, President, USI
      i. Q&A
      ii. Metrics Discussion
• Ms. Shin introduced herself, and shared that she is very impressed with the amount of financial and human capital investment that the city has committed on the human services side of the redevelopment process. She stated that of the many cities she has worked with, this was the most investment she has ever seen.

• Ms. Shin provided a presentation about Urban Strategies, Inc. That presentation is attached.

• Councilwoman Graves asked how Urban Strategies, Inc. could be a direct grantee of a planning grant. Ms. Shin said that not for profit organizations can be direct grantees.

• Ms. Shin did an exercise with the Advisory Committee members and residents, and divided into three groups to ask two questions:
  1. **What do you want your community to be in ten years?**
  2. **How will we know we’ve been successful?**

• Ms. Shin said there will be a follow up activity after the HUD site visit.

• Councilwoman Graves requested that each recordkeeper would please report out.

• The spokesperson for group one stated that the following themes were highlighted: Diversity, equality, collective action, access for all, change in narrative, more opportunities for youth, less violence, breaking down barriers to education; Neighborhoods feel more inclusive, breaking down the ‘us’ vs ‘them’ mentality, residents feel comfortable crossing any street both ways, lifting up the voices of the entire community.

• The spokesperson for group two stated that their answer to the first question was ‘A go-to community that is livable and walkable’ and their answer to the second question included: an increase in number of African American males employed, and increases in income, health outcomes, and opportunities for youth.

• The spokesperson for group three reported that the following themes were highlighted: major themes around empowerment, pride, knowledge, safety, full employment, opportunities for young people, access, social and economic stability, resource allocation, who is opening up businesses, economic mobility.

• Ms. Shin said they will compile all of the information and will provide trend data and do a factor analysis to see why the trends have been going up and down, and have a conversation about why we think these items have trended the way they have.

### V. Next Steps/Announcements/Closing Remarks **7:25**

• Dr. Houston asked whether we can get an organizational chart for both People First and the redevelopment efforts. Dr. Perry said that the city can provide that. (provided below)

• Someone in the audience asked whether information about potential jobs would be available on line so that they can get that information out to residents. Ms. Shin said yes,
the Mayor’s St. Paul’s Advisory Committee
Meeting Minutes

they will be available online. Dr. Perry said they will also get them up on the St. Paul’s
website.

- Mr. Albert shared that when he thinks about resident empowerment, he thinks about being
  actively involved in decisions, and not having to wait on someone doing something ‘to me’
or ‘for me’ and that in the end wherever that person moves to, their new neighborhood will
be empowered by virtue of them being present. Ms. Shin responded that she believes she is
in alignment with Mr. Albert, and shared how they see breaking down barriers one of the
most critical parts of their job, so that people can see outside of their ‘tunnel.’ Mr. Albert
stated that he disagreed.

- Mr. Musacchio shared that it is our job to change the odds, but it’s up to the residents to do
what it takes to beat the odds.

- Councilwoman Graves shared that it will also be up to us to show residents that the odds
have changed.

- Dr. Houston asked for information about how to get involved with subcommittees and
wanted to be sure we get two-way communication going as soon as possible.
Councilwoman Graves shared that information would be provided soon.

- Councilwoman Graves shared that the HUD site visit will be July 16th and 17th so our next
meeting will be modified for that visit.

- Dr. Nichols shared that she has heard that the new St. Paul’s neighborhood will be a
community of choice for everyone, but posed the question whether we have done enough
to make the existing neighborhoods communities of choice also. She shared that she has
done some research on some requirements in other cities that new housing developments
set aside a specific number or percent of units be set aside for affordable housing. She
shared that some cities also provide an ‘in lieu fee’ to charge a fee to developers who do
not comply with those requirements, which could be used to fund other affordable housing
initiatives. She requested that a group be set up to review those options, and make a
recommendation to City Council.

- Councilwoman Graves challenged the members to consider Norfolk’s history with similar
projects and to work hard to make this effort more successful. She stated: “we cannot be
held responsible for what happened in the past, nor can we continue to revisit it. We have
the power to make this different from Ghent, Stonebridge, and Lafayette Shores because of
the people around this table and in this room”.

- The meeting was adjourned.
Human Services Transformation Program for the St. Paul Area - Norfolk, VA
Tuesday, June 18, 2019
THE RESULT:
All families are stable and thriving

USI | Urban Strategies, Inc

40 Years of Experience Nationwide

Human Capital Planning in 18 Major Cities

Connected to Over 20,000 Units of Housing; More than 30,000 Families Supported

12 HOPE VI Communities; 11 Choice Neighborhoods Implementation Grants and 2 Choice Planning Grants

$330 Million in Choice Neighborhood Implementation Grants

Over $2 Billion in Public and Private Resources Leveraged for Innovative Programs and Initiatives

Cradle to college/career partnerships in 17 School Systems

Elderly Services in 11 Senior Living Communities
USI is committed to:

**Integrity**
We are honest, transparent, ethical, and just. People trust us to adhere to our word.

**Accountability**
We deliver our very best in all we do, holding ourselves accountable for results.

**Respect**
We treat residents, community, partners and our staff with dignity and respect.

**Innovation**
We act with courage, challenging the status quo and finding new ways to strengthen our work.

**Diversity**
We know it takes people with different ideas, strengths, interests, and cultural backgrounds to help us succeed.

**Teamwork/Collaboration**
We know that success cannot be accomplished by one person or organization.
• We are an organization that is representative of the diversity in the places where we work.
• We recognize the legacy of systemic racism and cultural oppression that have long served as barriers to success.
• We develop real opportunities for success in communities regardless of income, religion, race, ethnicity, gender or sexual orientation.
• We honor the resiliency and self-determination of individuals who have suffered through trauma and harm.
• We commit to addressing disparities at individual, systems and structural levels.
• We appreciate that local residents know their communities best.
• We target strategies based on data that addresses the root cause of preventing successful outcomes.
• We collaborate with partners that are willing to stand shoulder to shoulder with us.
• We commit to creating pathways for all children and families to thrive.
How We Work

CASE MANAGERS
Responsible for providing comprehensive case management, referral, and seamless coordination with community and support service activities that promote economic self-sufficiency for families, enhance quality of life for seniors and the disabled, and increase opportunities for residents.

HEALTH SPECIALIST
Health Specialist will serve as a conduit between families to address health barriers of youth and adults living in public housing and mixed-income communities served by Urban Strategies, Inc.

EDUCATION SPECIALIST
Education Specialist will serve as a conduit between families, communities and schools to address educational barriers of youth and adults living in public housing and mixed-income communities served by Urban Strategies, Inc.

POLICY & RESIDENT ENGAGEMENT
- Knowledge
- Support
- Self-Determination

RESIDENT LEADERS
Highly passionate community members who are trained in various capacity building curricula that support their desire to direct change within their community and greater city.

WORKFORCE SPECIALIST
Workforce Specialist will recruit and connect low-income adult residents of the housing community to opportunities for education, job readiness, skills training, and employment.

SM
Our Work & the Iceberg

WHAT IS SEEN

EDUCATION

HEALTH

HOUSING STABILITY

ECONOMIC MOBILITY

POLICY & RESIDENT ENGAGEMENT

WHAT IS GENERALLY UNSEEN

PILLARS

TRAUMA

STRUCTURAL RACISM

INSTITUTIONAL RACISM

GENERATIONAL BARRIERS/POVERTY

STRUCTURE OF THE SYSTEM

HOUSING AUTHORITIES

POLICY ORGANIZATIONS

SCHOOL DISTRICTS

FOUNDATIONS

PUBLIC

PRIVATE

GOVERNMENT

LOCAL

STATE

NATIONAL

SERVICE PROVIDERS

MENTAL MODELS

URBAN CORE CAN’T CULTIVATE

FEDERAL SYSTEMS AREN’T EQUIPPED FOR SERVICES

FAMILIES BY-IN

URBAN COMMUNITY ASSUMPTIONS

CYCLE OF POVERTY

SM

• **Philosophy:** Case management is a method of providing services whereby a professional “case manager” assesses needs of a resident and the resident’s family, and monitors, evaluates and advocates for a package of multiple services to meet the specific resident’s complex needs in order to successfully achieve a plan that leads to economic self-sufficiency. The work is both macro and micro.

• **Goal:** Arming residents with the tools and support needed to stabilize and/or improve their housing situation.

• **How are we different:** Helping residents in assisted housing adapt to their changing world and it is a two way partnership.
Staffing Philosophy
Leadership & Experience

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**Donovan Duncan**, Executive Vice President
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The Results Counts approach is based on five core competencies of results-based leadership development.

Five Core Competencies:
• Be results-based and data-driven
• Bring attention to and act on disparities
• Use oneself as an instrument of change to move a result
• Collaborative Leadership
• Adaptive Leadership
1. What do you want your community to be in ten years?

2. How will we know we’ve been success?