

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

### *Meeting Minutes*

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**Date of Meeting:** January 16, 2024

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**Minutes Prepared By:** Ruby Eskenazi, City of Norfolk

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

### **2. Attendance at Meeting**

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

### **3. Agenda**

<b>I. Welcome/Opening Comments</b>	<b>6:00</b>
• <i>Barbara Hamm Lee, SPAC Liaison</i>	
• <i>Councilman John Paige</i>	
<b>II. People First Update</b>	<b>6:05</b>
• Introduction to CNI Metric	
• USI Outcomes	
• Our First Official Move-In	
• <i>Thomasine Norfleet, USI</i>	
<b>III. Economic Inclusion Efforts</b>	<b>6:20</b>
• Economic Inclusion Progress & Roles	

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- Barriers & Stages of Improvement
  - *Ha Chau, Norfolk DHCD*
  - *Aleea Slappy Wilson, Norfolk DEI*
  - *Sean Washington, Norfolk Economic Development*
  - *John Majors, The Oughtness Group*

**IV. Open Discussion** **7:00**  
• *SPAC Members*

**V. Adjournment** **7:30**  
• *SPAC Members*

### **4. Meeting Notes, Decisions, Issues**

**I. Welcome/Opening Comments** **6:00**

- *Barbara Hamm Lee, SPAC Liaison*
- *Councilman John Paige, Co-Chair*
- Ms. Hamm Lee introduced herself and welcomed the committee.
- Councilman Paige opened his remarks by thanking the committee for their dedication and effort in putting together tonight's meeting. To ensure timeliness of the agenda, he asked city council and committee members to reserve lengthy discussion of presentation topics for the open discussion portion of the meeting.
- Ms. Hamm Lee addressed the committee members who had the opportunity earlier during the day to take a tour of Reunion. She opened the floor for general comments and asked if anyone would like to share their thoughts and impressions of the tour. Two committee members commented that they really appreciated the opportunity to take the tour. They thought the rooms and layout of the apartment was phenomenal and that the utility hook-ups and amenities were implemented tactfully into the whole design. They also said the artwork on display in the common areas was moving and beautiful.

**II. People First Update** **6:05**

- *Thomasine Norfleet, USI*
- Ms. Norfleet greeted the committee and proceeded with her update on the Key Service Pillars of Education, Economic Mobility, Health, and Housing Stability in relation to the former Tidewater Gardens residents during the redevelopment phase. She shared the Choice Neighborhood Initiative (CNI) annual goals and the process of reporting to HUD monthly on the status of these metrics, which depict how the families are doing overall since their relocation.

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- Ms. Norfleet shared that the year four goal for economic mobility was to have 85% of target residents aged 18-64 earning wage income, while the actual achievement was 76%. Although USI did not meet the goal, they have successfully linked the former Tidewater Gardens families to jobs paying above the minimum wage, resulting in a higher annual wage earned by households. The year four goal for the average annual wage income of households was set at \$19,159, and USI exceeded that goal with \$24,630. She reiterated that as USI moves forward, just meeting the target goal is not the intent; instead, going above and beyond the target that has been set is the aim of all outreach endeavors.
- In the areas of Health and Wellness, USI has achieved 84% of residents having a regular healthcare provider other than an emergency room, surpassing the four-year goal of 66%. Ms. Norfleet shared that the health insurance goal was initially set at 71%, with an actual achievement of 97% of residents being insured.
- Ms. Norfleet informed the committee that the actual percentages achieved in the areas of Education are not available yet as USI awaits annual school data distribution in February. The only metric they have available right now is the percentage of resident children aged 0-5 who are participating in center-based or formal home learning programs. This goal was set at 82%, with an actual result of 47%. This low percentage is consistent with statewide trends, attributed to the impact of COVID-19 on the education system. USI is implementing measures to ensure the five-year goals in the areas of education are met, and resident children are performing at or above grade level on state assessments in grades required by elementary and secondary education. Ms. Norfleet emphasized that USI is committed to connecting resident youth not attending school to alternative education GED programs, tutoring programs, and workforce specialists who can connect youth to vocational training. Although USI is awaiting the release of the annual school data, for high school students enrolled in the footprint school, 21 out of 23 graduated from high school. The two students who did not graduate have since returned to school.
- She also shared the story of Ms. Miller, a former Tidewater Gardens resident, who returned to Reunion. She highlighted the emotional moment when Ms. Miller walked into her new apartment to find a huge basket of move-in essentials provided by People First and a large bouquet of flowers donated by Norfolk Wholesale Floral. She recounted that the look on Ms. Miller's face was priceless as she took in her new home, showcasing her joy. Ms. Norfleet concluded her presentation and opened the floor for questions from the committee, emphasizing USI's commitment to the well-being and success of the former Tidewater Gardens residents.
- An audience member requested clarification regarding the educational metrics. They sought to understand the underlying numbers, asking for the numerator and denominator related to the education statistics, explicitly questioning the basis for the 80% figure mentioned.
- Ms. Norfleet responded to the inquiry by providing specific figures related to the educational component of the initiative. She clarified that for school-aged children currently enrolled in school, there are a total of over 600 children. In total, the initiative encompasses over 800 youths ranging from 0 to 18 years of age.

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#### **III. Economic Inclusion Efforts**

**6:20**

- *Ha Chau, Norfolk DHCD*
- *Aleea Slappy Wilson, Norfolk DEI*
- *Sean Washington, Norfolk Economic Development*
- *John Majors, The Oughtness Group*

- Ha Chau greeted the committee and proceeded to introduce the economic inclusion plans of the St. Paul's Transformation project, led by the Norfolk Department of Housing and Community Development (DHCD). She expressed it as an honor for the St. Paul's Transformation project to serve as the pilot for the city's economic inclusion efforts. The project aims for 12% minority-owned and 13.3% women-owned business participation in city contracts, inspired by a 2018 disparity study and community feedback.
- Ms. Chau shared that a training survey was launched in May 2023, to understand the training preferences and needs of small, minority and women-owned businesses. The surveys, distributed through various channels such as emails, newsletters, websites, social media, and vendor fairs, received 105 responses over three months. Respondents highlighted preferences for training on securing upfront funding for construction projects, partnership opportunities with other contractors, and understanding contracting requirements at various government levels. As a result of the findings of the survey, DHCD collaborated with the Norfolk Office of Diversity, Equity, and Inclusion (DEI) to establish a construction training program exclusively for minority and women-owned businesses.
- In addition to the survey data, in July 2023, a focus group was held to discuss how to enhance economic inclusion within the St. Paul's project and on future community development projects. The 13-member panel, which consisted of seven construction vendors and six subject matter experts, identified three suggestions for expanding the city's economic inclusion efforts within the construction sector: creating a mentorship program, providing banking assistance, and creating partnerships with other construction vendors and companies. Ms. Chau remarked on the overlapping results of the survey and focus group.
- Following the focus group, the Small, Women, and Minority (SWaM) certification workshop was launched in August 2023, which consists of both an information session and hands-on SWaM registration assistance. Ms. Chau reported that from August to December, there were 165 registrations with 60 attendees, seven cancellations, and 98 no-shows.
- In terms of city projects, the two demolition projects for the Shell Gas Station and the McDonald's, 47% went to MWBE contractors. For the city infrastructure phase I, 100% of the construction management contract award went directly to MWBE contractors, followed by an award of 26.51% for the construction contract. The city's economic inclusion goal of 12% minority and 13.3% women-owned business participation was achieved with 13.05% minority owned and 13.46% women owned business participation as of December 2023. Furthermore, Ms. Chau outlined the goals for city

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infrastructure phase II, which are focused on 10% DBE participation and continue the city's economic inclusion commitment.

- Additionally, in the demolitions of Tidewater Park Elementary School and the historic Hunton YMCA, Ms. Chau emphasized how the development of these plans and goals could not be achieved without the trust and support of her team members and the city's internal teams ranging from the transportation team, neighborhood services, the DEI office, procurement team, the communication team, and the economic development team. Furthermore, Ms. Chau highlighted the crucial role of community partners and, most importantly, the residents in achieving the project's goals. Prior to transitioning the podium, Ms. Chau opened the floor to questions from the committee.
- Mr. Owens inquired whether Ms. Chau serves as the primary contact for scheduling and information regarding the training sessions hosted by the Department of Housing and Community Development.
- Ms. Chau acknowledged that she is the contact person for the workshop, and that the SWaM workshop fliers included in the presentation documents list the dates and times of the upcoming workshops through March.
- Seeking further clarification, Mr. Owens asked whether the presented efforts were exclusively on behalf of the St. Paul's project or if they encompassed other city programs as well.
- Ms. Chau clarified that her presentation and the information provided pertained specifically to the St. Paul's Transformation project.
- Dr. Perry, the Director of the Department of Housing and Community Development provided additional context to Ms. Chau's responses. She noted that Ms. Chau's presentation focused on specific projects but also that the efforts are part of a broader city-wide initiative.
- An audience member inquired about the status of construction management contracts, referring to a slide in the presentation that mentioned \$12 million being awarded.
- Ms. Chau confirmed that the City Infrastructure Phase I contracts have been awarded and mentioned that the process of awarding contracts for City Infrastructure Phase II is currently underway.
- Another audience questioned the outcomes of the training programs, specifically asking about success stories from participants who have gone through the trainings and how these efforts correlate to the awarding of contracts.
- Ms. Chau explained that attendees of the workshop need time to compile the necessary information for their registration before submitting it through the appropriate portal. She also mentioned her commitment to contacting those who register for the workshop to ensure they have successfully completed the registration process.
- Ms. Hamm Lee mentioned that the workshops began last August and that results, data and success stories are not available yet.
- Councilmember Paige inquired about the composition of minority businesses that contributed to the \$3.3 million award figure, asking whether this sum was distributed among multiple minority businesses or concentrated with a single primary entity.

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- Ms. Chau stated that the distribution of the \$3.3 million awarded to MWBEs, equated to \$1.6 million allocated to two minority-owned subcontractors, while \$1.7 million was directed to three women-owned businesses.
- Aleea Slappy Wilson introduced herself and her role as the City of Norfolk's first chief diversity, equity, and inclusion (DEI) officer. She continued to describe how the DEI department is comprised of two divisions: Equity in Action and Economic Inclusion, and how each division is designed to support MWBE growth.
- She provided that Economic Inclusion has three main focuses: Capacity Building for small businesses, Connections, and Contract Opportunities. Capacity Building involves trainings and seminars, one-to-one support, and business grant assistance. Connections focus on the local community and local businesses, business navigation assistance with city processes and requirements, and establishing partnerships between businesses and business owners. Ms. Wilson remarked how Biz cafes take business resources into neighborhoods, making them more accessible to small business owners. She announced plans for upcoming events at Selden Market and intentions to extend these efforts to the Berkeley area.
- Contract Opportunities focus on ensuring that minority and women-owned businesses have access to city contracts, underscoring the department's commitment to economic inclusion. Wilson stressed the interdependence of capacity building and contract opportunities, sharing insights into the city's spending habits, particularly in food purchases, and the initiative to reverse the trend of minimal expenditures with MWBEs through the Bon Appetit seminar. This seminar is designed to facilitate partnerships between MWBE food businesses and major city departments and address barriers to starting a food business.
- Looking ahead, Wilson shared plans for a food business training program aimed at helping MWBE food businesses learn how to engage in business with the city and expand their operations. This initiative reflects a broader strategy to apply similar support across other city expenditures, such as janitorial and security services, showcasing a holistic approach to equity and inclusion.
- Wilson also discussed the three-pronged approach of policy, practice, and procedure that guides the DEI department's work, emphasizing the importance of consistent practices in economic inclusion and procurement policies. She used the recent application of sheltered procurements to a \$2.3 million janitorial contract as an example, which resulted in awards to six minority African American owned businesses, and exemplified the successful implementation of these practices.
- Concluding her presentation, Ms. Wilson highlighted the ongoing work of the DEI department in identifying new contract opportunities for MWBEs, such as the impending expiration of a \$50,000 vending machine contract with the sheriff's department; and that this approach underlines DEI's commitment to expanding economic inclusion opportunities within the City of Norfolk.
- An audience member asked about how the DEI office deal with bad actors, specifically referring to those who are not interested in doing the right thing.

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- Ms. Wilson responded that this is an area where her team consistently need the support of senior leadership, as this is the role of somebody else. She emphasized that her team is a small, yet mighty team and they are doing our part to put the systems in place, to do everything they can to change the non-inclusive parts of the system, but they need someone else to hold others accountable.
- Another audience member inquired about the types of grants available to business owners, noting that they were only familiar with the Façade Grant. They asked if the department was assisting with any other forms of grant support for businesses.
- Ms. Wilson replied that her team will have a grant tied to the food business training program. Those that complete this training will be qualify for this food business training grant.
- Sean Washington, the Director of Economic Development with the City of Norfolk greeted the committee and proceeded to introduce the DEI centered programs implemented by his department. He introduced the Commercial Corridor Pilot Program aimed at the economic revitalization of two pilot corridors within Norfolk: 35th Street/Riverview and Lafayette Boulevard/East Little Creek. This initiative emerged in response to the Mayor's Commission on Social Equity conducted in 2021 and was influenced by the equitable and sustainable playbook launched by the International Economic Development Council (IEDC) in the same year.
- In the very early stages of developing the Commercial Corridor Pilot Program, Norfolk Economic Development engaged with minority-owned and women-owned businesses to understand their needs and how the city could support them with financial incentives. These discussions highlighted concerns around tax planning, accounting services, legal support, commercial lease negotiation, and marketing.
- To dive deeper into the business needs of the commercial corridor pilot communities and to support the acquisition of underutilized properties, Norfolk Economic Development contracted with Black Brand, an independent design firm. This partnership aimed to survey and engage with the community, businesses, and civic leagues to identify the desired mix of retail and services, define the unique brand of the neighborhoods, and determine the technical tools and resources needed to support small business sustainability and prevent early closures.
- Mr. Washington emphasized the shift in the city's economic development focus towards creating sustainable and equitable opportunities for all, augmenting the traditional longstanding goal of stimulating economic growth by expanding the tax base. He detailed the roles of various teams within Norfolk Economic Development, including the Real Estate Development Team and Business Intelligence Team, which focus on business creation and attraction; the Business Retention and Expansion Team, which supports large tax-generating businesses; and the Workforce Services divisions, which assist with job applications and placements. A highlight of these efforts is the mobile welding lab program, developed in partnership with Tidewater Community College and local shipyards, offering free welding certification training and job placement opportunities in well-paying positions with benefits.

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- Mr. Washington also discussed enhancements to the department's support programs, including the development of a commercial real estate tenancy and availability database and the expansion of the Capital Access Program. This program now includes four types of grants, such as the Commercial Corridor Tenant Grant, the Façade Grant, Microgrant, and Reimbursable Grant, the latter requiring the creation of a job for a low to moderate income individual residing in Norfolk. Since 2018, over \$1.4 million has been awarded to MWBEs through these grants. The Façade Grant program, offering substantial support for property and business owners, has distributed over \$800,000, with 48% of recipients being minority-owned businesses. Mr. Washington concluded by discussing the integration of commercial spaces within the St. Paul's Transformation project, ensuring community engagement in developing a diverse mix of retail businesses in collaboration with Black Brand and the St. Paul's Team.
- An audience member praised the presentation, noting the team's leadership in important and innovative work.
- John Majors from The Oughtness Group, specializing in development, consulting, and investing for sustainable economic growth in neighborhoods, addressed the committee to discuss the firm's commitment to economic inclusion. He began by delineating the evolution of goals within the context of the St. Paul's project, comparing original, agreed upon, evolving, formal, and informal goals. Mr. Majors referenced both the HUD Choice Neighborhood Implementation grant proposal and the Master Development Agreement (MDA) plan, highlighting the official goals for minority and women-owned business participation in contracts. He noted the significance of local MWBE involvement as an informal yet essential goal, pointing out the challenges of ensuring local participation without explicit mandates in the MDA.
- Mr. Majors stressed the importance of having the right partners to achieve success, citing the addition of BBRM Norfolk, a minority-owned firm, as a key player in facilitating bid preparation and negotiations for more inclusive participation. Beyond construction, he emphasized workforce development and inclusion for all returning residents, recognizing the diversity in qualifications, aptitudes, and skills among the community.
- Concluding his presentation, Majors advocated for a strategic approach to coordinate efforts across departments such as DEI, Norfolk Economic Development, and DHCD. This collaborative strategy aims to enhance efficiency and impact, positioning the project to attract further sponsorship and funding by demonstrating successful implementation of comprehensive economic inclusivity initiatives.
- An audience member raised a question regarding the timing for presenting subcontracting opportunities to minority contractors. They mentioned reaching out to Todd Lieberman to discuss potential speaking engagements on this topic but were advised that due to concerns about spreading misinformation, it might not be the best time to publicize these opportunities.
- Mr. Majors responded to the inquiry by requesting patience for approximately another cycle, or about a month. He explained that the delay is due to the need for current contracts to be fully executed before they can proceed with releasing the next group of subcontracting opportunities.

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- Another audience member raised a question about the expectations and contractual obligations placed on general contractors, specifically in relation to support for minority contractors. They inquired whether aspects such as training provisions, software for Request for Proposals (RFPs), and assistance with bid preparation for minority contractors are being formally requested from general contractors. Additionally, they questioned whether these supports are being negotiated into contracts, suggesting the possibility of requiring contractors to offer services aimed at aiding minority contractors with their bids.
- Mr. Majors clarified that the task of ensuring subcontractors have access to necessary technical, administrative, and legal resources does not traditionally fall within the general contractor's scope of work nor within the contractual obligations of the general contractor or developer. These are broader structural issues beyond the scope of a single project's contract. Mr. Majors mentioned his collaboration with Lafayette from BBRM and Aleea from the DEI office in addressing these needs, highlighting the importance of establishing a resource center for subcontractors. The aim is to provide a permanent solution for the systemic challenges faced by subcontractors, which once addressed, will offer long-term benefits not only for the current Kindred development but for future projects as well.

#### **IV. Open Discussion**

**7:00**

- *SPAC Members*
- Councilmember Paige commented on the current state of communities and inclusion within the country. He acknowledged the historical imbalance, noting that one community has been overserved while another has been consistently underserved. To bridge this gap and foster a more inclusive society, he emphasized the need for sacrifice from those who have been historically overserved. Mr. Paige highlighted the importance of addressing years of compounded inequalities, stating that accepting the status quo as "just the way things are" is no longer acceptable. He encouraged everyone to maintain an open mind and recognized the crucial role of individuals like Mr. Majors, who are working from within to drive meaningful change. Mr. Paige's remarks underscored the necessity of collective effort and mindset shift to achieve inclusiveness and equity in community development and beyond.
- Mr. Majors expressed gratitude for Councilmember Paige's acknowledgment and shared his efforts in advocating for subcontractors with general contractors. He detailed the importance of ensuring subcontractors are fully engaged in the bidding process, including understanding how to accurately price bids, perform take-offs, issue appropriate correspondence, and regularly check their emails. Mr. Majors emphasized that while he and others can advocate for the inclusion of subcontractors, it is equally important for these subcontractors to actively participate and fulfill their responsibilities to make the most of these opportunities.

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**V. Adjournment****7:30**

- Ms. Hamm Lee asked if there were any further comments or questions. There were no comments or questions. Ms. Hamm Lee stated that the meeting was adjourned and thanked everyone for coming.



# St. Paul's Advisory Committee Meeting

**Location: Foodbank of Southeastern Virginia and the Eastern Shore**  
**January 16, 2023**

# Agenda

## Welcome | 6:00

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

## People First Update | 6:05

*Thomasine Norfleet, USI*

## Economic Inclusion Efforts | 6:20

*Ha Chau, DHCD  
Aleea Slappy Wilson, Norfolk EDI  
Sean Washington, Norfolk Economic Development  
John Majors, The Oughtness Group*

## Open Discussion | 7:00

*SPAC Members*

## Adjournment | 7:30

*Barbara Hamm Lee, SPAC Liaison*

## People First Update

- *Introduction to CNI Metric*
- *USI Outcomes*
- *Our First Official Move-in*

*Thomasine Norfleet, 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.



# Choice Neighborhood Initiative (CNI)



Choice Neighborhood Initiative has annual goals that were approved in our People Plan. USI reports to HUD monthly on these metrics and how the families are doing overall since relocation.

Are there areas needing more support and enhanced strategies?

# Choice Neighborhood Initiative (CNI)



Category	CNI Metrics	Year 4 Goal	Year 4 Actual	Year 5 Goal
Economic Mobility	Number and percentage of target residents between the ages of 18-64 with wage income	85.00%	76%	88.00%
	Average annual wage income of target households (excluding those who cannot work due to being elderly or disabled)	\$19,159	\$24,630	\$19,992
Health & Wellness	Number and Percent of residents who have a place of healthcare where they regularly go, other than an emergency room, when they are sick or need advice about their health	66%	84%	74%
	Number and percent of residents who have health insurance	71%	97%	81%
Education	Number and percent of resident children 0-5 participating in center-based or formal home learning programs	82%	47%	74%
	Number and percentage of target resident students at or above grade level according to State mathematics assessments in at least the grades required by the Elementary and Secondary Education Act (ESEA) (3rd through 8th and once in high school)	82%	awaiting school data	88%

# Choice Neighborhood Initiative (CNI)



Category	CNI Metrics	Year 4 Goal	Year 4 (Actual)	Year 5 Goal
	Number and percentage of target resident students at or above grade level according to State English language arts assessments in at least the grades required by the Elementary and Secondary Education Act (ESEA) (3rd through 8th and once in high school)	72%	awaiting school data	81%
	Number and percentage of target resident children in kindergarten who demonstrate at the beginning of the program or school year age-appropriate functioning across multiple domains of early learning as determined using developmentally appropriate early learning measures	65%	awaiting school data	82%
	Number and Percentage of Target Residents Students who Graduate from high school on time	89%	awaiting school data	91%

# The First Reunion Resident



- It was a memorable moment as the City and People First team witnessed Ms. Miller sign her lease and receive keys to her new apartment. As she walked through the front door, the first thing she saw was a huge basket of essentials from People First.
- Norfolk Wholesale Floral donated a large bouquet of flowers to mark the special occasion.
- The look on Ms. Miller's face was priceless as she took in her new home; her unbridled joy brought the team to tears. Ms. Miller said, *"This is what happens when you trust the process. I did everything you asked me to do. Now look. God is good".*
- We hope that all our former Tidewater Gardens residents will experience this same joy and love in the Kindred community.

# Economic Inclusion Efforts

- *Economic Inclusion Progress and Roles*
- *Barriers & Stage of Improvement*

- *Ha Chau, DHCD*
- *Aleea Slappy Wilson, DEI*
- *Sean Washington, Economic Development*
- *John Majors, The Oughtness Group*



# **Economic Inclusion Efforts**

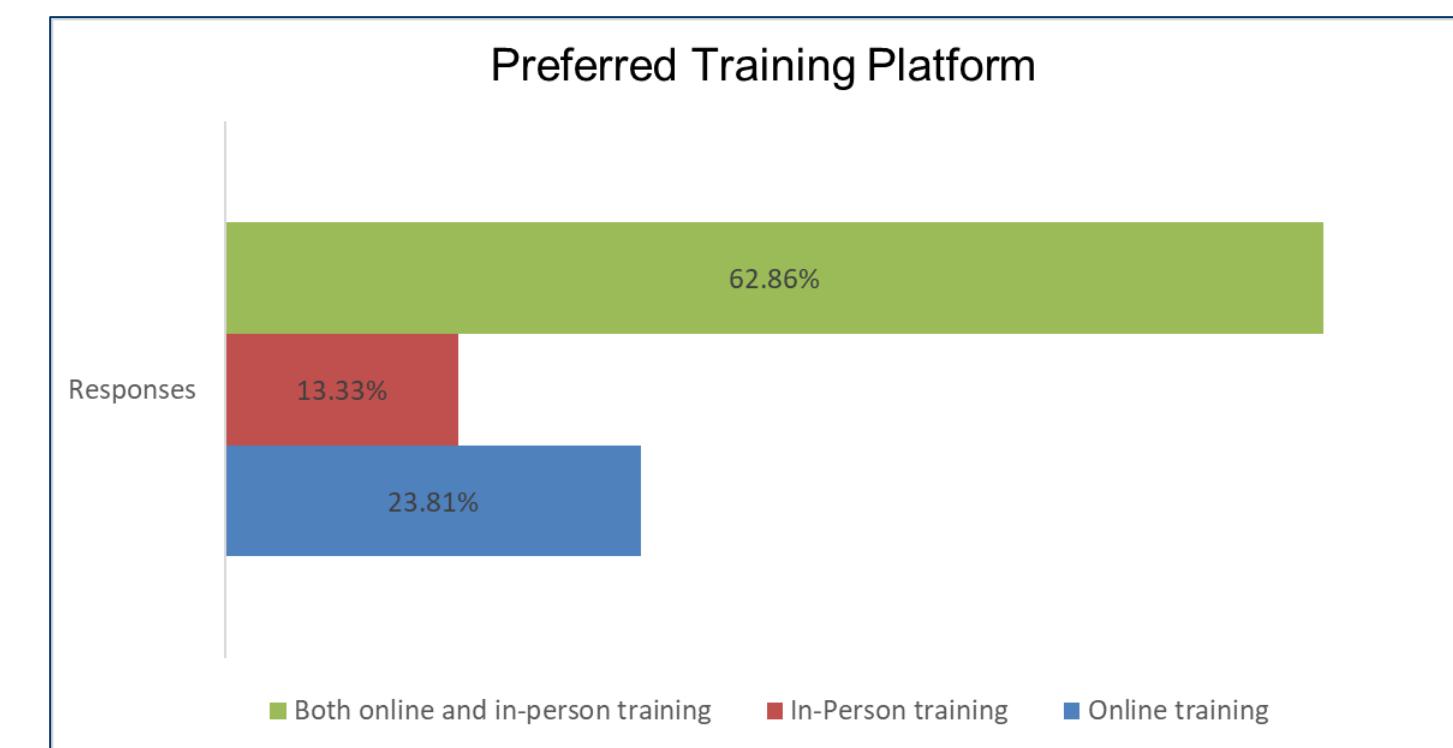
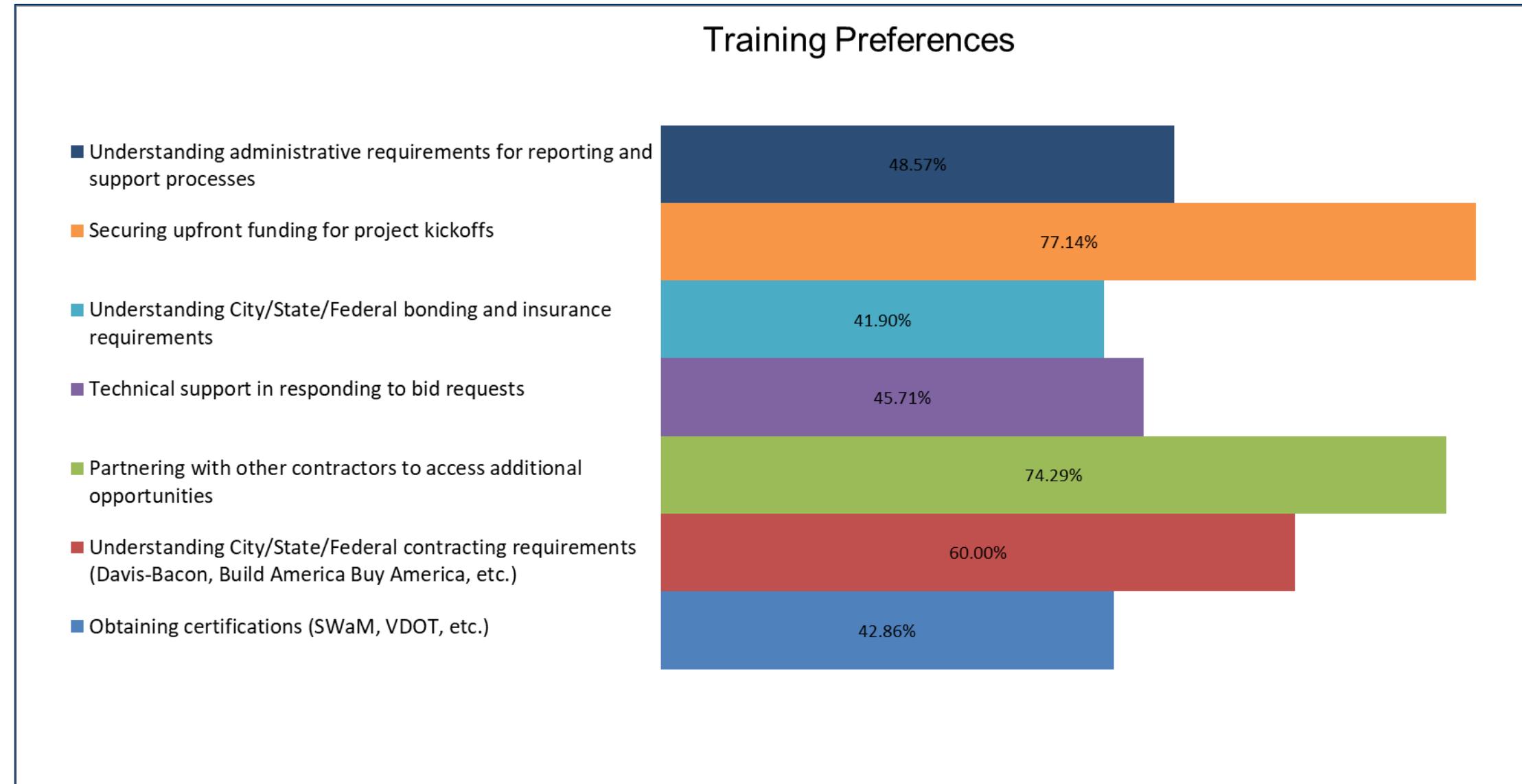
**Department of Housing and Community Development**

# Economic Inclusion Efforts - 2023

## Construction/Development Training Survey:

- Launched in May 2023 to gather feedback from SWaM vendors on training preferences, with outreach efforts via vendor fairs, emails, newsletters, websites, and social media.
- Over three months, the team received responses from 105 participants.

=> Collaborating with the DEI office to establish a construction/development training program exclusively for minority and women-owned businesses.



# Economic Inclusion Efforts - 2023

## Focus Group:

- In July 2023, at the Richard A. Tucker Memorial Library.
- Discussed enhancing economic inclusion for the St. Paul's Project and future city projects: access to opportunities, responding to RFPs, challenges, and support.
- Invited construction vendors and subject matter experts to the focus group.
  - => 13 participants (7 vendors and 6 experts).
  - => Suggestions: mentorship programs, banking assistance, and partnerships with other vendors.
  - => Concurs with the findings from the survey.



# Economic Inclusion Efforts - 2023

## SWaM Certification Workshops:

- Hosted the first two SWaM certification information sessions as part of the SWaM Certification Workshop in August 2023.
- From August to December 2023, 165 vendors registered for the SWaM workshop, with 60 attending, 7 cancellations, and 98 no-shows.



# Economic Inclusion Efforts - 2023



## Numbers:

- **City Demolition Work:** \$68,615 of \$147,015 (47%) has gone to M/WBE contractors
- **City Infrastructure Phase 1:**
  - Construction Management Contract Award: \$2.5M to M/WBE contractors (100% of award)
  - Construction Contract Award: \$12,795,526 award amount, with \$3,392,354 or 26.51% to M/WBE contractors
    - Minority-owned Business participation: \$1,669,888.77 or 13.05%
    - Women-owned Business participation: \$1,722,465.63 or 13.46%

As of December 2023

# Economic Inclusion Efforts - 2024



## Upcoming projects:

- City Infrastructure Phase II:  
*Collaborative efforts with the Transportation Team*  
*Target: DBE 10% and City Economic Inclusions goals*

- Demolition of the historic William A. Hunton YMCA  
and Tidewater Park Elementary School

*Collaborative efforts with the Neighborhood Services team*  
*Exclusive for minority-owned businesses*

## Upcoming supports:

- Training program  
*Collaborative efforts with the DEI; establish a construction/development training program exclusively for minority and women-owned businesses*
- How to bid video:  
*Collaborative efforts with the DEI, Procurement Team, and Communication team; Step-by-step guidance to bid*
- A DBE Certification Workshop  
*Collaborative efforts with the Virginia Small Business and Diversity Supplier; Promote fair competition for DOT-assisted contracts*

*Trust and Support*

# Economic Inclusion Efforts



## Questions



# **Creating Economic Opportunity for Norfolk Businesses**

# Office of Diversity, Equity and Inclusion

Equity in Action

Economic Inclusion

# 3 C's of Economic Inclusion



## Capacity Building

- Trainings/ Seminars
- 1:1 Business Consulting
- Business Grant Assistance



## Connections

- BIZ Café's
- Business Navigation
- B2B (peer to peer) partnerships with other local business owners



## Contract Opportunities

- Contract Debundling
- SWAM Certification
- Vendor Fairs

# Capacity Building

- **Bon Appetit**- Food business forum and vendor fair.
- **Congreso Economico**- Supporting the start and growth of Hispanic-owned small businesses.

## Upcoming Opportunities- Winter 2024

- **Food Business Training Program**
- Contracting Institute



# Connection

Connecting business owners with city resources, external partners and each other.

- **BIZ Café** Providing business resources & city staff outside of city hall to directly meet the needs of our small business community. BIZ Cafés are hosted in local Norfolk small businesses.
- **Business Navigation** Assist and advocate for business owners and residents in navigating through city services.
- **Business to Business Partnerships** Coordinating opportunities for business owners to connect with each other, access new markets, and share resources and expertise.

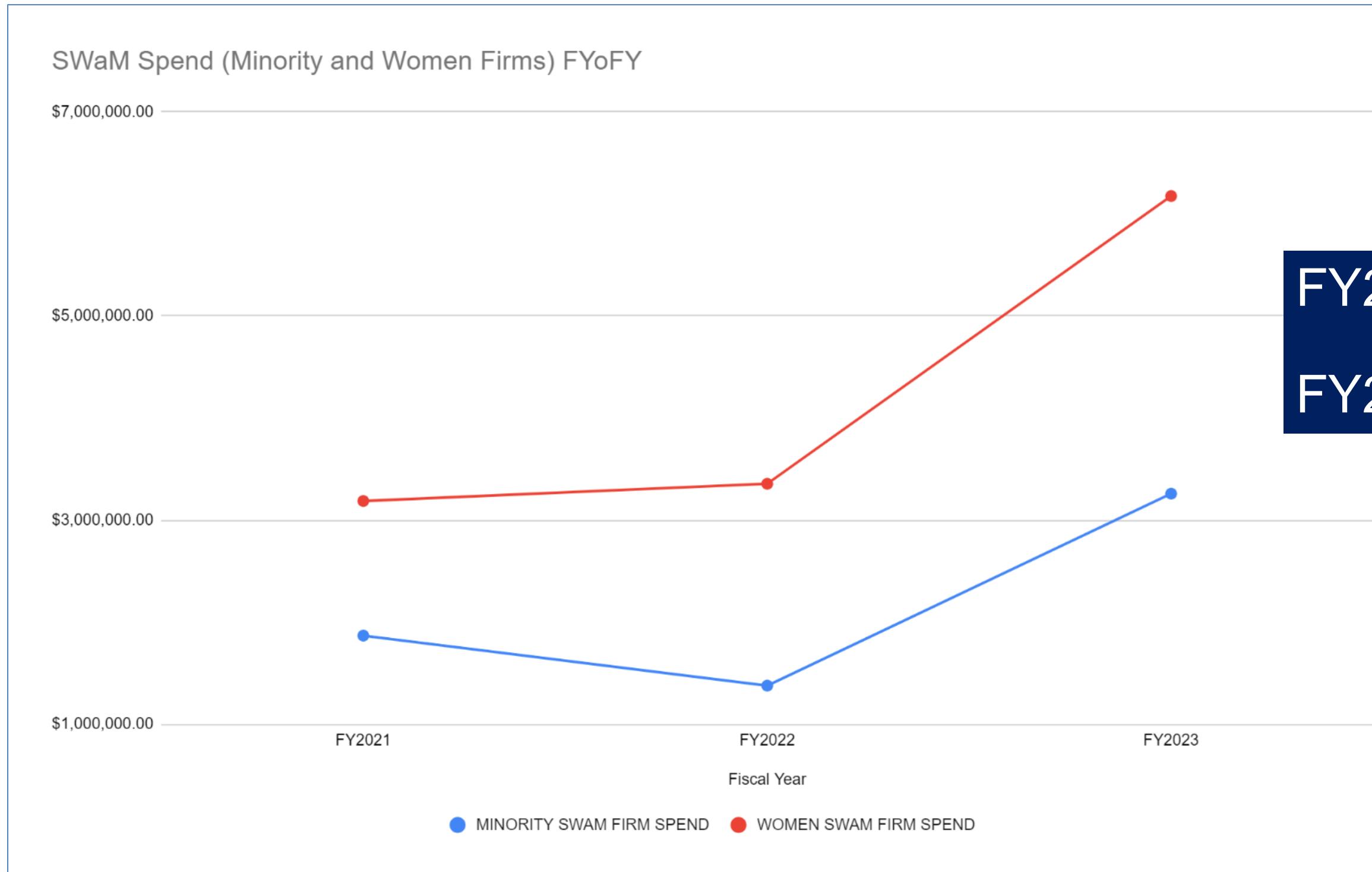


# Contract Opportunities

- **Debundling City Contracts-** Deconstructing larger contracts into smaller ones to increase opportunities for SWAM businesses to participate in city procurement.
- **Construction Vendor Fair-** Connecting local contractors with upcoming construction projects available in several city departments.
- **SWAM Certification-** The free state certification offers unlimited possibilities for Small, Women and Minority owned firms. We offer monthly 1:1 sessions to assist businesses with obtaining SWAM certification.



# Year over Year SWAM Spend Analysis



FY23 Minority spending: **\$3,259,895.92**  
FY23 Women spending: **\$6,175,320.94**

\*All Data shared are referenced from Sysoft, which uses AFMS as its source of truth.  
All Data are reported in good faith and may be subject to updates as the reporting infrastructure becomes more robust.

# SWAM Food Spending Opportunities

FY2023 P-card MCC Codes	P-card MCC Name	Food Spend Summary
5811	Caterers	\$87,350.43
5411	Grocery Stores, Supermarkets*	\$75,079.71
5814	Fast Food Restaurants	\$62,255.77
5812	Eating Places, Restaurants	\$51,044.94
5499	Misc Food; Specialty/Convenience	\$4,357.70
5462	Bakeries	\$2,569.04

**Total Food Spending: \$282,654**

\*Grocery Store / Supermarket P-card spend may include spend on items other than food

\*\*MCC Code for Book Stores primarily consists of spend with AMAZON

# Additional SWAM Spending Opportunities

FY2023 P-card MCC Codes	P-card MCC Name	Spend Summary
5942	Book Stores**	\$458,865.52
8931	Accounting, Auditing, Bookkeeping	\$239,507.92
7399	Business Services Not Elsewhere Classified	\$184,874.72
8699	Membership Organizations Not Elsewhere Classified	\$153,676.28
7361	Employment Agencies, Temporary Help	\$123,657.13

\*Grocery Store / Supermarket P-card spend may include spend on items other than food

\*\*MCC Code for Book Stores primarily consists of spend with AMAZON

# Top Overall Commodities – Spend Value and Transaction Quantity

## FY2022 & FY2023 Top Commodities based on Transaction Value

FY2022 (all quarters)		Total Transactions
Commodity		
06575	Refuse/Garbage Collection Bodies and Parts	\$5,388,643.18
99046	Guard and Security Services	\$3,741,427.75
96130	Employment Agency and Search Firm Services (Including Backgr	\$3,235,013.19
92045	Software Maintenance/Support	\$2,541,513.65
91036	Heating, Air Conditioning, and Ventilation Maintenance and R	\$2,414,653.24

FY2023 (all quarters)		Total Transactions
Commodity Code	Commodity Name	
06575	Refuse/Garbage Collection Bodies and Parts	\$7,208,202.10
96834	Dredging Services	\$6,477,075.00
17513	Chemicals, Laboratory (ACS, CP, Practical, Reagent Grade, et	\$4,317,102.23
99046	Guard and Security Services	\$3,928,959.80
96130	Employment Agency and Search Firm Services (Including Backgr	\$3,692,678.02

# Top Overall Commodities – Spend Value and Transaction Quantity

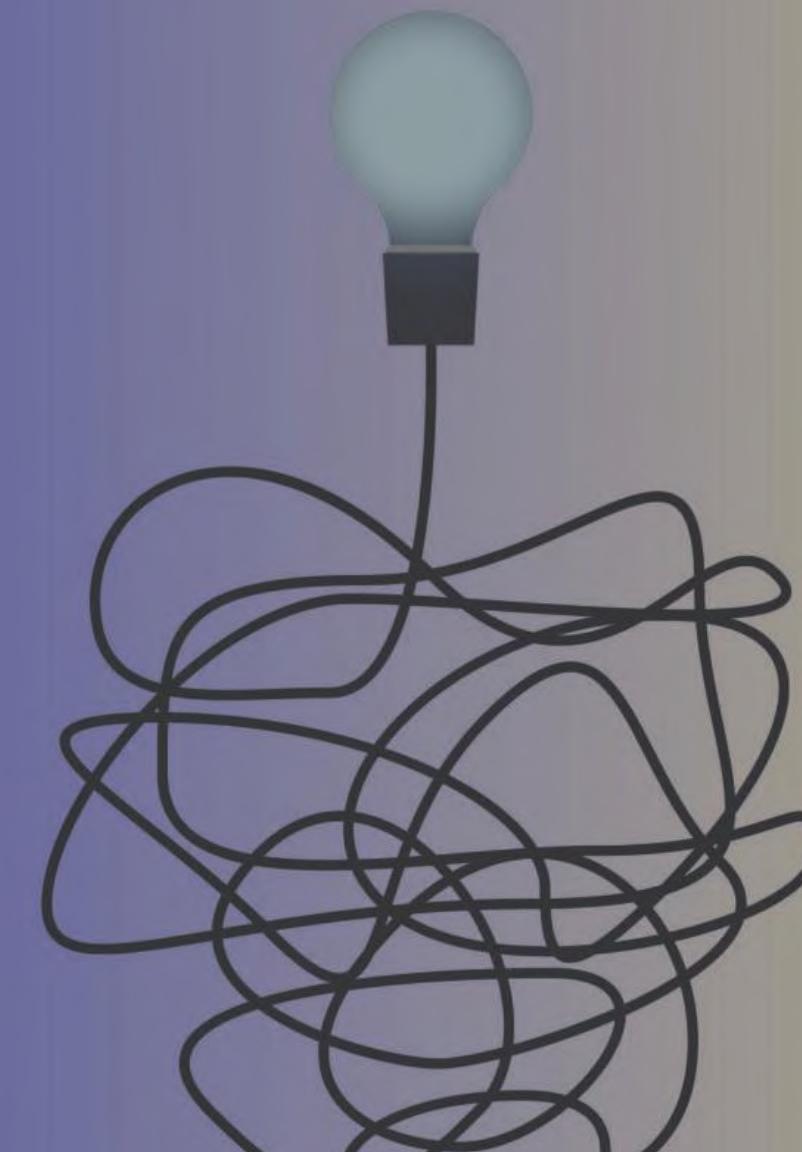
## FY2022 & FY2023 Top Commodities based on Transaction Quantity

FY2022		
Commodity		Total Transactions
99881	Printing Equipment	6007
96130	Employment Agency and Search Firm Services (Including Backgr	4252
57800	MISCELLANEOUS PRODUCTS (NOT OTHERWISE CLASSIFIED)	2698
61500	OFFICE SUPPLIES, GENERAL	1724
91575	Telephone Services, Cellular	1647

FY2023		
Commodity		Total Transactions
99881	Printing Equipment	5939
96130	Employment Agency and Search Firm Services (Including Backgr	3669
61500	OFFICE SUPPLIES, GENERAL	2662
57800	MISCELLANEOUS PRODUCTS (NOT OTHERWISE CLASSIFIED)	1903
96269	Personnel Services, Temporary	1475

**In Norfolk, there are many  
opportunities to spend with  
Minority and Women owned  
firms.**



Keep it simple...

# Where Do We Go From Here?

## Practice

- De-bundling Contracts.
- Monitoring city departments spending.

## Procedure

- Accountability for city departments (spending w/ more SWaM firms)
- Rubric method (assessment tool to provide information on performance expectations)



Policy

Practice

Procedure

Increasing SWAM spending happens one department,  
one division, one buyer at a time.

# Questions



# Economic Development Overview

## Commercial Corridor Pilot

Department of Economic Development

January 2024

# Overview

Department Overview

PlaNorfolk2030 and Beyond

Commercial Corridor Pilot Project

CAP 2.0 – ReAligned & Expanded

Ecosystem Partners

St. Paul's Commercial Corridor

Next Steps



# Economic Development Guiding Principles

## THE MISSION

- To stimulate inclusive economic growth by enhancing our business climate and fostering a diverse workforce to grow the tax base and fuel the prosperity of Norfolk.

## THE VISION

- Norfolk Economic Development is a trusted leader and partner driving sustainable and equitable opportunities for all.

# Director's Office

## EDA, Finance & Support

### Director of Development

Sean Washington

### Office Manager

Vacant

### Executive Director (EDA)

Sean Washington

### Secretary-Treasurer

Mike Paris

### Management Analyst III

Dawn Ryan

## Real Estate/Business Creation/Placemaking

### Executive Director of Real Estate

Wayne Green  
Real Estate

### Business Dev. Manager

Paul Bayer  
Real Estate

### Management Analyst II

Terri Scope

### Bus. Dev. Mgr. - Business

Nikki Southhall  
Creation & Entrepreneurship

### Management Analyst I

CAP Administrator  
Nihal Vasty

### Abacus Staff

CAP Administrator  
Brittney Hatcher

## Business Attraction/ Business Intelligence (BI)

### Bureau Manager

Bob Sharak  
Business Attraction/Business Intelligence

### Bus Development Manager - Attraction

Vacant

### Management Analyst II

Business Intelligence/Grants  
Jennifer Seay

### Special Project - Grants

Vacant

## Business Investment Promotion/Marketing –

### Business Dev Manager – Marketing & Comm

Mia Byrd

### Special Project Management Analyst I

Maya Keplinger

## Business Retention & Expansion (BRE)/ Workforce Services

### Bureau Manager

Mike Paris  
Business Retention & Expansion/ Workforce Services

### Bus. Development Manager - BRE

Sam Hudler

### Bus Development Manager - BRE

Vacant

## Workforce Services (Norfolk Works)

### Bus Development Manager - WFS

Vacant

### Special Project – Mgt. Analyst I – Norfolk Works

Terry Richards

### Staff Technician I

Norfolk Works  
Penni Pike

### Staff Technician I

Norfolk Works  
Keisha Smallwood

### Abacus Staff (PT)

Norfolk Works  
Brenda Davis

## Military Affairs

### Special Assistant – Military Liaison

Leonard Remias

### Military Liaison

Management Analyst II  
Pamela White



Org Chart 10/9/23



# PlaNorfolk2030 & Background



**Neighborhood Commercial Corridor Program:  
The City and Business and Property  
Owners Working Together for  
Neighborhood Revitalization**



# Commercial Corridor Pilot Program



- Invest in neighborhood business districts
- Strategically create a sense of place within corridors
- Address community desire for inclusive economic opportunities and filling vacancies
- Leverage existing corridor strategies and tailor programs and incentives to the evolving needs of Norfolk's small businesses.
- Strengthen internal and ecosystem partnerships

# Pilot Corridor(s)

## 35th Street

Develop & implement streetscape plans for 35th Street. [N5.1.20(c)]

## Riverview

Continue the efforts to promote economic development by supporting business-education & networking opportunities. [N5.1.20(i)]

Support the creation of one or more "arts districts" - 35th street identified. [DL3.1.6]

Market the Riverview Wharf area as a location of specialty stores as a means of attracting small, independent retailers. [N5.1.4(e)]

Encourage the reuse of the Riverview Theatre as a component of redevelopment. [N5.1.4(b)]

# Pilot Corridor(s)

## Lafayette Boulevard

Support NHRA acquisition of underutilized properties on Lafayette Blvd for potential conversion to retail uses [N5.1.10(k)]

## East Little Creek

Develop an attractive community gathering place in the vicinity of Lafayette. [N5.1.10(m)]

Revitalize the East Little Creek Road commercial areas by ... grant funding for aesthetic improvements. [N5.1.8(d)]

Develop a streetscape plan for East Little Creek Road Corridor. [N5.1.8(g)]

Establish a East Little Creek Task Force too guide future organizational, regulatory, marketing and financial decisions. [N5.1.8(b)]

# Commercial Corridor Pilot Program

The department leveraged partner relationships to assist with the overall lift.



- Plan the approach
- Collect Data - find goal commercial mix
- Establish the Parameters
- Engage with Stakeholders, Property Owners, and Tenants
- Communication strategy, and secure commitment
- Connect parties with relevant program - technical assistance, placemaking, capital grant
- Maintain and monitor applicant progress



# Commercial Corridor Pilot Program

Establish Community & Landlord Support

Secure Landlord Investment & Manage Relationship

Establish the Parameters for the Facade Grant

Partner on Implementation Strategy

Create database of corridor real estate and tenancy

Support the Application Process, Review & Selection

Retail Real Estate Education for Applicants

Employee lifecycle training for business owners

Commercial/Retail Design Support

Community Placemaking

Technical Assistance (TA) assessment and reporting

Continued coordination w/ community & civic groups



# CAP 2.0 - ReAligned and Expanded



## Capital Access Program



Micro Grant

Reimbursable  
Grant

Façade Grant

Commercial  
Corridor  
Tenant Grant

# Success Stories

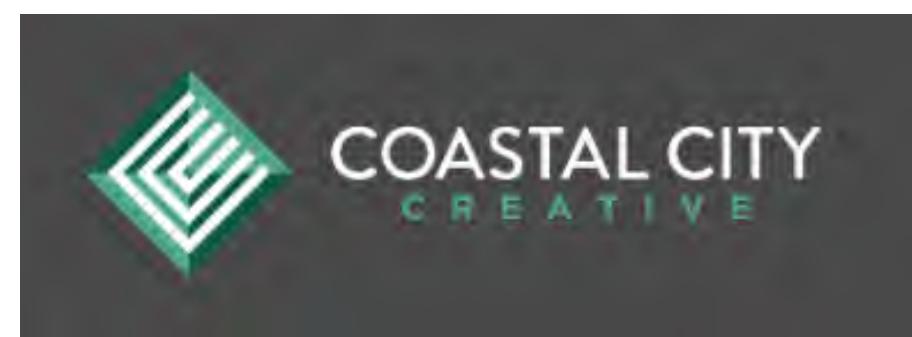
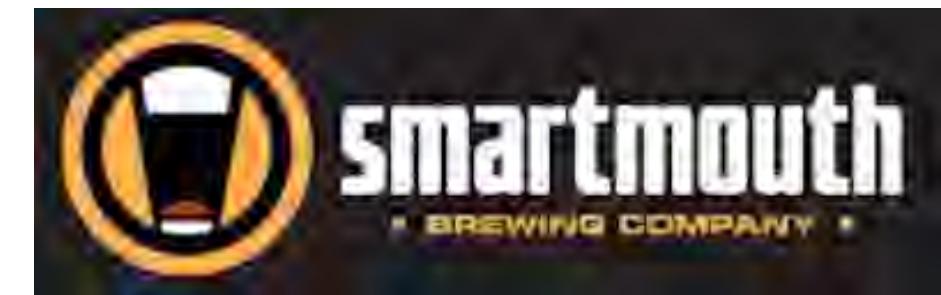


**FRESHTOPIA**

< less than



**Local Bike Shop NFK**



**PERCOLATOR**



# Ecosystem Partners



# St. Paul's Commercial Corridor Strategy

- Continued Community Engagement
- Identify right mix of businesses
  - Diversity, Equity and Inclusion focus
- Research Technical Assistance/Incentives



# Questions?

Original Goals vs. Agreed Upon Goals vs. Evolving Goals

Formal Goals vs. Informal Goals

Multiple Definitions of What Winning Looks Like

***“OK, but what about ...”***

## Strategic Approach to Economic Inclusion...

### Community Participation

### Workforce Development and Inclusion

### Subcontracting Opportunities

### Deal Ownership Opportunities

### Commercial Inclusion

## ...Drove Structuring of MDA Formula

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)	13.0%
WBE (SWAM Women or National/Regional WBE Certification)	13.2%
Combined:	26.3%

- For calculating the above percentages:
  - The denominator will include:
    - The costs 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 Fees 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)

# Successes to Date (Project-Wide)

BRINSHORE

- Multiple Well-Attended Vendor Fairs – Online and In-Person
- Added BBRM Norfolk Partners to Development Team
- Engaged MBE and WBE Firms – The Miles Agency, Oughtness
- Negotiated Bid Process Modifications to Accommodate Wider Participation
  - Software Format for Bids, Timeline Extensions, etc.
- Multiple Focus Groups to Better Understand Subcontractor Needs

# Overview of MWBE Subcontractor Commitments (Dated Oct, 2023)

Vendor	SWAM #	MBE Spend	WBE Spend	Project
A and S Contract Co.	824121	\$2,469,035		Blocks 19/20
Coastal Pipeline Services	725696		2,584,119	Blocks 19/20
Majk	671876	44,000		Blocks 19/20
Rican Cleaning Services LLC	817679		20,000	Blocks 19/20
Saunders Fence Co.	656813		48,596	Blocks 19/20
United Contractors Inc	688773		1,539,580	Blocks 19/20
Dominion Builders and Contracting, LLC	701275	126,296		Blocks 19/20
TTR Enterprises, LLC	810564	90,000		Blocks 19/20
Trinity Construction Services	653456	3,098,358		Blocks 17/18
Jaswal*	726701	4,029,500		Blocks 17/18
Modular Solutions	691543		21,250	Blocks 17/18
All Star Glass*	N/A	271,670		Blocks 17/18
Staff Zone**	N/A		\$40,000	Blocks 17/18
Zuleta***	N/A	1,861,785		Blocks 17/18
Moody Nolan (Ohio-Based MBE)****	NA	1,167,498		Blocks 17/18
The Livas Group	723155	69,176		TWG Ph A, B1, B2
Work Program Architects	691819		289,775	TWG Ph A, B1, B2
<b>TOTAL MWBE SPEND</b>		<b>\$13,227,318</b>	<b>\$4,543,320</b>	
Notes:				
1) Block 19: \$15.6M; Block 20: \$28.8M ; Block 17/18: \$44.3M				
2) Numbers for Blocks 17/18 include 35% of subcontracts under contract as of late September 2023.				
*Currently undergoing SWaM recertification				
**Certified by the National Women's Business Owners Corporation				
***Certified by the United States' System for Award Management (SAM)				
****MBE Certified by the City of Columbus, Ohio				

# Challenges Faced to Date

BRINSHORE

## General Contractor Challenges

Time, Cost and Completion Pressures

Bid Processes

May Need to Be Modified

Inconsistencies within  
Broader System (ie VH Contract)

## Subcontractor Challenges

Confidence in Process

Need for Technical Assistance /  
Admin Support

Opportunities Too Big /  
Not Big Enough

Common, Consistent, Shared  
Definition of Success

Whatever It Takes / For As Long as It Takes  
(Successes Designed to Outlast  
this Development Process)

Strategic Ecosystem Approach

## Strategic Ecosystem Approach

- Which entities are already doing components of this work?
- What would it take for those existing efforts to work together in a more effective and more coordinated way?
- Who sponsors (i.e. takes ownership of) the coordinated effort? (Broader effort and longer duration than just one development project)
- Funding strategies for broader effort?



# Open Discussion

- *Open Discussion/Closing Remarks*

*SPAC Members*



# Adjournment