

Mayor's St. Paul's Advisory Committee

Meeting Minutes

Date of Meeting: May 21, 2019

Minutes Prepared By: Megan Erwin, Senior Budget and Policy Analyst, City of Norfolk

1. Purpose of Meeting: To provide an update on the CNI grant award, People First contract, phase one, and city funding

2. Attendance at Meeting

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

3. Agenda

- | | |
|----------------------------------------------------------------------------------------------------------------------------------|-------------|
| I. Welcome | 6:00 |
| <ul style="list-style-type: none">• <i>Co-Chair Angelia Williams Graves</i>• <i>Co-Chair Paul Riddick</i> | |
| II. CNI Grant/Next Steps | 6:05 |
| <ul style="list-style-type: none">• John Kownack, NRHA | |
| III. Update: People First RFP | 6:20 |
| <ul style="list-style-type: none">• <i>Susan Perry, City of Norfolk</i> | |
| IV. Update: Phase One Residents Update/People First Grand Opening | 6:30 |
| <ul style="list-style-type: none">• <i>Kim Thomas, NRHA</i> | |
| V. St. Paul's CDC/Management Entity/Discussion | 6:40 |
| <ul style="list-style-type: none">• <i>James Rogers, Deputy City Manager</i> | |
| VI. 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

- Councilwoman Graves opened the meeting, and thanked everyone for attending, including the Vice Mayor of Hampton Jimmy Gray and Norfolk's Vice Mayor Martin Thomas. She announced how excited she was that the City and NRHA had won the CNI grant and thanked everyone for their partnership and work on the application.
- Dr. Murray opened in prayer, and a moment of silence was held for Jaydon Davis, who died from a shooting that occurred on Mother's Day in Young Terrace.
- Councilwoman Graves also shared that Barbara Hamm-Lee lost her mother recently and asked that we keep her and her family in our prayers.

II. CNI Grant/Next Steps

6:05

- John Kownack, NRHA
- Mr. Kownack announced that NRHA and the City of Norfolk have been awarded the \$30 million grant from HUD, and explained that there is a grant agreement that outlines the process and implementation requirements of the grant.
- The NRHA board of commissioners is required to approve it, and is scheduled to do so on June 13th.
- Kownack indicated that the deadline to return the grant agreement is June 21st.
- The HUD grant management team will be visiting Norfolk on a date yet to be determined, similar to their March 5th interview with the addition of a community meeting. He suggested that the community meeting be held in concert with the advisory committee meeting.
- Mr. Kownack shared that throughout the period of grant implementation there may be amendments, and the grant agreement lays out the process for making amendments.
- He said the letter states that the grant agreement is non-negotiable, and that NRHA and the City would be agreeing to comply with all of the grant requirements.
- Mr. Kownack shared that a letter has been provided to Tidewater Gardens residents to explain what to expect, and to start thinking about their move, but not to start packing.

Mayor's St. Paul's Advisory Committee

Meeting Minutes

- Councilwoman Graves stated that the rules are understandable given that the grant is for \$30 million.

III. Update: People First RFP

6:20

- *Susan Perry, City of Norfolk*
- Dr. Perry shared that the City has awarded the People First contract to Urban Strategies, Inc. and explained the process that the city went through in making the selection. A copy of the presentation is attached.
- Ms. Love shared that she was impressed with Urban Strategies when she viewed them in the interview. She said she wondered about the plan for hiring within the community, and said it seemed like those jobs seemed like professional jobs. Dr. Perry responded that they have two levels of jobs, including case managers hired locally as well as community outreach workers.
- Fr. Curran said he was affirmed by the questions that were asked by the interview panel, particularly about mobility, how we follow resident, and how to make sure nobody is lost in the shuffle or ends up worse than they are now.
- Ms. Kirby said she liked them because they were more so about the family and the community. She said they can hire local human services providers, or provide training to the community who wanted those types of jobs. She said that is why they are big on her list because they were all about the community – as opposed to bringing in a bunch of outsiders.
- Councilwoman Graves said that she was happy with the decision and the process that staff went through to select the People First contractor. She was glad that as much thought went into the people services as it did with the housing lead.
- Dr. Perry said that Urban Strategies, Inc. has indicated they can be onsite within 30 days after contract signing, and that initially they will work hand in glove with the people who are on the ground now.

IV. St. Paul's CDC/Management Entity/Discussion

6:30

- *James Rogers, Deputy City Manager*
- Before Mr. Rogers presentation, Councilwoman Graves shared that it has been a few years since the city first engaged Purpose Built Communities at a Council Retreat. She said that Council liked the presentation from Purpose Built and that it helped them understand how a CDC can support the process.

Mayor's St. Paul's Advisory Committee

Meeting Minutes

- She said when funding for the CDC appeared in the budget, she was surprised because it had not yet been spoken about with the advisory committee. She said the money was added into the budget, which has already been voted on, but that there was not time to have the conversation with the advisory committee before the budget was adopted - so the money is there.
- She shared that the question is what the purpose of the entity will be for Norfolk. She said that they have seen this work in other cities, and just wants to make sure that the Advisory Committee has a role in the implementation of the CDC. So she said it may appear like it came out of nowhere, but it really didn't.
- Mr. Rogers presented about the funding that was added to the city's budget related to St. Paul's as well as models for this type of organization. A copy of that presentation is attached.
- Councilwoman Graves asked if staff would get the presentation out to all of the advisory committee members. She asked the committee members to let her know if they are interested in being on the small committee that will review the CDC models. She said that they are trying to make sure the values are maintained as they make this decision.
- Mr. Rogers suggested that there is a potential to create a hybrid model. He also shared that the city is putting in \$300,000 to stand up the organization, an estimate that came from discussions with Purpose Built Communities.
- Councilwoman Graves shared that she asked the City Manager to ask the City Auditor to audit and ensure that the CNI grant money is being spent appropriately, which may mean that we need to hire someone eventually as a full-time auditor. Mr. Rogers responded, sharing that that's why the city has created a new department to focus exclusively on St. Paul's, which will keep the city accountable for the tax dollars as well.
- Councilwoman Graves reminded the group that the tax funding will be available in perpetuity until it is no longer needed, at which point another purpose would be determined for that funding.
- Mr. Pledger asked if the East Baltimore information is provided in the presentation. He asked whether the city is hiring a project manager. Dr. Perry responded that there will be two project managers – one working on redevelopment, and one working with Urban Strategies on People First, plus a management analyst.
- Fr. Curran asked how we determine whether this is successful for the people who are affected. And who would be the person responsible for measuring success. Dr. Perry responded that NRHA and the City will have a number of outcomes that they are responsible for tracking specifically related to the CNI grant. She also shared that Urban Strategies has a system called LEARN that is used to track outcomes, and that also independently we will track it and report regularly to the advisory committee.

Mayor's St. Paul's Advisory Committee

Meeting Minutes

- Councilwoman Graves said that the advisory committee should give some thought as to what outcomes they want, what would success actually look like, and how to we make that work with Urban Strategies model. She posed the question of whether they want to strive for better than the HUD guidelines. She asked if Urban Strategies could provide some information about the norms and best practices that the committee can consider.
- Mr. Kownack responded, sharing that some of that is embedded in the goals of the grant itself. He said that there have been a series of workgroups that have been established including a data and evaluation workgroup. He said they are charged with defining success beyond the CNI plan. He said the two main things that we want to measure is not only what happens to the residents directly, but also the surrounding community and neighborhood health. He said that the data and evaluation workgroup can speak to this group at an upcoming meeting.
- Councilwoman Graves asked for a bi-weekly update, because it feels that they are learning after the fact instead of as things are happening. She said that she had a note to make sure she gets a list of all of the workgroups. She said that if advisory committee members have questions or comments, they can share those, and asked that if committee members do respond to updates to please copy her as well.
- Dr. Perry said that they can send around the metrics that are required in the CNI for Tidewater Gardens to the committee. She said that just like we had a design charette, we could also have a performance metrics charette.
- Fr. Curran said that he has been impressed at the City Council meetings, and has seen the power in the community. He worried that if we only disperse poverty, we will have done nothing but diminish their voice. He suggested considering something that would keep residents connected after their move.
- Councilwoman Graves agreed, and said she wants to be sure that people who move to different areas are able to communicate with each other about similar concerns and challenges.
- Ms. Kirby said that Urban Strategies remains connected with the residents for up to five years.
- Mr. Pledger said that he also thinks that we need some modality for residents to connect with other residents, as well as for the city to connect with residents. He said that he had a conversation with Mr. Kevin Curry from Code from America about the potential for something like a festival app. He also made the point that it should be trans-generational and trans-platform.

Mayor's St. Paul's Advisory Committee

Meeting Minutes

- Councilwoman Graves said that in addition to what we do for residents, we also need residents to step up. She said that's why we have life coaches to meet them where they are and help them move up. She said that that was a big thing in the community meetings – people didn't want to be disconnected from their neighbors and friends.
- Mr. Rogers shared that we are going to provide information, but sometimes you need a reminder to not just check their email but to read it.

V. Update: Phase One Residents Update/People First Grand Opening 6:40

- *Kim Thomas, NRHA*

- Ms. Thomas shared data and demographics of the 187 families in phase 1. A copy of that presentation is attached.
- Ms. Thomas shared that Advisory Committee member Shamika Kirby will be joining the interim People First team and has been hired by the City.
- Mr. Pledger asked what the transition from the interim service providers to Urban Strategies will look like. Ms. Thomas responded that she is hoping Urban Strategies will pick up some of the talent that is already here. She said that they want Urban Strategies to start as soon as possible, but that the interim providers will continue to support them during the transition.
- Councilwoman Graves asked Mr. Rogers to look at the question – if Urban Strategies decides to hire city employees, how do we ensure that they don't lose out or sacrifice what they have earned as city employees?
- Mr. Pledger asked if the Housing Authority will also be working with Urban Strategies. Ms. Thomas said that NRHA will still maintain a presence. She said that most of their MOUs address every community.
- Ms. Ferguson asked if the city has set a standard with Urban Strategies in terms of a percent that they will hire local, and how they define local? Dr. Perry responded that they hire their case managers and project managers 100% local, but that they have a team of 6 non-local managers that will provide training and leadership.
- Mr. Pledger asked if Urban Strategies will contract with organizations that already do work in the community. Dr. Perry responded that actually built into Urban Strategies budget is a significant portion of funding for working with local nonprofits who are already doing the work on the ground.

Mayor's St. Paul's Advisory Committee

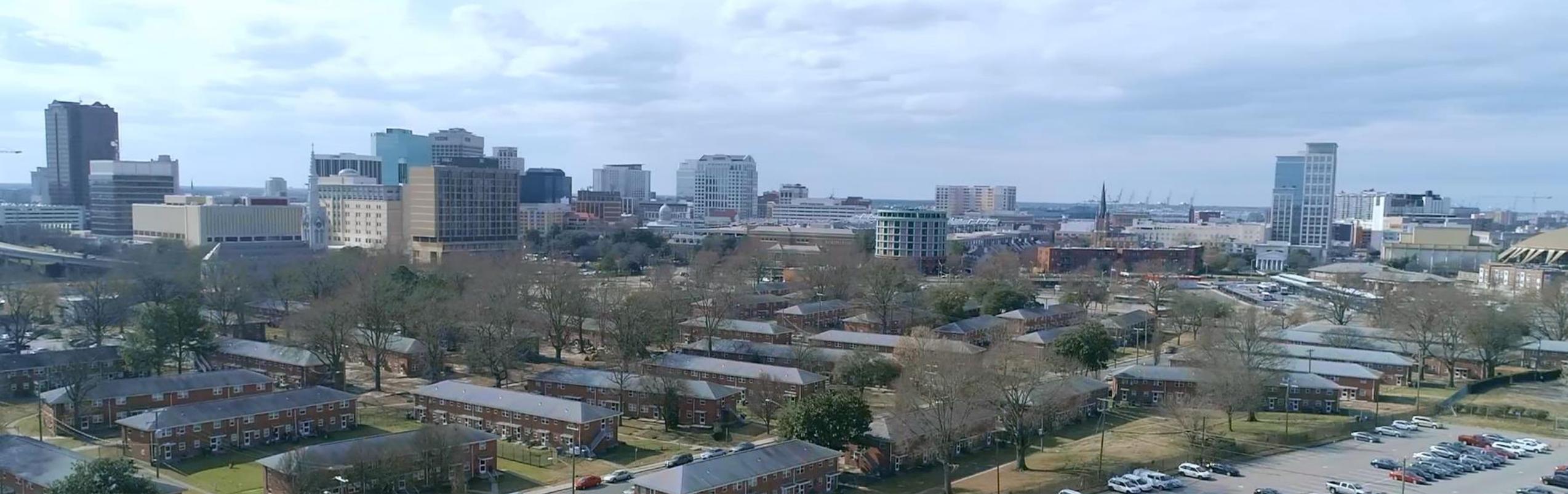
Meeting Minutes

- Councilwoman Graves recommended that everyone look at the Urban Strategies website. She said their philosophy is very people-driven. Dr. Perry also mentioned that they are a nonprofit.
- Mr. Parker shared that he has seen improvement in the homeless situation in Norfolk and said that the City of Norfolk has been proven 100% for their good work.

VI. Next Steps/Announcements/Closing Remarks

7:25

Councilwoman Graves closed the meeting.



People First Request for Proposals Update

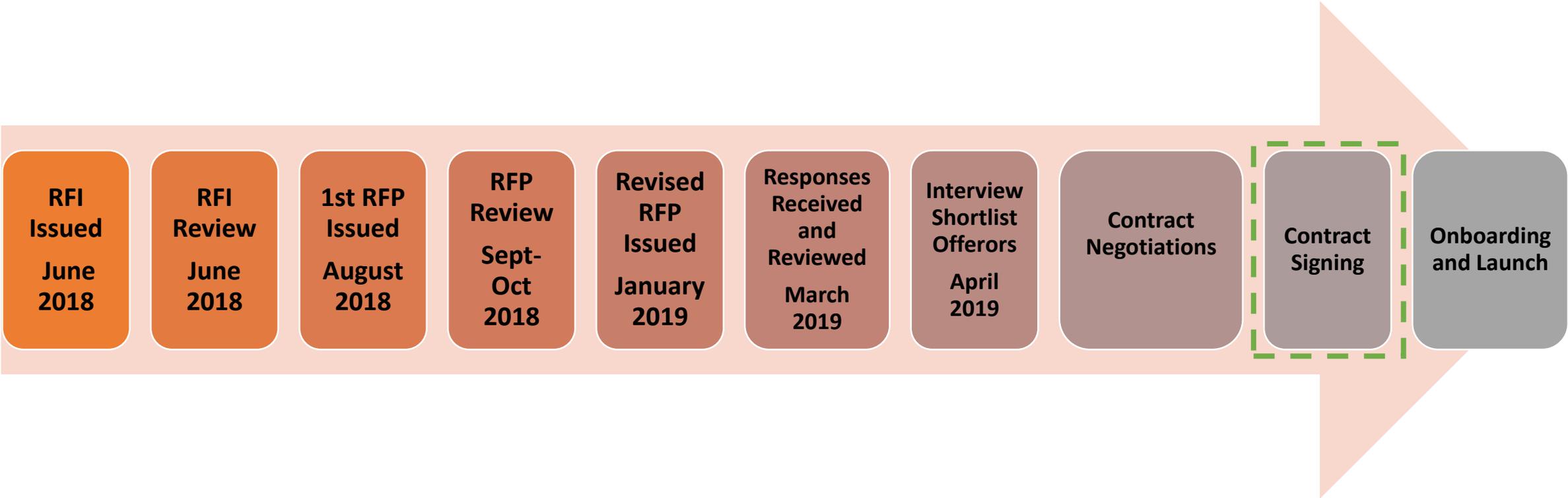
St. Paul's Advisory Committee

May 21, 2019

Presentation Overview

- Timeline
- Committee Members
- Procurement Process
- Shortlist
- Selection
- Next Steps

Timeline



Evaluation Committee Represents a Cross Section of NRHA, City and Local Leadership

City

- **Christine Morris**, Chief Resilience Officer
- **Susan Perry**, Special Asst. to the City Manager
- **Michael Paris**, Business Development Manager
- **Pamela Wong**, Programs Manager- Norfolk Human Services
- **Oneiceia Howard**, Division Head-Neighborhood Engagement
- **Sarah Fuller**, Executive Director- Norfolk Community Services Board
- **Zubin Adrianvala**, Management Analyst III

NRHA

- **Donna Mills**, Chief Housing Officer
- **Kimberly Thomas**, Interim Chief Community Engagement Officer
- **Julius Norman**, Youth Programs Manager
- **Pamela Jones-Watford**, Director- Housing Choice Vouchers

Non-City/NRHA Staff

- **Shameka Kirby**, Resident of Calvert Square; Member St. Paul's Advisory Committee

Procurement Process

- The RFP received 12 responses, which was double the number from our previous effort
- The Offerors responded to three specific specialty areas:
 - Family Coaching
 - Mobility Services
 - Transformative Human Services

Evaluation Criteria

Criteria	Points
Understanding of the scope of work/capabilities and experience	25 points
Staffing	10 points
Technical Approach, Preliminary work plan, and clarity of proposal	30 points
Project Budget	20 points
Contracting/Employment Opportunity Plan	15 points

Key Takeaways

- Strong national-level responses received
 - Offerors created partnerships and submitted comprehensive responses
 - Offerors willing to build capacity around Norfolk's needs
- 

Committee Scoring: Five selected for interviews

Offeror	Overall Score	Overall Rank
Company A	78.64	1
Company B	76.36	2
Company C	75.17	3
Company D	74.75	4
Company E	68.89	5
Company F	68.08	6
Company G	67.42	7
Company H	63.78	8
Company I	42.42	9
Company J	36.14	10
Company K (Family Coaching Only)	49.92	11
Company L (Transformative Human Services Only)	27.67	12

Committee Scoring - Interviews

Offeror	Overall Score	Overall Rank
Company A	240.64	1
Company B	227.64	2
Company C	197.64	3
Company D	196.82	4
Company E	185.27	5

The City negotiated with top two companies

Urban Strategies, Inc. (USI)



USI | URBAN STRATEGIES, INC.

Families at the Center of Results

Introduction

USI is national nonprofit with extensive experience in implementing place-based human capital development strategies in communities that are undergoing comprehensive physical revitalization.

- National Presence
- 40+ years of experience
- Currently Supports in 32 communities 18 states
- Extensive CNI experience, part of 11 CNI teams
- Uses a comprehensive case management asset-based model
- HQ in St. Louis, Missouri

Urban Strategies, Inc. (USI)



Salient Features

- USI hires the Program staff hired locally and places an experienced transition team in place until no longer needed
- Executive Vice President stays involved regularly
- Organizes programs around a clear theory of change
- Places Family at the center of all their work
- Identifies clear outcomes
- Assigns case managers no more than 30 high-risk families each

Urban Strategies, Inc. (USI)



Next Steps

- Contract finalization: Current-June
- Onboarding USI transition team: June – July
- USI local hiring/training: July – September
- Baseline Data Collection: August-November
- Comprehensive Outreach Plan Implementation: July-September



St. Paul's

St. Paul's Advisory Committee Meeting

April 16, 2019



Proposed FY2020 Budget St. Paul's Related Items

Budget Theme:
Strengthening our
Capacity to Do
Great Things

Transforming St. Paul's



Strengthening our Capacity

St. Paul's Area Transformation



- **New division to manage the initiative**
 - People First
 - Redevelopment
- Provides transparency and accountability around the dedicated funding
- Plus \$300,000 to support a St. Paul's Community Development Corporation

The public-private entity provides critical capacity serving as the glue and grease

The entity functions as an organizer and navigator toward the shared goal of community revitalization. It works with partners to establish shared metrics, brings together knowledgeable allies and financial resources, and ensures the work of community partners will benefit the entire neighborhood.

East Baltimore Development Inc. (EBDI)

- A 501 [c] [3] established by community, government, institutional and philanthropic partners to revitalize, re-energize and rebuild the East Baltimore neighborhood
 - Authority vested by City/State to Oversee Redevelopment and Private Developers (LDDA)
- Supported by public and private partners, including the U.S. Government, the State of Maryland, the City of Baltimore, the Annie E. Casey Foundation, Johns Hopkins Institutions, The Harry and Jeanette Weinberg Foundation, the Atlantic Philanthropies and others.
- Core Values:
 - Community Engagement and Planning
 - Economic Development
 - Responsible Relocation and Opportunity to Return
 - Economic Inclusion
 - Affordable Housing



The Purpose Built Communities Model



- **Defined Neighborhood:** focus on defined neighborhoods; changing place means changing outcomes for its residents.
- **Community Quarterback:** create a new nonprofit to lead revitalization efforts by engaging community members and stakeholders in developing a “big vision,” supporting and strengthening collaborative partnerships, securing funding, and coordinating implementation efforts and initiatives.
- **Model Pillars:** develop strategies and initiatives in collaboration with partners and community to create:
 - **Mixed Income Housing**
 - **Cradle-to-College Education Pipeline**
 - **Community Wellness**

Staff Recommendation

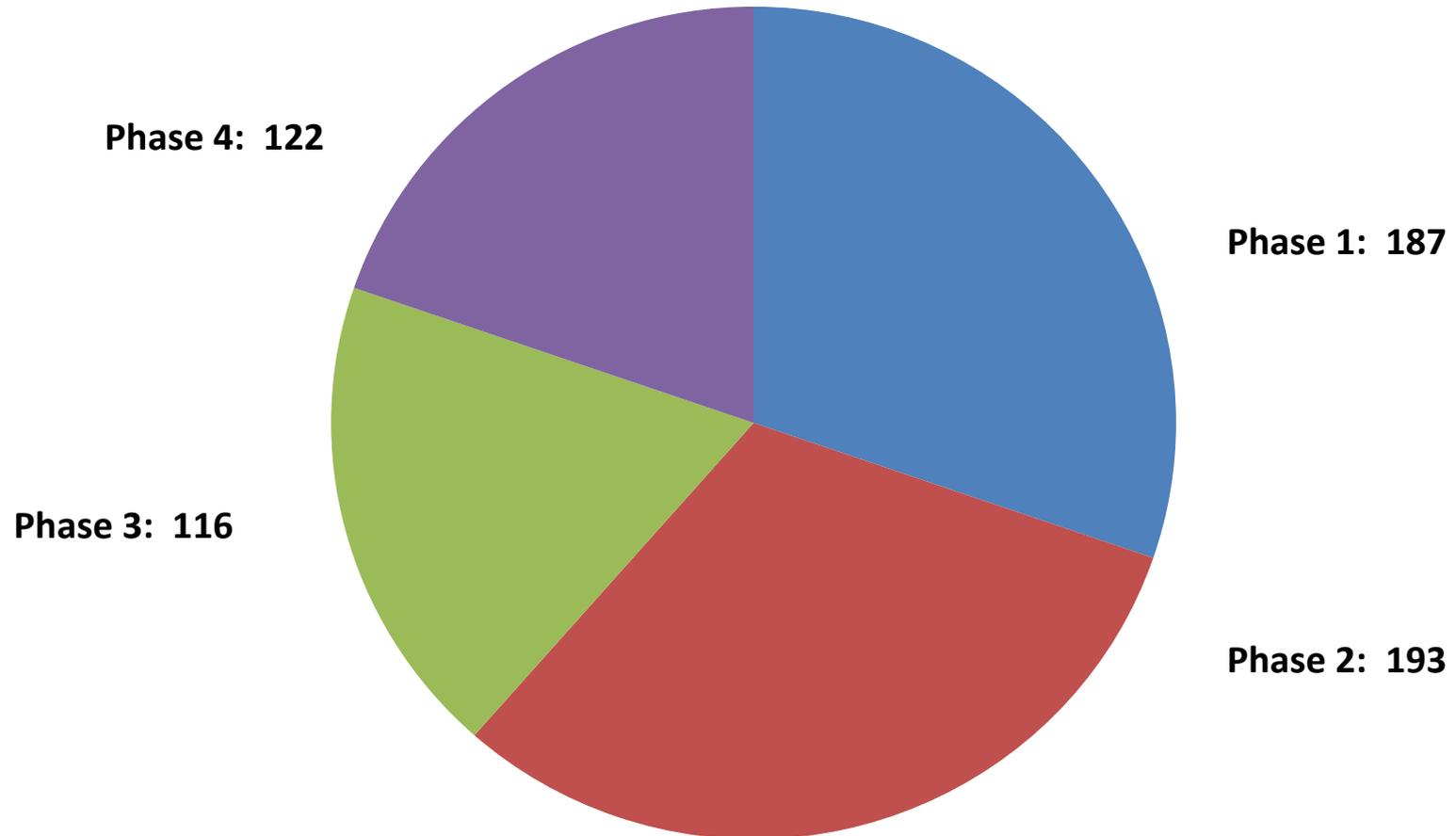
- Create a small workgroup (3-4 members) of the SPAC to work with City and NRHA staff to develop:
 - Guiding Principles
 - Purpose and Mission of Entity
 - Potential structure
- Workgroup presents recommendations to the larger committee at a future meeting
- SPAC provides overall recommendation to City Council and City Administration for consideration



Tidewater Gardens Demographic Information

As of May 6, 2019

Total Number of Households in Tidewater Gardens: 618



Ages by Relocation Phases

	0-17	18-61	62	Null	Sub-total
Phase 1:	268	227	27	6	522
Phase 2:	240	197	22	12	471
Phase 3:	195	137	13	4	349
Phase 4:	153	120	15	7	295
TOTALS	856	675	77	29	1,637

Household Composition

Phase 1	Total Households	# of Adults	# of Minors
Single Adult	61	61	0
Multiple Adults	18	45	0
Single Adults w/ children	71	71	164
Multiple Adults w/ children	31	71	84
Phase 2	Total Households	# of Adults	# of Minors
Single Adult	57	57	0
Multiple Adults	15	37	0
Single Adults w/ children	71	71	164
Multiple Adults w/ children	31	71	84

Household Composition

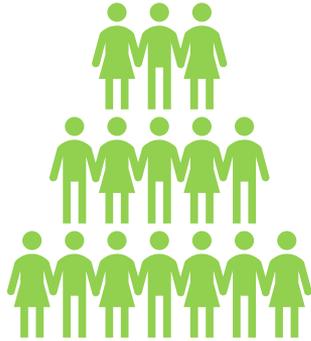
Phase 3	Total Households	# of Adults	# of Minors
Single Adult	29	29	0
Multiple Adults	9	21	0
Single Adults w/ children	56	56	131
Multiple Adults w/ children	18	44	39
Phase 4	Total Households	# of Adults	# of Minors
Single Adult	31	31	0
Multiple Adults	6	12	0
Single Adults w/ children	65	65	123
Multiple Adults w/ children	12	26	32

Households with Disabled Members: 162

One disabled household member:	149
Two disabled household members:	12
Three disabled household members:	1

(From all Phases of Relocation)

People First & Phase I



Assessments

**161
Individual
Assessments**



Financial Literacy

**51 Have attended
at least
One Bank On Class**



People First Office Visits

**Several residents
have visited the
People First
Offices since
opening**

People First & Phase I

Challenges and Barriers



Housing

- Especially Prior to CNI award declaration
- Relocation Timeframe

Employment and Income

- Concerns around eligibility and employment

Debt & Financial Literacy

- Past Balances Due
- Financial management

IDs and Documentation

- Ensuring readiness