

Build Your Business Build Your Community:

A St. Paul's Transformation Business Opportunity Forum

June 30th, 2021



Agenda

Part One

Welcome & St. Paul's Transformation Overview

Part Two

St. Paul's Transformation Projects & Opportunities

Q&A

Part Three

Accessing City Contracts & Required Certifications

Q&A

Final Comments & Wrap Up

Norfolk City Manager

Dr. Chip Filer



St. Paul's Area Transformation Choice Neighborhood Initiative

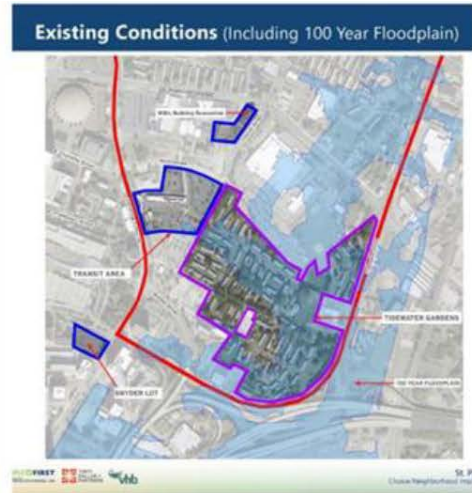


A Transformation of People and Place:
Building a Resilient Community

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Tidewater Gardens: Challenges



- Frequent stormwater and coastal flooding
- Large stock of functionally obsolete public housing
- Outdated infrastructure systems
- Concentrated poverty and racial segregation
- Minimal economic activity

Championed by Leadership and Led by Community

Pathways for Engagement

- Large Community Meetings
 - Personal invitations from the Mayor of Norfolk for Meetings
- St. Paul's Advisory Committee
- One on One meetings with Stakeholders
- Pastor Roundtable Meetings
- Extensive Engagement with Media Outlets
- Quarterly Newsletters
- Information Hotline
- Facebook and Dedicated website
- Workshops on HCV program, financial literacy and rental preparedness
- One-on-one interviews/assessments
- Multiple Needs Assessments Surveys



By the Numbers

- Over 100 Meetings Since 2013 where the Community or Community Stakeholders were represented
- Over 100 Meetings with direct community participation since Summer 2017
- 1000s of hours of staff engagement with residents

Choice Neighborhoods Initiative Program

HUD's **Choice Neighborhood Initiative** provides **\$30 million** to transform neighborhoods with public housing developments into viable and sustainable mixed-income neighborhoods by linking housing improvements with appropriate human services, schools, public assets, transportation, and access to jobs.

Choice Neighborhoods is focused on three core goals:

People:

Improve outcomes of households living in the target housing related to employment and income, health, and children's education

Neighborhood:

Create the conditions necessary for public and private reinvestment in distressed neighborhoods

Housing:

Replace distressed public and assisted housing with high-quality mixed-income housing



A Transformation That puts People First

Residents envisioned a new neighborhood where people's needs are met and life is enhanced.



An Annual Commitment of \$3.5 Million providing:

- A high-quality, comprehensive approach to enhancing life outcomes for residents
- Individualized family coaching and referral services
- System that stays with families throughout the transformation



- Urban Strategies, Inc. was contracted in 2019 to implement the People First initiative.
- USI is a national nonprofit with extensive experience in implementing place-based human capital development strategies in communities that are undergoing comprehensive physical revitalization.

USI's work is driven by four key pillars:

- Education
- Economic Mobility
- Health & Wellness
- Housing Stability



All St. Paul's Families will be Safe, Supported, and Thriving

Resilient Community

People First Data Snapshot (as of 3/31/21)

84 children enrolled in high-quality early learning programs

142 youth are participating in positive youth development programs

85% adults connected to appropriate service to manage their health chronic condition

223 work-able residents age 18-24 connected to employment

Increased the percent of residents who have health insurance from 22% to 98.7%

Increase in average annual income from \$11,900 to \$18,005

Resilient Neighborhood

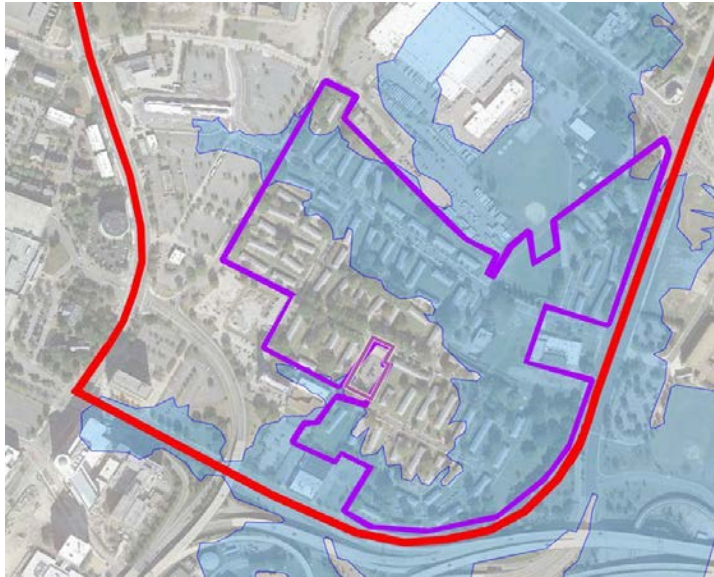
- New Roadways
- New Public Utilities
- New Pump Station
- All Underground Private Utilities
- Enhanced connectivity:
Freemason Street extension from
St. Paul's Blvd. to Tidewater Drive
and Realignment of Church Street
- Cultural Trail that highlights and
honors history and community
- New District-wide Stormwater
Management System and 26-acre
'Resilience Park' (Blue/Greenway)



Resilient Housing

Lifts housing out of the floodplain and provides a diversity of housing types with amenity rich environments

Replace 618 Units with 710 new housing units onsite; 83 units offsite and provide housing choice through 309 New Housing Choice Vouchers





The transformation will meaningfully integrate Norfolk along racial, ethnic and income levels. Multi-phase redevelopment with a range of housing types that match the wants and needs of the community:

CNI 1 for 1 Replacement – Onsite and Offsite; Hard Units and Housing Choice Vouchers

On and Near Site - 710 total units

- 226 Replacement; 232 Affordable; 252 Market Rate

CNI Grant Timeline

Timeline: HUD requires the Housing program be completed by September 2025

- Relocation – 2019-2022
- Demolition – 2020-2023
- Infrastructure – 2021-2025
- Blue/Greenway – 2023-2025
- Housing construction – 2021-2025



Economic Inclusion

- Established internal Economic Inclusion Task Force
- December 2020: City Council passed Inclusive Procurement Policy (12% Minority-Owned, 13% Women-Owned)
 - Construction Project Goals
 - Enhanced Subcontracting
 - Sheltered Bidding
 - Micro Business Contracting and Support

St. Paul's CNI Transformation is Pilot program for the policy



555 EAST

NORFOLK REDEVELOPMENT & HOUSING AUTHORITY

Clayton Odom, Design and Construction Management Director

Yung-Han Chang, AIA , NRHA Architect



VISION & MISSION

Vision: Quality Housing in Neighborhoods where you want to live

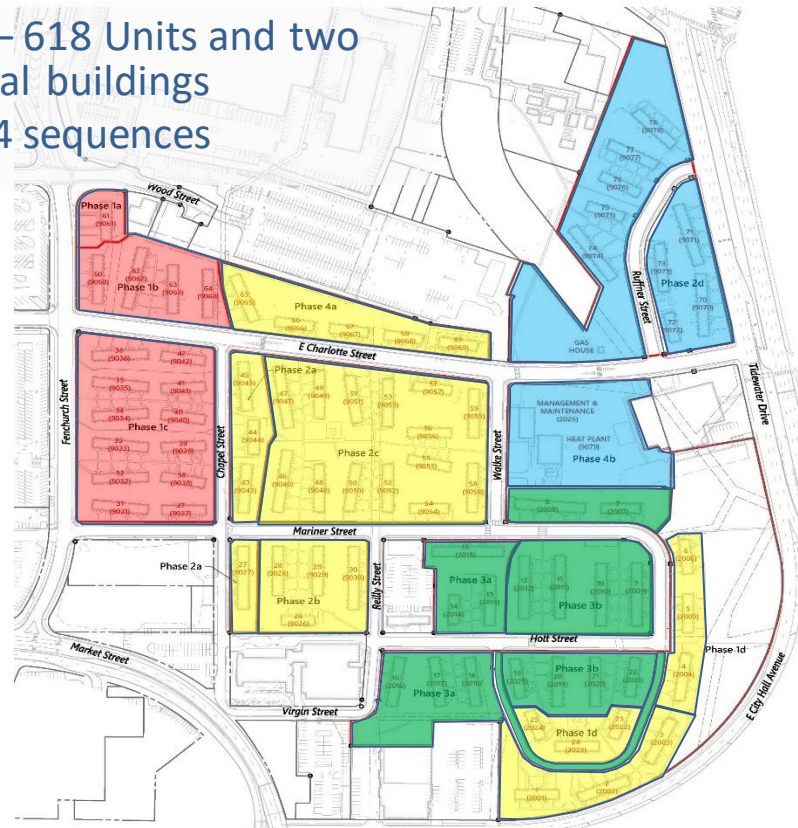
Mission: Provide quality housing opportunities that foster sustainable mixed-income communities

- With a staff of nearly 300 employees and an annual budget of approx. \$122 million, NRHA Owns, manages, and administers Assisted Housing, affordable housing, and Resident Client Services across Norfolk
- Currently oversee 3,800 assisted and affordable housing units
- NRHA has been transition its Public Housing Portfolio over the past twenty years, through Demolition, New Construction and renovation
- The first step in this community-led process is to demolish the vacant buildings and related infrastructure in Tidewater Gardens area as part of the St. Paul Area Revitalization.

St. Paul's Area/Tidewater Gardens Choice Neighborhoods Initiative Transformation

80 Buildings – 618 Units and two non-residential buildings
Divided into 4 sequences

Tidewater Gardens Demolition Sequences

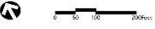


Demolition Sequence Legend

- PHASE 1a
- PHASE 1b
- PHASE 1c
- PHASE 2a
- PHASE 2b
- PHASE 2c
- PHASE 3a
- PHASE 3b
- PHASE 3c
- PHASE 4a
- PHASE 4b
- PHASE 4c
- PHASE 4d

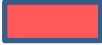
Building Number Legend


- 100
- 200
- 300
- 400
- 500
- 600
- 700
- 800
- 900
- 1000





HUD Exhibit Aug. 14, 2020

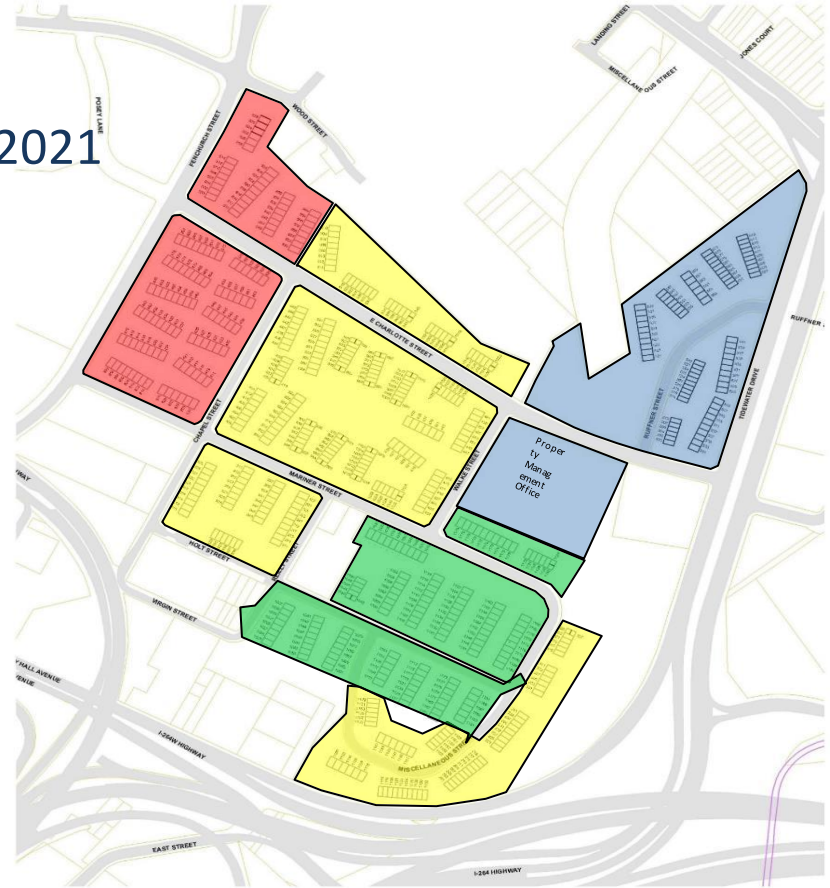
Tidewater Gardens Relocation and Demolition Timelines

 Sequence 1 – Currently In-Process
Demolition: December 2020 to October 2021

 Sequence 2 - to be Bid Summer 2021
September 2021 to September 2022

 Sequence 3 - to be Bid Summer 2022
September 2022 to May 2023

 Sequence 4 - to be Bid Summer 2022
September 2022 to September 2023



St. Paul's Area/ Tidewater Gardens CNI Transformation

Demolition Sequence 2

36 Buildings, 285 Units

- Built 1955, Major Renovation 1997
Brick, CMU, and Cast Concrete Construction.
- Cast concrete first and second floor slabs.
Wood and Asphalt Shingle Roofs
CMU Interior Partitions
- 50% of Buildings are on Piles
Expandable Foam inside wall cavities
- Centralized Hot Water Heating and Domestic
Hot Water
- Hazardous Materials through-out project.



Demolition Sequence 2

General Scope

Demolition of 36 Brick & CMU buildings and associated porches, walkways, fencing, site walls, and miscellaneous site improvements and utility connections and disconnections.

Utility demolition includes the removal or relocation of NRHA owned private utilities (sanitary sewer, water, storm drainage, gas, heat trench, and site electrical)

Demolition Project will have Section 3 and Davis Bacon wage requirements.



Exterior Photo

Demolition Sequence Opportunities

Small, Women-owned, and Minority-owned Business Firms will be encouraged to bid in the open bid process. There will be multiple opportunities to bid on portions of the demolition work.

All contractors must follow all NRHA contract and HUD requirements.

Trade contractors can join as subcontractors for:

- Building Demolition
- Asbestos Abatement
- Utility Demolition
- HVAC and Mechanical Work
- Pile Removal & Civil Engineering Work
- General Laborers

NRHA Bidding Process

- Bid Advertisement in the local Newspapers, websites **www.NRHA.us** & **eVA.org**
- Bid Documents (Drawings, Specifications, Bidding Forms) will be posted on NRHA's website (www.NRHA.us) and eVA.org.
- Printed copies of the Bid Documents can be found at the Builders and Contractors Exchange (1118 Azalea Garden Rd, Norfolk, VA 23502)
- NRHA will schedule a pre-bid meeting on site.
- All bid forms must be submitted by 3:00PM in a sealed envelope on the advertised Bid closing Date.
- NRHA may award a contract to low bidder provided the bid is within the allocated budget.
- Low bidder determined by the lowest Lump Sum Total.
- If Lump Sum Total exceeds budget, NRHA reserves the right to reject all bids.



Contact



Clayton Odom, CFM, CCIM

Design and Construction Management
Director

910 Ballentine Boulevard

PO Box 968 | Norfolk, VA 23501

757.314.1523 (direct) | 757.372.5209 (cell)

codom@nrha.us |



St. Paul's Infrastructure Phase 1 & 2

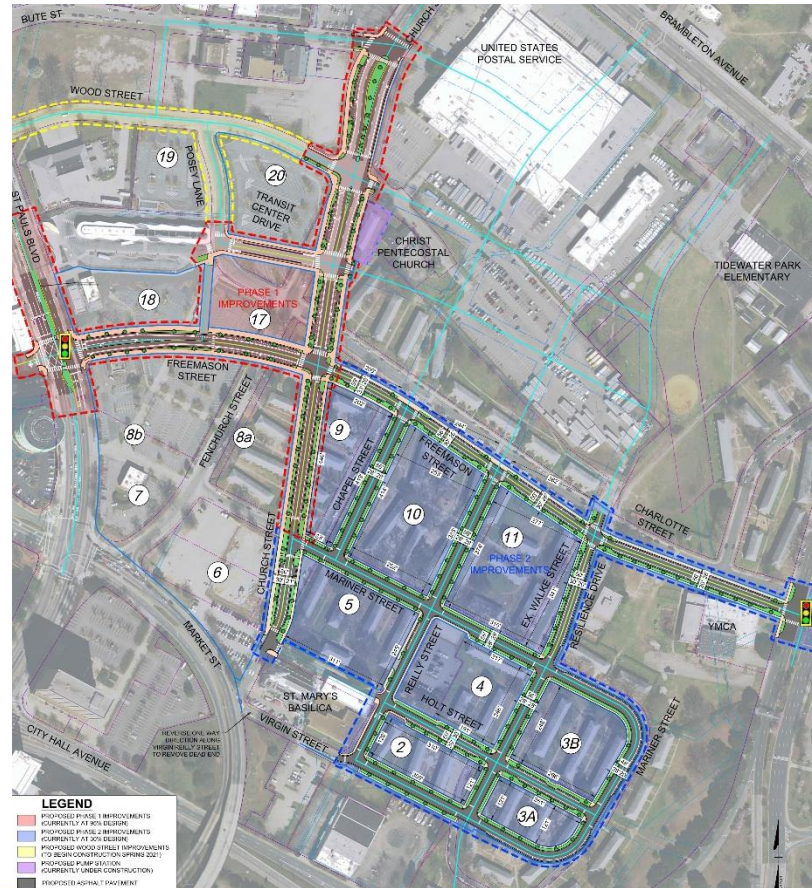
Department of Transit
Keith Darrow, PE

St. Paul's Infrastructure Project Team

- Project Management: Norfolk Department of Transit
- City Stakeholders: Norfolk Public Utilities, Norfolk Public Works Stormwater, NRHA, Office of St. Paul's Transformation
- Engineer of Record: Timmons Group
- Construction Manager: TBD
- Inspections: TBD
- Contractor: TBD (competitive bid process)

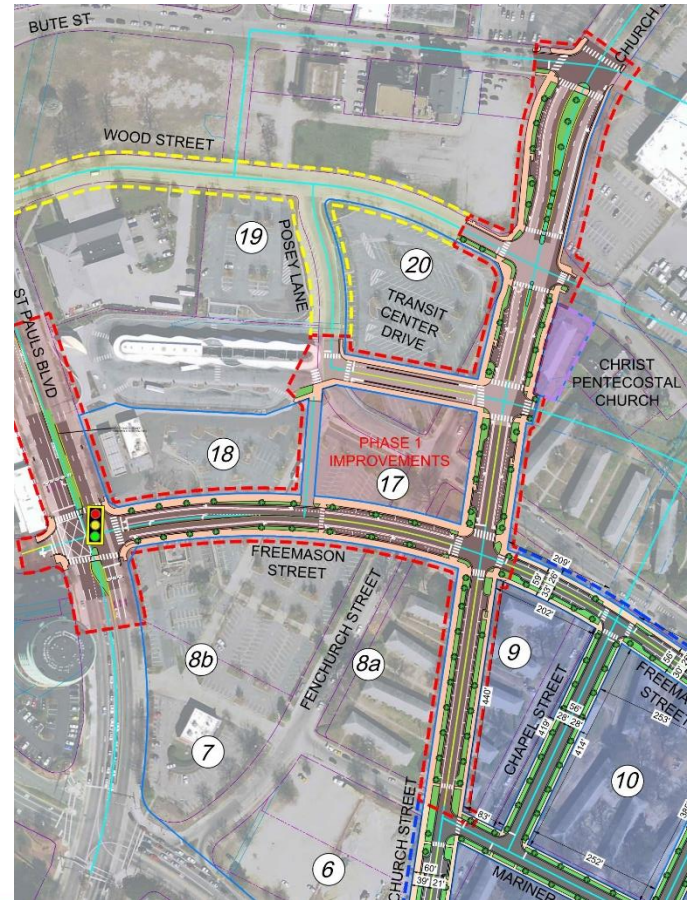
St. Paul's Infrastructure

- Phase 1: Red (2,750 LF)
- Phase 2: Blue (7,000 LF)



St. Paul's Infrastructure – Phase 1

- 2,750 LF of new multimodal roadway
 - Downtown Norfolk Transit Center
 - Bike lanes, wide sidewalks, streetscape
- New traffic signal on St. Paul's Boulevard
- New utility and stormwater infrastructure



St. Paul's Infrastructure – Phase 2



- 7,000 LF of new multimodal roadway
 - Residential grid network
 - Blue Greenway structured crossing on Freemason St.
 - Multi-use path, streetscape
- New traffic signal at Tidewater Drive
- New utility and stormwater infrastructure

St. Paul's Infrastructure Opportunities

- Water and Sewer Utility
- Stormwater Infrastructure
- Concrete (sidewalks and curb and gutter)
- Traffic Signal
- Pavement
- Streetscape and Landscaping
- Maintenance of Traffic
- Pavement Markings
- Hauling
- Demolition
- Earthwork/Grading
- Lighting/Conduit/Electrical
- Construction Surveying
- Fence
- Material Testing

City Required Goals: 12% minority business, 13.3% women-owned business of total contract

St. Paul's Infrastructure Potential Prime Contractors

- Allan Myers VA, Inc.
- Action Paving and Construction, Inc.
- Commonwealth Paving, Inc.
- Branscome Inc.
- Bridgeman Civil, Inc.
- Curtis Contracting, Inc.
- Corman Kokosing Construction Company
- Quality Enterprises USA, Inc.
- Shirley Contracting Company, LLC
- Trident Civil Inc.
- Vico Construction Corporation

<https://www.virginiadot.org/business/resources/prequalified-list.pdf>

St. Paul's Infrastructure - Schedule

Phase 1	
Construction Advertisement	July 2021
Construction Start	October 2021 (2 years)
Construction Complete	Fall 2023

Phase 2	
90% Plans	Fall 2021
100% Plans	Spring 2022
Construction Advertisement	Summer 2022
Construction Start	Fall 2022 (2 years)
Construction Complete	Fall 2024

St. Paul's Blue/Greenway

Department of Public Works - Stormwater
Rey Hernandez Jr., PE



Image Credit: **WAGGONNER & BALL**

Design Team

Multi-disciplinary engineering, architecture and environmental design team:

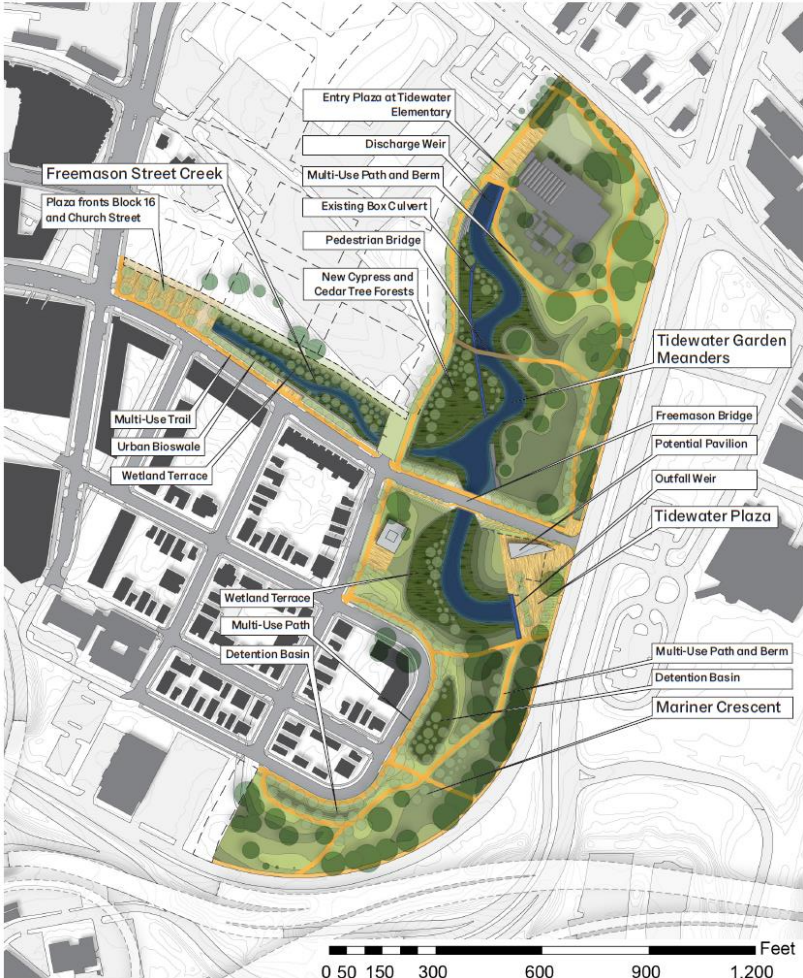


moffatt & nichol

WAGGONNER
& BALL



- **Moffatt & Nichol** is overall design project manager and leads the engineering design of earthwork, stormwater drainage and BMPs, bridge and hydraulic structures.
- **Waggonner & Ball Architects and Engineers:** Site design for water management and neighborhood integration.
- **Stromberg/Garrigan Associates:** Landscape architecture and park features design.
- **Wetland Studies & Solutions:** Environmental and wetlands design support



Project Overview

- The St. Paul's Blue/Greenway is the transformation of approximately 26 acres of property into an aesthetic open space designed to treat and store stormwater runoff, as well as support recreational activities
- Serves in the aspect of flood resiliency aiming to significantly reduce the effects of flooding for the residents of the area while providing green space for recreational activity

Project Benefits

- Provides over 10.6 million cubic feet of upland runoff storage
- Reduces the extent of flooding in areas upstream of the transformation area
- Removes pollutants from stormwater runoff prior to discharge into the Elizabeth River
- Significant preservation of existing mature trees

Opportunities

Civil construction including:

- Excavation and earthwork
- Constructed wetlands, bioretention cells, and wet pond stormwater BMPs
- Multi-use trails (surface TBD)
- Drainage structures, debris capture / removal devices
- One bridge crossing on Freemason Street – at present anticipated to be a precast concrete arch system



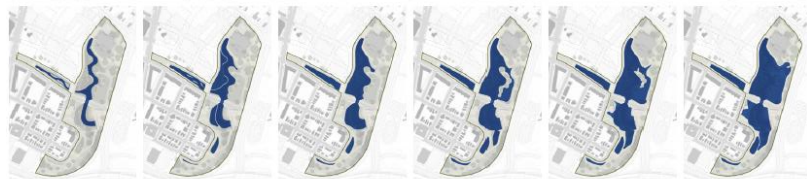
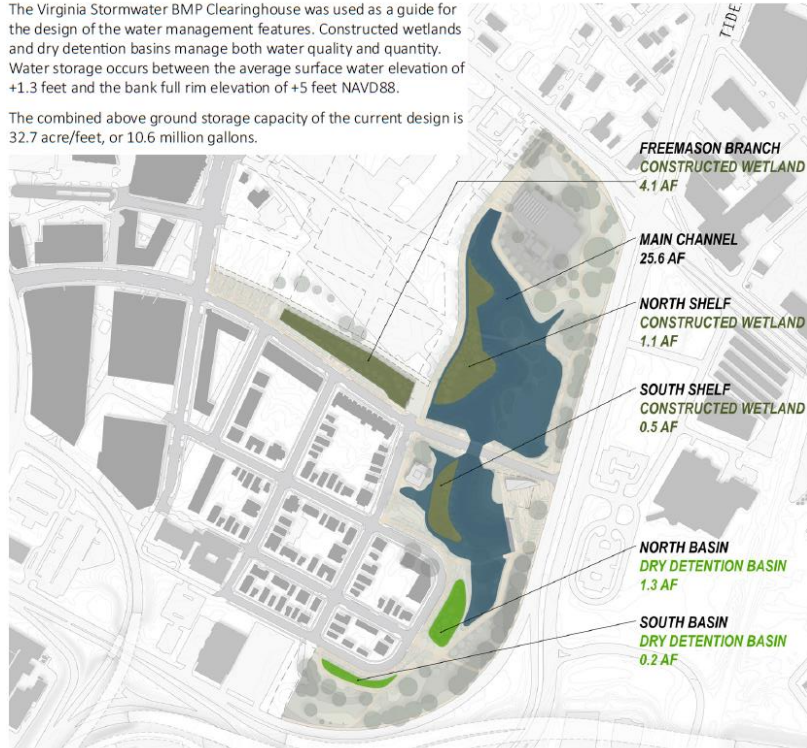
Precast Arch System

CONTECH Engineered Solutions

Stormwater Storage

The Virginia Stormwater BMP Clearinghouse was used as a guide for the design of the water management features. Constructed wetlands and dry detention basins manage both water quality and quantity. Water storage occurs between the average surface water elevation of +1.3 feet and the bank full rim elevation of +5 feet NAVD88.

The combined above ground storage capacity of the current design is 32.7 acre/feet, or 10.6 million gallons.



1.3 ft NAVD Permanent Pool +1 ft +2 ft +3 ft +4 ft +5 ft

Opportunities

- Constructed wetlands, bioretention cells, and wet pond stormwater BMPs
- Landscaping

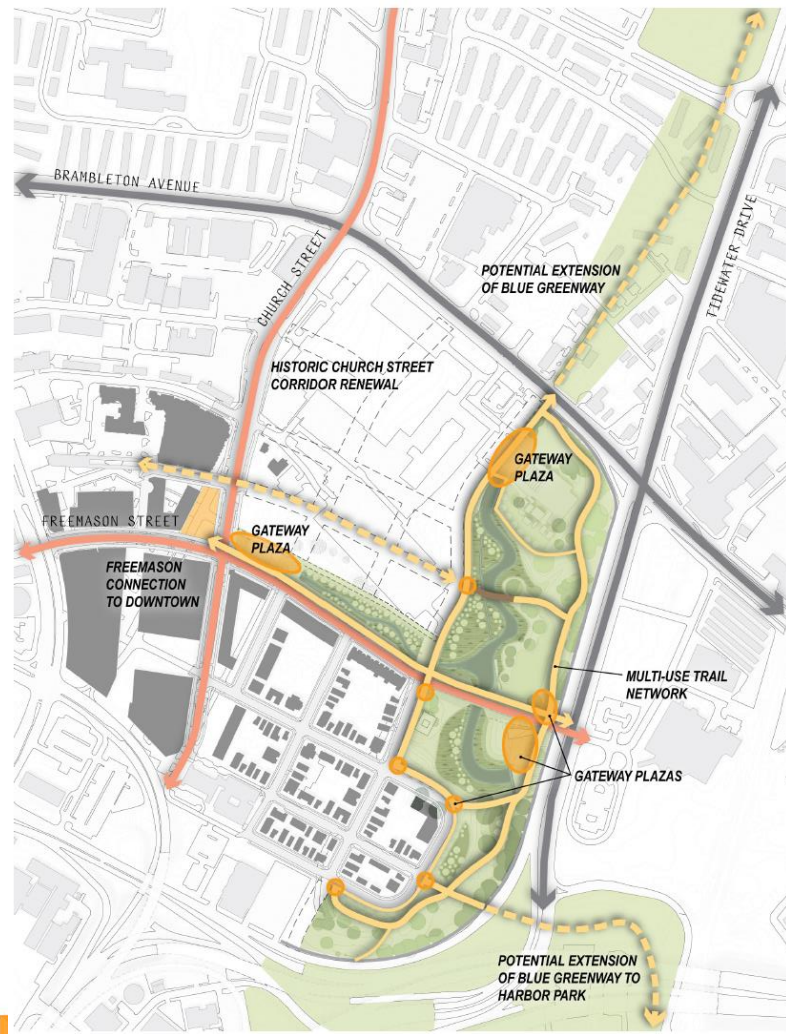


Constructed Wetlands and Waterway

Opportunities

Park and public space features:

- Park furniture (benches, receptacles, bike racks)
- Pavilion / shade structures
- Trail and plaza lighting
- Paved plazas



Blue Greenway- Schedule

Project is currently in preliminary design.

- **Summer 2021:** Complete preliminary design and transition into detailed design
- **Summer 2021 – Winter 2022:** Complete detailed design and apply for environmental regulatory agency permits
- **Spring 2023:** Advertise for construction bids
- **Summer 2023:** Begin construction on first phases of blue/greenway

*Freemason Street bridge construction to be constructed earlier as part of the Transformation Phase 2 streets construction.

Housing Development



John Majors
Vice President, Development
JohnM@brinshore.com
678-575-8276

BRINSHORE

Team Introductions

Redevelopment Partners:

NRHA and City of Norfolk

Development Team:

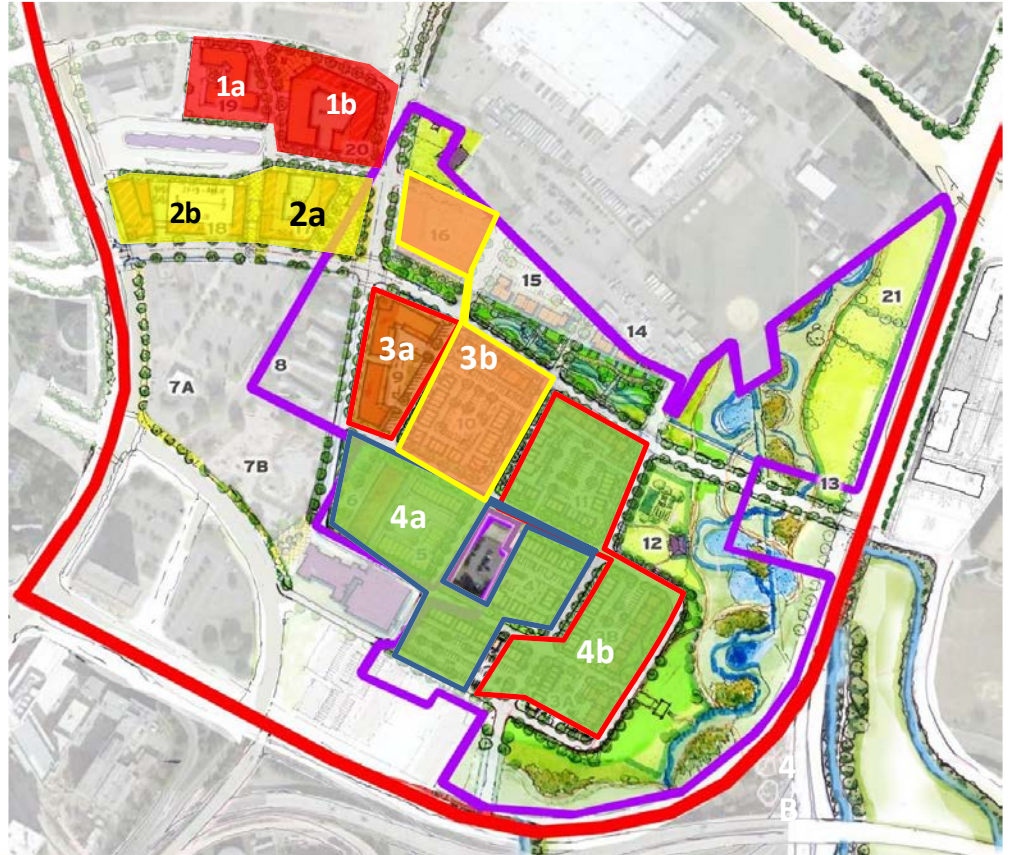
Brinshore (Lead Developer)
The Franklin Johnston Group
Banc of America Community
Development

MWBE Consultant:

The Miles Agency

Overview of CNI Development

Phase	Name	Total Units	Ground Breaking
1a	Transit Area I- Senior (block 19)	70	2021
1b	Transit Area 1- Family (block 20)	120	2021
2a	Transit Area II – Mixed Use (block 17)	68	2022
2b	Transit Area II – Mixed Use (block 18)	72	2022
3a	Tidewater Gardens Family (block 9)	80	2023
3b	Tidewater Gardens I Family (block 10 & 16)	111	2023
4a	Tidewater Gardens II Family (block 4, 5, 6,)	81	2024
4b	Tidewater Gardens – Family (blocks 3A, 3B, 11)	108	2024
	Total	710	



Examples of Opportunities for Housing Development Subcontractors

- Electrical
- Roofing
- Carpentry
- Drywall
- Flooring
- Concrete
- ...And more

Housing MWBE Goals

- 12% MBE
- 13.3% WBE
- 25.3% Total

Next Steps for Housing



Delceno Miles

President/CEO

delceno@themilesagency.com

757-499-9627



Register at: www.NorfolkTidewater.com

Contact for City Infrastructure Projects

Website: WWW.Norfolk.gov/StPaulsOpportunity

Phone: 757-664-6800

Marcia McGill, St. Paul's Transformation Office

Marcia.McGill@norfolk.gov

Q&A

Please type your questions in the Q&A box on your screen



Contracts & Certifications

Michael Bevis
Chief Procurement Officer

Taking Advantage of the Opportunities

- Are you a Subcontractor or a Prime Contractor?
- Are you Certified?
- Are you Registered?
- Are you Aware?
- Are you Ready?

Where Does Your Firm Fit?

- Are you a Subcontractor or a Prime Contractor?
- What if you don't even do construction?
- What is your full value proposition?
- How do you connect?
- Finding qualified prospects.

Step 1: Get Certified!

- Are you Certified?
- Who does certifications
 - The Commonwealth of Virginia (SBSD)
 - Carolina, Virginia Minority Supplier Development Council
- It takes time.
- Start now!
- MBE, WBE, SBE, DBE, Section 3.
- Get everything you qualify for, all of them.
- Understand what you offer.

Step 2: Get Registered

- Are you registered to get notifications?
 - ProcureNow
 - eVA
- It takes time, you may have to update your registration.
- Multiple Entities.
 - The City
 - The Housing Authority
 - The Developer
- Register for and connect with them all.
- Be a matchmaker.

Step 3: Be Aware

- Know the requirements.
 - Section 3
 - Davis Bacon
 - Magic words: Sheltered, Compliance, Certified, etc. . .
- Know the market.
- Know who's bidding.
- Be the answer.

Step: “Now”.

- Know what you offer.
- Get certified.
- Get registered.
- Be the connection.
- Have the answers.



Virginia Department of Small Business & Supplier Diversity

Angela Barber, Business Services Manager

The mission of the Virginia Department of Small Business and Supplier Diversity (SBSD) is to enhance growth opportunities for Virginia's small businesses to prosper through increased revenue and job creation thereby raising the standard of living for all Virginians.

Advocacy - Legislation, Policy, and Facilitation

Business Development/Outreach – supports business development thru workshops/training, access to resources, one-on-one counseling sessions, vendor/buyer outreach events and technical assistance.

5 Business Service Managers covering specific regions in the Commonwealth of Virginia.

Access to Capital - Virginia Small Business Financing Authority (**VSBFA**). In-house lending division providing various loan options to support small business growth.

Certification – Small, Women & Minority Owned Businesses (SWaM) and Disadvantaged Business Enterprises (DBEs) programs. (*Nina Britton, DBE Outreach Manager-Hampton Roads*)

To enhance procurement and contracting opportunities for SWaM businesses participating in state-funded projects.

Each year the Commonwealth of Virginia spends billions of dollars on goods/services. ***SWaM Certification*** is one of the most powerful business tools you can use to grow your sales among state agencies, public colleges/universities.

Local municipalities (like the Cities of Norfolk, Hampton, Virginia Beach use SWaM Certification as a vetting tool to measure their internal procurement process) and also private sector firms that utilize the SWaM database to meet their SWaM plan percentage goals.

2 Steps for a small business to have the best advantage to bid and be awarded a contract under the SWaM initiative.

The 1st step is to register in eVA – Virginia’s online procurement system...

Virginia’s Marketplace ...

- Tool used by the Commonwealth for all purchasing activity
- In addition to state agencies, colleges/universities and local government (mentioned earlier) use eVA to announce bidding opportunities, get quotes and place orders for purchasing goods/services.



The 2nd step is to Apply for SWaM Certification if your company meets the eligibility requirements (must be a “For Profit” business)

SWaM Certification is the Commonwealth of Virginia’s small business program... other designations under the SWaM umbrella include MICRO and SDV.

- Online application process is accessed via the SBSD website... www.sbsd.virginia.gov
- New applications as well as re-certifications are processed via the application portal
- Also requires uploading additional supporting documents
- Application processing, review and approval takes about **60 BUSINESS days (3 months/90 calendar days)**
(opportunities to apply throughout the St. Paul’s project timeline)

Approved certified businesses will be listed in our SWaM/DBE Directory. Certifications **expire 5 years from date of approval**... (email notifications sent 120 days prior to expiration).



Interested in applying or need to re-certify?

- SBSD Customer Service Team – (804) 786-6585
- 5 Business Services Managers across the Commonwealth – schedule a one-on-one (virtually) for an overview or technical assistance
- Step by Step video on our website
- SWaM Certification Info Sessions... As well as other training workshops are posted on our website <https://www.sbsd.virginia.gov/business-development-and-outreach/events/>
- No cost to apply for SWaM Certification or to register in eVA – *You do not have to wait for certification approval to register in eVA.

For more information on SWaM Certification or a list of Business Service Managers in your area, you may email me at angela.barber@sbsd.virginia.gov ... Thank You!



Small Business & Supplier Diversity DBE Certification

Nina T. Britton
Transportation Business Development Specialist

Disadvantaged Business Enterprise Certification (DBE) Objectives:

- ❑ Ensure nondiscrimination in transportation contracting (e.g. highway, ports, transit and aviation)
- ❑ Create a level playing field where DBEs can compete fairly for DOT-assisted contracts;
- ❑ Ensure only firms that fully meet eligibility standards are permitted to participate as DBEs;
- ❑ Assist in development of firms to compete successfully in the marketplace outside the DBE program



Qualifying as a DBE

A business must be at least 51% owned and controlled by socially and economically disadvantaged individuals.

Disadvantaged

U.S. DOT presumes certain groups as disadvantaged

- Women
- Black Americans
- Hispanic Americans
- Native Americans
- Asian-Pacific Americans
- Subcontinent Asian-Pacific Americans



Personal Net Worth

Disadvantaged persons must have a personal net worth of less than **\$1.32** million to be considered as a potential qualified DBE.

Qualifying as a DBE (cont.)



Business Size

A firm (including its affiliates) must be a small business as defined by SBA standards.

Overall business size

- ❑ Must not have annual gross receipts over **\$26.29 million** in the previous three fiscal years (\$56.42 million for airport concessionaires in general with some exceptions)

Benefits of DBE Certification



- Listed in Statewide UCP Directory. Many contractors use the directory to identify DBEs for participation in their contracts.
- Technical/ management review and assistance
- Certification support
- One on one counseling to DBE/SWaM vendors
- Facilitate connections between DBE firms and federally funded projects, prime contractors and appropriate federal agencies.

Certification Steps

❑ The Department of Small Business and Supplier Diversity has created a certification application portal that will allow your business to certify with the Commonwealth through a completely automated process.

WWW.SBSB.VIRGINIA.GOV

❑ Business Owners should gather required information for certification prior to beginning the certification process. Documentation preparation is very important. We do provide a DBE Checklist. The DBE Certification takes 90 days once we receive a complete application.

❑ The new system will notify vendors 120 days prior to expiration that they need to seek recertification. Businesses that have difficulty with uploading documents can reach out to their assigned SBSB outreach staff person for support.



For Assistance with DBE Certification:

Nina T. Britton

Transportation Business Development Specialist

Hampton Roads/Eastern Shore

Nina.Britton@sbsd.virginia.gov

(757) 287-1197

www.sbsd.virginia.gov

Economic Empowerment: Section 3



Hidaia Salem
Program Analyst, HUD

The Purpose



“To ensure that the employment and other economic opportunities generated by Federal financial assistance for housing and community development programs shall, to the greatest extent feasible, be directed toward low- and very low-income persons, particularly those who are recipients of government assistance for housing.”

Section 3 of the Housing and Urban Development Act of 1968

What is a Section 3 business?



A **Section 3 business** is:



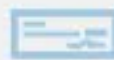
51% or more owned by low or very-low income persons

OR



75% or more labor hours are performed by low- or very low-income persons

OR



51% or more owned by current residents of public housing or Section 8-assisted housing

Race and Gender Neutrality



The preference provided by Section 3 is based on income and location in low- and very low-income areas.

Section 3 of the HUD Act is race and gender neutral.

Women-owned and minority-owned businesses do not receive preference

Section 3 Tools

Business Registry

a listing of firms that have self-certified that they meet one of the regulatory definitions of a Section 3 Business and are included in a searchable online database that can be used by agencies that receive HUD funds, developers, contractors and others to facilitate the award of certain HUD-funded contracts.

<http://www.hud.gov/sec3BIZ>

Opportunity Portal

helps match Section 3 Residents to jobs and training opportunities; and Section 3 Businesses to contracting opportunities and Section 3 Workers.

<https://hudapps.hud.gov/OpportunityPortal>



HUD Contacts:
Hidaia Salem, HUD, Program Analyst
Hidaia.a.salem@hud.gov

Section3@hud.gov

Local Section 3 Contact:
Carmen McKinnon, People First Empowered by
Urban Strategies, Section 3 Coordinator
carmen.mckinnon@urbanstrategiesinc.org
757-264-2859

Q&A

Please type your questions in the Q&A box on your screen

Upcoming Virtual Lunch & Learn Sessions

- **July 13** – Understanding Solicitations Access, buzz words, and submissions
- **July 14** – Required Certifications
SWaM, DBE, Section 3
- **TBD**– Project Requirements & Operational Readiness

Save the Dates!

For More Information

Website:

WWW.Norfolk.gov/StPaulsOpportunity

Phone: 757-664-6800