



**Joint City Council and School Board Meeting  
5:00pm – 6:30pm**

**WEDNESDAY, DECEMBER 7, 2016**

**Joint City Council And School Board Agenda**

5:00 PM – Norview Middle School Auditorium

**Welcome / Opening Remarks**

*Mayor Alexander and Chairman Jordan*

**Presentation Of City Initiatives**

Ready To Thrive Initiative

*James Rogers, Director of Neighborhood Development*

Documents:

[12-07-16 READY TO THRIVE INITIATIVE.PDF](#)

Military Affairs Initiative

*Bonnie Baker, Special Assistant, Military Affairs Liaison*

Documents:

[12-07-16 MILITARY AFFAIRS INITIATIVES.PDF](#)

Neighborhood Development Initiative

*Susan Perry, Special Assistant to the City Manager*

Documents:

[12-07-16 NEIGHBORHOOD DEVELOPMENT INITIATIVE.PDF](#)

**General Discussion**

**Additional Documents**

Documents:

[12-07-16 ANNOUNCEMENT OF MEETING.PDF](#)

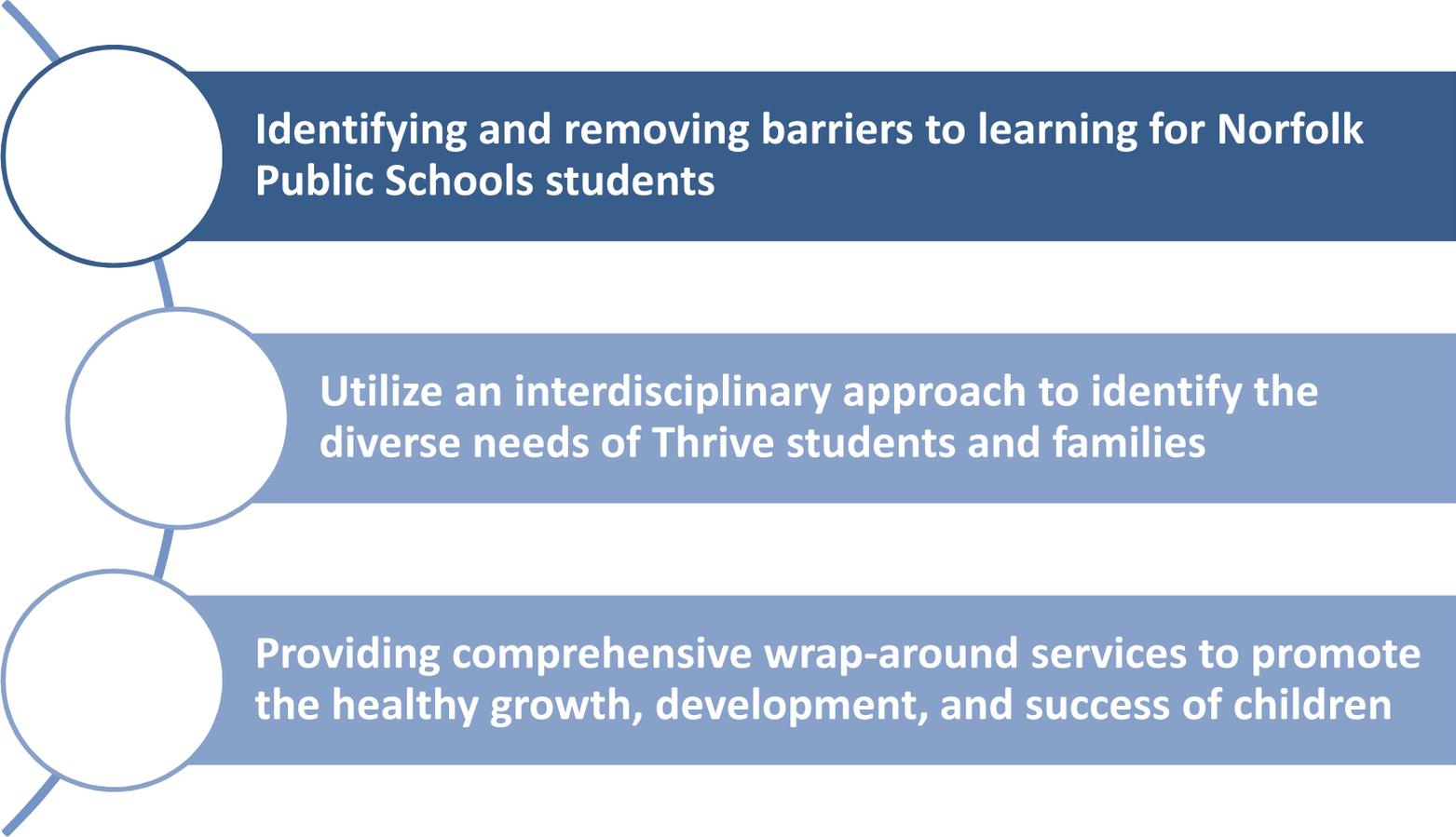




# Ready to Thrive Pilot Program

Norfolk City Council and School Board  
Joint Meeting  
December 7, 2016

# Initiative Overview



**Identifying and removing barriers to learning for Norfolk Public Schools students**

**Utilize an interdisciplinary approach to identify the diverse needs of Thrive students and families**

**Providing comprehensive wrap-around services to promote the healthy growth, development, and success of children**

# Current Ready to Thrive Structure

- Steering Committee
  - Guides implementation of the initiative, assesses progress, and modifies the framework as needed
- R3T
  - Comprised of Recreation, Parks and Open Space; Community Services Board; Human Services; and Norfolk Public Schools staff
  - Evaluating specific needs on a child-by-child basis and developing a Thrive Plan for the family
  - Connecting children and families to services and resource providers
- Resource Providers
  - City departments (Libraries; Recreation, Parks and Open Space; Poverty Commission, and others), Norfolk Public Schools, Norfolk Redevelopment and House Authority, and partner agencies

# Program Update

## Program participants

- Completed assessments for six families for a total of 23 children
- Scheduling assessments for 12 more children

## Services provided to date

- The services needed to remove barriers for the children are interconnected with the home environment

Eyeglasses	Housing assistance	Winter clothing drive
Tutoring	Rec center passes	Mentorship
Thanksgiving meals	Employment assistance	Enrollment in youth sports

# Questions?



## Military Affairs Initiatives

December 7, 2016

City Council – School Board Joint Meeting

# Presentation Overview

- Review objectives
- Overview Strategic Plan
- Highlights
- Consideration for Military Families
- Academic Success for Military Connected Children
- Future Opportunities

# Objective

- Share Norfolk's vision of becoming the premier home for military, veterans and their families
- Continue conversations from Military and Education Convening
- Discuss future opportunities

# Strategic Plan

**Goal 1:** Positive, enduring **relationships** with stakeholders across the city, military commands, veterans groups, families and local community to facilitate understanding, collaboration and mutual support.

**Goal 2:** Federal and city resources are optimized to provide safe, efficient services for federal facilities to enable their **mission accomplishment**.

**Goal 3:** **Veterans** are valued members of the community with appropriate employment, education, benefits, and recognition.

**Goal 4:** Military and veterans **families** choose to reside and recreate in Norfolk.

**Goal 5:** Norfolk is postured to **grow DoD capabilities** and related businesses and partnerships.

**City Vision:** Norfolk is recognized as the premier home for military, veterans and their families



# Highlight of Initiatives

- Military Collaboration Initiative
  - Strengthen relationships and understanding of issues of mutual concern (Transportation, Education, Security, Resilience...)
  - Projected kick off in January 2017
- Naval Station Norfolk Centennial - 2017
- Commonwealth Joint Land Use Implementation Study (JLUS)
  - Identify/develop best practices for future planning and development
  - Participate in regional JLUS focused on sea level rise
- NATO Collaboration
  - Resilience Conference and Urbanization Model
  - 'Norfolk' Conference Room
  - Bring engagements into the city
  - NATO FEST
- Launch of Mission United: Connect military and veterans with wrap around services
- Veterans One Stop Transition Center

# Considerations for Military Families

- Military families relocate every 2-3 years
  - Military-connected children move 6-9 times during their K-12 education.
  - Military spouses are more likely to experience underemployment
- Service members frequently deploy (6-12 months)
- Family caregivers of wounded warriors suffer a high degree of financial hardship.
- All service members separate from the military at some point. Approximately 12,000 service members transition in Hampton Roads every year...only 20-30% stay in the region

Key Factors determining where military families live:  
**Education – Safe Neighborhoods - Employment**



# Academic Success for Military Connected Children

## Education Convening Outcomes

Focus Area	Impact Statement: By 2020....	Initiatives
<b>Academics</b>	Develop and implement a clear and consistent <b>communication strategy</b> that promotes collaboration, empowering military families as they navigate through the education process.	<ul style="list-style-type: none"> <li>• Increase awareness of available resources</li> <li>• Develop and implement school transition checklist</li> <li>• Improve credit reciprocity</li> <li>• Enhance consistency of information and transition</li> </ul>
<b>Advocacy</b>	Establish a <b>standard process</b> that recognizes the unique needs of the military family and provides stakeholders with the resources to ensure the individual needs of the students are met.	<ul style="list-style-type: none"> <li>• Identify 'best practices for integrating and replicate in all NPS</li> <li>• Develop a digital NPS resource information system</li> <li>• Establish district level navigator...expand military liaison</li> </ul>
<b>Access to Opportunity</b>	Develop a comprehensive <b>marketing / action plan</b> that provides pathways to quality educational resources for a successful Norfolk transition.	<ul style="list-style-type: none"> <li>• Develop a marketing campaign to increase awareness of available resources for military children in Norfolk</li> <li>• Develop system flexibility to address the unique needs of our military families</li> <li>• Increase communication between home and school</li> </ul>

# Future Opportunities

- Expand volunteer program
  - Military: Schools, neighborhoods, homelessness
  - City: Sponsor single service members, international families
- Leverage Centennial to enhance community relationships and educational programs
- Provide support to Veteran One Stop initiative to host in Norfolk
- Expand Memorial Day / Veterans Day commemorations
- Enhance outreach with military families and improve marketing before their arrival

# Discussion of Next Steps

# Supplemental Information

# Engagements

- Recent Engagements:
  - Centennial Commission Meeting
  - Holiday Open House
  - JEB Little Creek – Ft. Story
  - Navy’s Birthday Celebration
  - Lunch with SACT and ACT Leadership
  - Councilman Martin visit to Naval Station Norfolk
  - Breakfast with the U.S. Naval Academy Superintendent
  - SECNAV Luncheon
  - Naval Station Norfolk Centennial Commission Meeting
  - Norwegian Tall Ship
  - City of Norfolk Veterans Day Ceremony
  - NATO Military Committee Reception
- Upcoming Engagements:
  - Jamestown Exposition
  - US Fleet Forces Command – City of Norfolk Talks

# Strategic Plan: Operational Issues

Focus Area	Stakeholders	Current initiatives
<b>Transportation</b> Improved access on/off the base	Hampton Roads Transportation Office, Transportation Dept., Public Utilities, Planning Dept., Base Commanders	HRTPO
<b>Resilience</b>	Chief Resilience Office, NATO, U.S. Navy, U.S. Air Force, U.S. Army Corps of Engineers	NATO Resilience Conference NAVY Joint Land Use Study JEB Langley Land Use Study Army Corps of Engineers Study
<b>Safety and Emergency Preparedness/Response</b>	Norfolk Police, EOC, VA National Guard, U.S. Navy Base Commanders, Security/EOC, USCG	Shared Service agreements, EOC Collaboration/exercises
<b>Shared services</b> Opportunities to enhance efficiencies for City and Federal entities		Renewable Energy Program

# Strategic Plan: Quality of Life

Focus Area	Stakeholders	Current initiatives
<b>Education initiatives</b> Quality choice and Opportunity (K-12)	NPS, Norfolk Education Foundation, Base Commanders, Student Liaison Officers	Military Child Convening Follow-Up
<b>Workforce/Higher Education</b> Quality jobs and higher education opportunities (service members, spouses, veterans)	Opportunity Inc, Local Universities, Neighborhood Development, City Managers Office, Fleet and Family Services, Navy College	Mission United, Local Planning Group, Cyber Workforce Initiative
<b>Safe Neighborhoods</b>	Norfolk Police, Neighborhoods, End Homelessness, U.S. Navy Base Commanders	Volunteer program?
<b>Compatible Development</b> (Environment/Fitness/Appearance)	City Planning, Development, Parks and Rec., U.S. Navy Facilities Command, Base Commanders	Planning Meetings/CPLOs Business Cafe
<b>Shared Celebrations/Events</b>	Marketing and Communications Dept., Seven Venues, Nauticus... Military Public Affairs, MWR	Working Group Established for Marketing and PA. Navy Centennial Celebration

# Coordination Mechanisms

## Military

## City/Community

### Strategic

Purpose: Vision – Relationship Building

Meeting: Semi-Annual

Allied Command Transformation  
 Fleet Forces Command  
 Marine Forces Command  
 CNRMA/Base Commanders  
 USCG  
 Army Corps of Engineers  
 NOAA

Mayor/City Council  
 City Manager & Deputies  
 NPS Superintendent  
 Military & Veteran Affairs  
 Community/Business??

### Operational

Purpose: Priorities, Direction,  
 Resources

Meeting: Quarterly

CNRMA  
 Base Commanders  
 Camp Allen Commander  
 USCG  
 Army Corps of Engineers  
 NOAA

City Manager  
 Deputy City Managers  
 Department Heads  
 NPS Superintendent  
 Military & Veteran Affairs

### Tactical

Purpose: Task Development  
 and execution

Meeting: Monthly/As Needed

(Focus Area Action Teams)

# Strategic Plan

**Goal 1: Positive, enduring relationships** with stakeholders across the city, military commands, veterans groups, families and local community to facilitate understanding, collaboration and mutual support.

- Military Affairs Council with local military commands and city leadership
- Develop engagement and educational programs and opportunities that enhance city employees understanding of military related issues. Base and ship visits.
- Establish a Public Affairs/Event Planning committee to enhance marketing
- Develop sponsor and volunteer programs
- Organize and participate in events to hosted by military, federal, state, and local organizations to support military, veterans and their families

# Strategic Plan

**Goal 2:** Federal and City resources are optimized to provide safe, efficient services for Federal Facilities to enable their mission accomplishment.

## Action Areas:

- **Transportation:** Reduce congestion and commute times to access military facilities (Third crossing, Light Rail to base facilities)
- **Encroachment:** Avoid encroachment that impacts military operations
- **Safety/Crisis Response:** Ensure seamless support between Federal and City efforts.
- **Resilience:** Ensure a single resilience plan that optimizes resources and protects critical infrastructure.
- **Shared Services:** Explore opportunities for shared services (i.e. renewable energy)

# Strategic Plan

**Goal 3:** Veterans are valued members of the community with appropriate employment, education, benefits, and recognition.

## Actions:

- Prepare veterans to secure local employment through effective programs that connect skills, training and education with local labor requirements
- Help veterans connect to benefits available through Federal, State and local programs
- Incentivize contract awards to Veteran Owned businesses. Continued support through Business Café initiative.
- Host recognition ceremonies and events befitting the largest Navy community in the Nation to honor our local military and veterans

# Strategic Plan

## Goal 4: Military and veterans families choose to reside and recreate in Norfolk

### Actions:

- Continue assessment efforts and engagement through ombudsmen, family service centers and military leadership.
- Develop **educational** and mentor programs (K-12) that recognize the challenges of mobile families
- Increase **employment opportunities** for spouses and veterans
- Support efforts to provide quality child care and after school programs that accommodate alternative work schedules
- Provide improved access to recreational opportunities (work with Military to identify most attractive...i.e. running/biking trails)
- Assess availability of affordable, quality, safe housing for all grades of military personnel

# Strategic Plan

Goal 5: Norfolk is postured to grow DoD capabilities and related businesses and partnerships.

## Actions:

- Identify DoD related business development opportunities and initiatives
- Collaborate on State initiatives identified in Secretary Harvey's Commission Report
- Support Hampton Roads Military and Federal Facility Association
- Maintain awareness of issues/actions that will impact investment or divestiture of future DoD capabilities

# Neighborhood Initiative:

## A Comprehensive Approach to Poverty Reduction

*Joint School Board/City Council meeting*

December 7, 2016

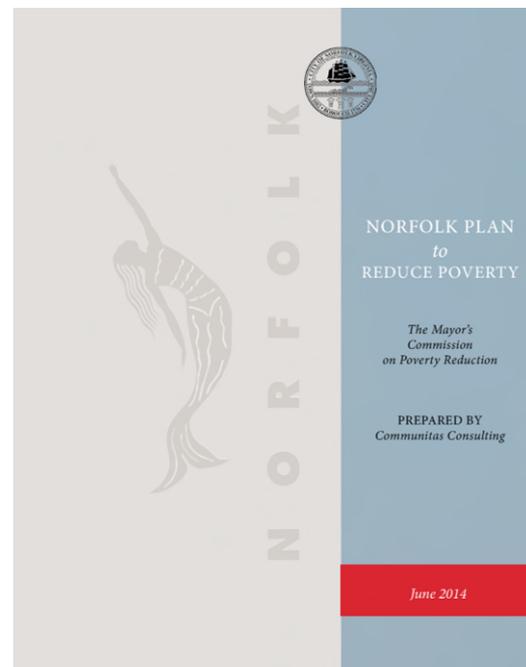


# Overview

- History/Background of Poverty Commission
- Strategic Approach
- Highlighted Initiatives
- Neighborhood Revitalization and Support:  
Purpose Built Communities

# History and Background

- 34 members of the community
- 1 year process
- Research and data analysis conducted by workgroups
- Community meetings with over 200 residents
- Recommendations to City Council in July, 2014



# Comprehensive Approach to Poverty Reduction

Strategic approach to solving multiple problems in the community

- Cross sector participation
- Comprehensive solutions
- Strong resident engagement
- Innovative financing

# Four-Pronged Strategy

Early  
Childhood  
Education

Youth Career  
Pathways

Adult  
Workforce  
Development

Neighborhood  
Revitalization

# Highlighted Initiatives



# Purpose Built Communities: Changing Neighborhoods, Changing Lives



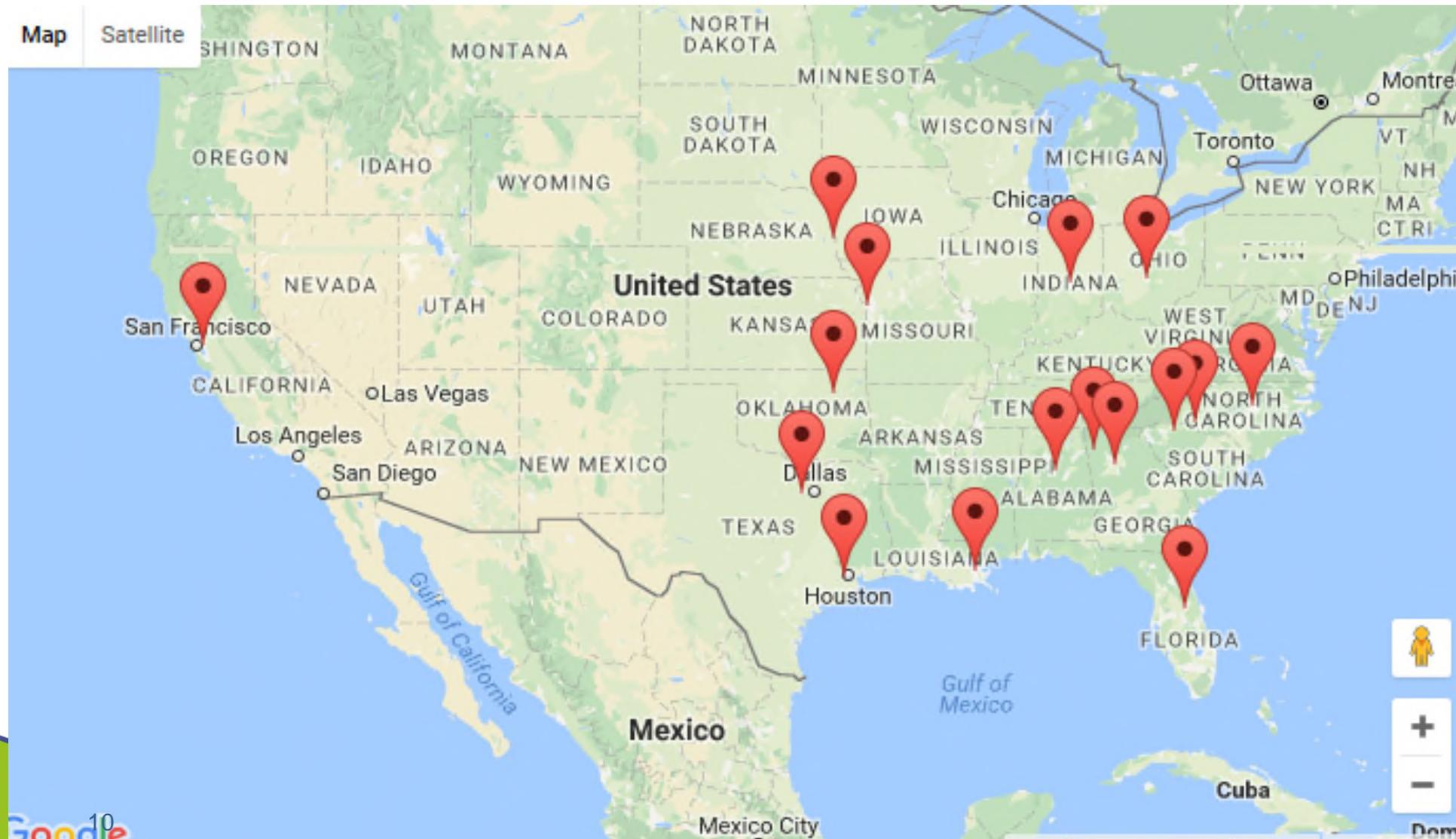
# Purpose Built Communities

- National movement and proven model
- Place-based and people centered
- Breaking the cycle of intergenerational poverty through a holistic approach based on quality and focused on sustainability
- Insists on best in class partners that deliver high quality services

# Purpose Built Communities Model



# Purpose Built is helping transform neighborhoods across the country



# Progress to Date

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- Establishing a network of private sector “champions” to help advance the initiative
- Conducted trips to tour the Villages of East Lake and examine the applicability of the model to Norfolk
- A contingent of city staff, business, community and non-profit leaders and residents have attended a PBC conference
- Established an Interagency Revitalization Planning group
- Regional conversation - poverty reduction forum
- PBC has committed technical support to Norfolk’s efforts

# Team of Experts Committed to Norfolk

- Carol R. Naughton, President
- Kathleen Brownlee, Vice President
- Brittany Collins, Community Development Advisor
- Renee Lewis Glover- Founder and Managing Member of the Catalyst Group
- Richelle Patton, Principal, Tapestry Development Group



# Next Steps

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- Secure funding for the establishment of the Community Quarterback organization
- Sign MOU with Purpose Built Communities to become part of the network



CITY OF NORFOLK  
OFFICE OF THE MAYOR

KENNETH C. ALEXANDER  
MAYOR

December 2, 2016

The Honorable Mamie B. Johnson  
The Honorable Angelia Williams Graves  
The Honorable Andria P. McClellan  
The Honorable Paul R. Riddick  
The Honorable Thomas R. Smigiel, Jr.  
The Honorable Martin A. Thomas, Jr.  
The Honorable Theresa W. Whibley

Ladies and Gentlemen:

City Council is scheduled to convene at 5:00 P.M., Wednesday, December 7, 2016, at Norview Middle School, 6325 Sewells Point Road for a joint meeting with the Norfolk Public School Board. I look forward to seeing you there.

Thank you,

A handwritten signature in blue ink that reads "K Alexander".

Kenneth C. Alexander  
Mayor

cc: Mr. Douglas L. Smith, Interim City Manager  
Mr. Bernard A. Pishko, City Attorney  
Mr. R. Breckenridge Daughtrey, City Clerk