

THE CHAIRWOMAN’S CORNER
A Monthly Update for the TDA Board
March, 2020

Quick Message From the Chair

“Progress is impossible without change.”

Last year, TDA heard from a variety of sources that change needed to happen in order for our organization to regain the trust and confidence of our key stakeholders – members of the community who are impacted by the work we do, City of Tulsa leaders and staff who collaborate closely with our offices and developers who had been frustrated by their inability to make progress happen. While TDA will never be able to do all things that all stakeholders want, TDA must communicate effectively what its priorities are and why we intentionally choose to do what we do. TDA must also improve its ability and willingness to effectively collaborate on multi-disciplinary projects and approaches to solving what are often complex and multi-faceted revitalization efforts in Tulsa.

With this message having been delivered clearly in 2019, my arrival as the Chairwoman in November (though complicated by a completely unanticipated series of events) necessarily required a deep dive into the organization to help identify and implement significant changes internally that in turn would have an impact on our external service levels. This report is designed to communicate the internal work we are doing to modernize and transform the internal operations and the external impact of our organization. You could say we are “revitalizing” the TDA so that TDA can get back to efficiently and effectively “revitalizing” the City.

We have established two “**Key 2020 Goals**” for TDA: (1) “**Operational Transformation**” and (2) **North Tulsa Housing**. The operational transformation goal was on the horizon since last fall and was unexpectedly fast-tracked as a result of the unexpected grievance filing, internal investigation and related due process. In addition to the transformation, TDA is collaborating with WIN and THA to achieve positive forward movement in North Tulsa housing and revitalization efforts.

February’s plan of attack has been very different than I anticipated when I last wrote my Chairwoman’s Corner. The month started with an unfortunate accident that took place for one of our contractors on one of our sites. That incident resulted in us kicking off the month in an unanticipated accident investigation as well as contracting/bidding/insurance evaluation. This effort ran parallel to the ongoing processing of the grievance that was filed in December of 2019 and internal investigation associated with the same.

In addition to our everyday responsibilities, our team focus for February has been centered on two key things: Who We Are and What is Currently On Our Plate “To do”. This effort parallels my effort at working to move us into processes and systems that adhere to the 21st century (digital, online, cloud, etc.). The end result is that we hope to improve our performance levels, production rate and efficiency quotient – resulting in positive external impact that is reported back to us by our stakeholders.

I do want to express my gratitude and thanks to the TDA Staff members who are not merely embracing every aspect of the changes being made but are actively engaged in identifying needed changes and helping make them. They are hungry for leadership and excited to see us make progress at a rapid pace.

I also thank the Mayor’s staff who has been instrumental in ensuring that I do not drop important TDA balls as I push forward with the Operational Transformation. They have been and continue to be critical to our success.

Who We Are at TDA

The **vision** of Tulsa Development Authority can be simplified down to these three words:

Revitalizing Tulsa Together

Likewise, our **mission** is for the Tulsa Development Authority to be:

*The place where the City of Tulsa, Developers and Citizens
come to help realize Tulsa's dreams.*

February's first and foremost focus was on clarifying these two things for ourselves and to start to communicate them in everything we do. At the same time, we each wrote out why we are passionate about what we are doing at the Tulsa Development Authority – **what motivates us as team members** to come to work and give TDA our best each and every day.

In March we are kicking off a team read of and journey through “**What it Takes to be a Winning Team**” by Mark Eaton, former NBA All-Star who is now a business leader and public speaker. My focus with the team is this: in order to transform our impact in the community with our various stakeholders, we must first evaluate what our impact is internally with one another. I am a firm believer that if we are not serving one another well within our four walls, we cannot fully serve others outside of our four walls. Our ultimate goal for this exercise is to evaluate ourselves and identify how each of us can become a better teammate and team member.

The first step in this effort is to make sure that **each of us understands our role at TDA and what is needed most of all from each of us**. This will be a key focus for our staff in March as we have re-aligned responsibilities with current skills and schedules in the wake of the unanticipated staffing changes at the Executive level. The staff has a new energy and they are airing out their grievances with one another in a healthy way so that we can push through the challenges and get to being productive, responsible, helpful, encouraging teammates to one another. Positive momentum has been made.

What is Currently On TDA's Plate

It is difficult to drive towards a mission according to a strategic plan when you are catching balls that are flying in your face. This month, we recognized that we needed to gather all of the balls at our feet and organize them so that we could get a clear picture of what is coming into our offices in the way of requests and start to take control of those requests and define what aligns with our key strategies and priorities.

To help us better organize what is currently on our plate, I built and implemented an **Operational and Project Management Spreadsheet** designed to help us identify the moving “tasks” and “projects”, what their status is, what the anticipated timelines for completion are, and who is assigned responsibility for driving them to success. We will start using this organizational tool to improve our prioritization this month and to better track our success as well. Projects will be moved into Trello in future months.

Jim Coles in the Mayor's Staff has aptly suggested that we implement an online tool via our website that is designed to capture all of the information needed for any formal requests that come into our offices. Designing and implementing such a tool will be a key requirement for a website update that we hope to make in the 3rd Quarter of this year.

Key Achievements towards Overarching TDA Goals for 2020

Tulsa Revitalization Efforts (February 2020)

Housing Study Draft Review and Input (Hulse)– requested focus on what it costs in Tulsa to develop the housing types identified in the study so that all organizations – including TDA- understand fully how large the “gap” in financing really is that needs to be filled when supporting a development project geared towards affordable housing is being considered.

Al Fresco Group (Coles) – brought the parties back to the table and gained significant forward progress in the area of establishing a site-specific TIF.

TEDC grocery project (Boxley)– worked with the City of Tulsa to determine what dollars are available in each bucket of the North Peoria TIF and how much of those dollars are already “spoken for”. Rebuilt trust.

WIN/TDA Collaboration (Mitchell) – developed plan of attack and got team started with progress.

One Place (Hartley)– brought parties to table and worked through significant questions.

Establish working and collaborative relationships (Hall) – met with Tulsa Housing Authority CEO, met with Cherokee Nation District Counselor, have requested meetings/lunch with Councilor Hall-Harper, initiated meetings with banks who have an interest in supporting development in North Tulsa.

Operational Transformation Efforts (February 2020)

- Evaluated and organized Ongoing Projects
- Wrote plan and materials for team building and training efforts
- Developed additional reporting from general counsel to including ongoing non-litigation projects
- Designed file structure for organization of networked documents
- Eliminated duplicative accounting process
- Implemented mileage reimbursement for development analyst
- Eliminated personal communications on TDA owned devices
- Structured staggered lunches to maximize office up-time
- Amended worker’s compensation coding for internal staff
- Evaluated insurance coverages for TDA
- Internal Investigation – issued report to special counsel
- Realigned staff positions within the office to better match availability and skills (in progress)
- Initiated quotes for clean-up of UCAT properties (in progress)
- Staff documentation of key monthly processes (in progress)
- Working with IT provider to solve back-up and other misc. technology issues (in progress)

Other Miscellaneous Development Efforts (February 2020)

- Updated map/list of all TDA property
- Developed and Implemented Operational Spreadsheet
- Drove financial accounting of North Peoria TIF buckets

Education/Training Efforts

- Updated Confidentiality/Conflict Statements for Board
- Gathered materials for GC to use to develop Training for Board
- Identified Training pathway for Development Analyst
- Trained Executive Assistant on Scanning and Google Searches

Coming Up Next (March-June)

- Finalize key process documentation (March)
- Get all computers and technology working fully (March)
 - Moving Nicole Travis off of 2007 operating system
 - Conducting malware scans on all computers
 - Identifying source of slow operating systems
- Conduct Job Duty Alignment for Executive Administrative Assistant (March)
- Develop and Implement Commissioner Training Materials and Agenda (March)
 - Mission/Vision
 - Photo/Bio for Website
 - Policies and Procedures
 - Urban Renewal Authority Statutes
 - Eminent Domain
 - Open Records Act
 - Confidentiality
 - Conflicts
 - Current Projects
- Prioritize Current Operational Projects to Better Align with TDA priorities
- Re-organize all digital documents into a working file structure (March/April)
 - File structure has been created
 - Relocation into the structure happening over next two weeks
 - Moving all local documents to network drives for back-up following that
 - Identifying which documents require password protection
- Grievance Hearing (March/April)
- Budgeting (April/May)
- Board Training (May)
- Updates to Website (May)
 - Chairwoman's Corner
 - Updated Mission/Vision Statements
 - Updated Bios
 - Updated projects
 - Searchable functionality
 - Links to critical City resources (SAPs, Plans, Maps, etc.)
 - Structured and standardized intake forms for project requests
 - Subscription to news/updates/mailings
 - Sample forms for developers
- Improve External Communications
 - Stakeholder Survey (June)
 - Improve Distribution Lists
 - Upgrades for Newsletter
 - Develop plan for 2021-22 regarding adding social media element
 - Develop approach to communicating out to collaborative groups
- Develop operational plan for FY 2021-22

**Tulsa Development Authority
Board of Commissioners Meeting
Project Report**

As of March 5, 2020

1. Project Status Update

A. Price Family Parking, LLC

**Price Family Parking Garage Project
419 South Main Street**

- No new information

B. Adams Building - 403 Cheyenne, LLC

**403 South Cheyenne Avenue, Tulsa, Oklahoma
Mixed-used and Multi-Family Residential Units (65 units)**

- No new Information

C. Hartford Crossing, LLC/Blue Dome Anchor, LLC

**110 South Greenwood Avenue/The Hartford Building
111 Mixed-Use Development - 55 Unit Apartment Building
Hartford Crossing**

111 South Greenwood Avenue

- The wood framing portion of the project is expected to have been completed **by February 2020.**
- Construction is being completed on time as expected.
- **No new Information.**

- **Blue Dome Anchor, LLC – Hartford Building Project**

110 South Hartford Avenue

- i. Leasing efforts continue for the remaining vacant space, with an increased interest over the past few months

D. The Village at Central Park/Black Pearl

**Southwest Corner of South Peoria Avenue and East 6th Street, Tulsa, Oklahoma
Pearl Development, LLC (Darin Ross)**

- **This item will be fully discussed in Executive Session at the March 2020 meeting.**

E. The Village Flats, LLC

**54 Apartment Units
Lots 17–21, 27, 85–88, Block 1, at the Village at Central Park
Nathan Garrett**

- **This item will be discussed fully in Executive Session.**

F. Laura Dester Site

1427 East 8th Street South

Amenome, LLC

- This item will be discussed fully in Executive Session.
- No new information

Demolition

- **727 South Troost (House and Garage)**
- Both structures have been demolished
- No New Information

G. Vast Bank - Block 44, The Ross Group

Northwest corner of North Elgin Street and East Archer Street

Multi-Story Mixed - Use Redevelopment Project

- TDA's General Counsel is in the process of arranging a meeting with members of the Stadium Trust to discuss the possible location for the Darven Brown bust
 - Once a meeting is arranged, we should be able to move forward with the amendment to the Redevelopment Agreement
 - Tom Biolchini informed TDA that he will be seeking administrative approval Black Wall Street Wall (Mural). Hannibal Johnson has generously agreed to provide a write up to be added to the wall.
- No new Information

H. Morton's Reserve Properties, LLC, formerly Pine Place Development, LLC

605 East Pine Street

Mixed Use Development (Office, Commercial, Retail, Multi-Family and Historic Renovation) 55 Multi-Family Units

- The project is scheduled to commence during the first quarter of 2020.
- This item will be discussed fully in Executive Session.

I. East Latimer Project/Capital Homes, LLC

East Latimer Project - East Latimer Street, between North Boston Avenue and North Main Street

- TDA continues to wait on a revised Special Warranty deed to execute for the remaining lots.
- First six (6) homes will likely be finished in March 2020.
- Programs will be available through Capital Homes for Down Payment Assistance and other assisted costs.
- A date for an Open House will be announced soon.

J. The Flats on Archer/SATTCOM Investments

Northwest Corner of East Archer Street and North Boston Avenue (110 North Boston Avenue)

61 Unit Apartment Building

TDA Land Disposition

- The project is 100% complete and the Redeveloper is expected to request the final draw request very soon.
- Once the Certificate of Occupancy is received by TDA, a Certificate of Completion will be administered immediately afterward.
- The terms of the of the Agreement require developer to repay TDA in the amount of \$750,000.00 by June 7, 2021
- **No new Information**

K. Urban Renewal Plans/Sector Plan

Crutchfield Area Neighborhood

Pearl Neighborhood

Crosbie Heights Neighborhood

- **Crutchfield Area Neighborhood**
 - i. No new information
- **Crosbie Heights Neighborhood**
 - i. No new information
- **Pearl District Neighborhood**
 - i. No new information
- **Amendment to the Greenwood/Unity Heritage Neighborhoods Plan**
 - i. **Next Meeting Date: March 12, 2020, 6:00 p.m. – 8:00 p.m., Rudisill Library**

L. North Tulsa Tax Increment Financial District

- Staff is in the process of reviewing the TIF map to determine the highest and best use for each property in relation to current plans
- The task moving forward is for TDA Staff to create a budget that will define future growth patterns in the study area
 - i. Staff plans to use the zoning code, existing Sector Plans, and the International Building code to gain this information
 - ii. Once the information is collected, a meeting with Jim Coles will be held for discussion, review and final consideration

M. TDA Land North of the IDL (Former UCT Land)

North - East Latimer Street; South – Inner Dispersal Loop; East – MLK, Jr. Blvd.; West – Main Street

- The RFP was released in December 2019
- There was an interest call with approximately 65 consultants interested in the scope of the project
- The RFP is open for a 60 days period for responses.
- **No New Information**

N. Downtown Housing Study Request for Proposals (RFP)

- The Final Plan will inform decisions relating to next steps for Housing projects in Downtown and surrounding downtown communities.
- **No New Information**

O. Dirty Butter – Heritage Hills Extension

- West of Hartford Avenue, between East Seminole Place and East Virgin Street
 - i. Sold seven (7) Dirty Butter lots on behalf of the City of Tulsa to families that want to live in North Tulsa as follows:

1. 1960 North Hartford Avenue - \$12,000.00 – Leroy Alfred

- a. Leroy Alfred has signed and agreed to the terms of Redevelopment Contract.
- b. The Construction Documents, Plans and Specifications for Board approval have been submitted for March 2020.

2. 1980 North Hartford Avenue - \$12,000.00 – Darrin and Angela Guillory

- a. Darrin and Angela Guillory have signed and agreed to the terms of Redevelopment Contract. The next step in the process is to submit Construction Documents, Plans and Specifications for Board approval.

3. 2010 North Hartford Avenue - \$12,000.00 – Alecia Peel

- a. This project is under construction. The foundation has been properly laid down and the framing is set to begin very soon.
- b. **No new information**

4. 2020 North Hartford Avenue - \$12,000.00 – Cheryl Wright

- a. Cheryl Wright has signed and agreed to the terms of the Redevelopment Contract and will be submitting Construction Documents, Plans and Specifications for Board approval as early as March 2020.

5. 540 East Queen Street - \$12,500.00 – Lelia Brown

- a. This project is under construction. So far, the framing of the home is wrapping up and the total structure is beginning to take shape.
- b. **No New information**

Project Meetings and Related Activities:

February 6 TDA Regular Board Meeting
February 7 Tulsa Art's District Owners' Assoc. Meeting
February 12 WIN/TDA Development Meeting
February 14 Bi-Weekly Team Meeting – Nick Doctor
February 25 TDA Staff Meeting
On-Site Inspection
MOED Meeting – Jim Coles
February 26 Al Fresco Discussion
February 27 THA Pre-Meeting (Envision Comanche)
February 28 Bi-Weekly Team Meeting – Nick Doctor

Respectfully submitted,

Demauri R. Myers
Project Analyst
Tulsa Development Authority