2020 Objectives and Key Results

As of April 2020
Establish New Performance and Progress Reporting and Measurement System

- Board Review and Engagement in Process
- Annual and Quarterly Objectives
- Key Results at Organization and Individual Level
- 360 Survey Feedback at All Levels
- Openly publish results at organization level
- Annual bonus for achievement at individual level
OBJECTIVES => Where we want to go

- Stated goals and intentions
- Aggressive improvements yet realistic given resources
- Tangible, objective and unambiguous
- Add meaningful and lasting value

KEY RESULTS => How we get there

- What it takes to get to your objective
- Measurable milestones
- Not activity words = consult, help, analyze, participate
- State evidence of completion that is easily seen/shown
OKR - ANNUAL CADENCE FOR BOARD

April

Brainstorm Annual Objectives and Prepare Budget
Executive Director / Senior Advisors

May

Develop Key Results for Organization within Budget
Executive Director in consultation with staff

June

Communicate Previous Year Achievements / Results
Based on Objectives for Organization, ED develops Key Results

July

Communicate Annual Objectives for Fiscal Year
One week after OKRs developed, individual OKRs developed in 1:1 with ED.

Quarterly Report

Communicate Prior Quarter Achievements / Next Quarter Objectives
Employees measure and share progress, checking-in regularly with managers. Recalibrate if not attainable.

Annual Report

Reflect and Score OKR Achievements
Contributors score OKRs, perform a self-assessment and reflect on what they have accomplished.
OKR - QUARTERLY CADENCE FOR ED

4-6 weeks before quarter

Brainstorm Quarterly Objectives
Executive Director / Senior Advisors

2 weeks before quarter

Communicate Objectives
Finalize Objectives and Communicate to Board and Staff

Start of quarter

Communicate Team Member Key Results
Based on objectives, ED develops Key Results for each team member

1 week after start of quarter

Establish Individual Employee Key Results
One week after OKRs developed, individual OKRs developed in 1:1 with ED.

Throughout quarter

Employees Track Progress and Check-In
Employees measure/share progress with regular check-in. Recalibrate if not attainable.

End of Quarter

Reflect and Scorecard Achievements
Contributors perform self-assessment, get 360 feedback and reflect on what they have accomplished.
Q1-Q2 2020 - ACHIEVEMENTS FOR TDA

OBJECTIVE #1

MODERNIZED and EFFICIENT OPERATIONS

OBJECTIVE #2

ESTABLISH APPROPRIATELY OPEN PRACTICES

JAN- MAR 2020

Operations - investigate, implement improvements, build new culture, improve SLA
Open Practices - report on operation transformation openly (Board, Meetings, Reports)

APR - JUN 2020

Operations - implement cost reduction strategies, develop new policies, realign staff
Open Practices - training of Board/Staff, enhance communications

Key Results
Operations
Evidence

Physically inspect office, read Chairwoman’s report, review operational performance spreadsheet, 360 with COT staff and developers re: SLA improvement, changes in budget to actual performance, restructure ED and staff by June 30,

Key Results
Open Practice
Evidence

Chairwoman’s Report, Website/Social Media, Newsletter Email List, Board/Staff Training, Annual 360 survey
Q3-Q4 2020 - OBJECTIVES FOR TDA

KEY OBJECTIVE #1

DEVELOP STAFF and PROCESS FOR STRATEGIC TRANSITION

KEY OBJECTIVE #2

DEVELOP HOUSING STRATEGY FOR NORTH TULSA
(GUHCAT, Balanced Gentrification Policies, Housing Strategy)

JULY - SEPT 2020

Staff - Implement new personnel policy, current roles and set individual Key Results
Process - Establish process for performance measurement
N. Tulsa Strategy - Identify and engage program manager for Housing Strategy;

OCT - DEC 2020

Staff - Implement project management and performance management tools
Process - Perform semi-annual evaluations based on OKR achievements with 360 feedback
N. Tulsa Strategy - Implement housing redevelopment efforts through Program Manager

Staff and Process Evidence

Staff - individual performance and PM changes
Process - implement new job descriptions; OKR achievements and 360 feedback at individual level

Strategy Evidence

N. Tulsa Strategy - input received, strategy finalized, new guidance implemented, community survey results re: process
Resources and Support Discussion

**STAFF AND PROCESS RESOURCES**
- Interim ED - Nancy Lynn Roberts, Volunteer
- DONE Staff - Realignment - Office manager, Communications Admin, Development Project Administrator
- DONE Elimination of Exec Asst Position - July 1
- BUDGETED Staff Bonus - based on OKR achievements and 360 feedback for 12.31.20
- DONE Barrow, Grimm to review personnel policies drafted by NLR ($5000)
- IN PROCESS Engage Program Manager

**N TULSA STRATEGY RESOURCES**
- Program Manager - help drive development strategy for North Tulsa
- Collaborate with THA, WIN, INCOG (Becky, Dwain, Travis)
- Ashley Phillipsen - continue to drive the GUHCAT process
- Leslie Batchelor - review guidance drafted by NLR ($5,000)
Questions?

Comments?

Additional Input?

Agree on Next Steps
Commercial Project(s) Status
Adams Building – 403 Cheyenne, LLC

403 South Cheyenne Avenue, Tulsa, Oklahoma
- No new information

Capitol Homes at Emerson (East Latimer Project) – Capital Homes, LLC

East Latimer Street, between North Boston Avenue and North Main Street
- The first six (6) homes have been completed and have been listed for sale. A few of the homes have advanced to the closing process.
- Certificates of Occupancy (COO) have been issued to TDA for the first six (6) homes of the housing addition.

Hartford Crossing - Hartford Crossing, LLC

110 South Greenwood Avenue, Tulsa, Oklahoma
- Developer has submitted for the 4th draw request representing an additional 9% completion. (6/29/2020)

Old Laura Dester Building ‘Tulsa Boys’ Home Historic District’– Amenome, LLC

1427 East 4th Street, Tulsa, Oklahoma
- The Old Laura Dester buildings, formerly known as the ‘Tulsa Boys Home’ have been nominated to be listed on the National Register of Historic Places and the Oklahoma State Register of Historic Places.
- The Tulsa Preservation Commission recognized their nomination before taking a vote for its approval. Josh Kunkel was in attendance to speak on behalf of Amenome, LLC and The Method Group.
- The nomination will then be sent Mayor G.T. Bynum for his signature being sent to Oklahoma City, OK, for nomination approval from the Historic Preservation Review Committee in October 2020.
- TDA was requested by Anemone, LLC to continue providing General Liability Insurance on the property which will expire on 7/28/20

Morton’s Reserve Properties, LLC (formerly Pine Place Development, LLC)

605 East Pine Street, Tulsa, Oklahoma
Mixed Use Development (Office, Commercial, retail, Multi-Family and Historic renovation) 55 Multi-Family Units
- No new information.

The Flats on Archer – SATTCOM Investments

110 North Boston Ave, Tulsa, Oklahoma
61 Unit Apartment Building
TDA Land Disposition
- Certificate of Occupancy (COO) was provided to TDA and board requested to approve return of the good faith deposit of $24,000.00.
- The Q4 2020 Interest payment was made for an amount of $5,598.37.
The Village at Central Park
Southwest Corner of South Peoria Avenue and East 6th Street, Tulsa, Oklahoma
- Will be discussed in Executive Session.
- No new information.

Vast Bank – Block 44, Ross Group
Northwest corner of North Elgin Street and East Archer Street
Multi-Story Mixed – Use Redevelopment Project
- Certificate of Occupancy (COO) provided showing the project was completed and the board requested to approve the return of good faith deposit

Residential Project(s) Status

1. 1213 N Boston Street, Tulsa, Oklahoma
   Brian Zhu, Sunstone Construction
   a. No new information.

2. 1960 North Hartford Ave, Tulsa, Oklahoma
   Leroy Alfred
   a. Quiet Title action is actively being pursued by General Counsel. It needs to be determined what/if any liens are on the property and General Counsel is going to work to clear the property for a successful transaction.
   b. No new information.

3. 1980 North Hartford Avenue, Tulsa, Oklahoma
   Darrin and Angela Guillory
   a. The closing statement was signed on Wednesday, May 27, 2020 at 3:00 P.M. and the cost of the lot was paid for by the Guillory Family.
   b. Specs and plans to be presented at the August 2020 board meeting.

4. 2010 North Hartford Avenue, Tulsa, Oklahoma
   Alecia Peel
   a. Mrs. Peel informed TDA that there were some negotiations to be made with the bank that is providing their construction loan. The beginning of the CoVID-19 pandemic had some influence in their time-delay, but progress is expected to continue. So far, the foundation has been poured and settled, and the framing is the next step of the homebuilding process.

5. 2020 North Hartford Avenue, Tulsa, Oklahoma
   Cheryl Wright
   a. Currently awaiting receipt of the Abstract Opinion to move on to the next step of the development process. Mrs. Wright is planning to have that available for TDA to approve as soon as possible.
   b. Specs and plans to be presented at the August board meeting.

6. 213 East Queen Street, Tulsa Oklahoma
   Stephon and Anita Chappelle
   a. The Chappelle family has signed the Warranty Deed, completely granting ownership to them so that they can move forward and break ground on their home.
b. The vegetation has been cleared from the lot and is being mowed and maintained until the homebuilders are cleared to begin laying out the foundation.

c. No new information.

7. 540 East Queen Street, Tulsa, Oklahoma

Lelia Brown

a. Due to COVID-19 slowing down the construction progress, Lelia Brown is requesting the board to authorize an extension for the completion of her home. The original agreement allowed for completion to be no later than June 19, 2020.

b. She is requesting a six (6) month extension to allow for completion of the home.

Downtown Housing Study

Travis Hulse of the Tulsa Planning Office has informed TDA the Final Version of the Downtown & Surrounding Neighborhoods: Housing Study and Strategy will be available in July for the public to view it. A presentation will be made at the July Board Meeting to discuss the points areas of work that intersect with TDA.

Urban Renewal Plans/Sector Plan(s) Status

1. Crosbie Heights Neighborhood
2. Crutchfield Area Neighborhood
3. Greenwood-Unity Heritage Neighborhood
4. Pearl Neighborhood

• Crosbie Heights Neighborhood
  o No new information.

• Crutchfield Area Neighborhood
  o No new information.

• Greenwood-Unity Heritage Neighborhood
  o The most recent Virtual Meeting was held on Thursday, June 4th, 2020.
  o Dwain Midget (WIN), Brant Pitchford (WIN) and Leslie Batchelor (OKC) were presenting.
  o Topics included Blight, Code Enforcement, Legal examples of blight homes and situations.
  o Next Meeting Date: To Be Determined, Virtual Meeting

• Pearl Neighborhood
  o No new information

TIF Districts

Brady Village TIF - (District 1)
Central Park TIF - (District 2)
Tulsa Tech TIF - (District 3)
North Peoria TIF - (District 4)
Blue Dome TIF - (District 5)

North Tulsa TIF (Tax Increment Finance District)
• No new information.
Project Meetings and Related Activities:

June 1       Project Update Meeting - Alfresco Group
June 3       TDA Staff Meeting
June 4       Greenwood/Unity Heritage Citizens Advisory Team Meeting (GUHCAT)
June 8       TDA/District 1 Council Meeting – Councilor Vanessa Hall-Harper
             TDA Residential Properties Meeting – Chip Ashby
June 9       TDA Staff Meeting
June 11      TDA Staff - Website Revision Meeting
             Tulsa Preservation Committee Meeting – Old Laura Dester Nomination
June 18      Downtown Housing Study Meeting – Travis Hulse, Tulsa Planning Office &
             Becky Gligo, Housing Policy Director
June 19      TIF Reporting and Administration – Internal Review and Audit
June 22      Kendall Whittier Neighborhood Walk – Ross Heyman, Capital Homes
June 24      Old Mother Tucker Site Proposed Development – Dwain Midget, Gary Hamer
June 25      TIF Reporting and Administration – Internal Review and Audit
June 29      July TDA Agenda Prep Meeting
June 30      TDA Staff Meeting

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