

TULSA AUTHORITY FOR ECONOMIC OPPORTUNITY

# Inaugural Strategic Plan

2022-2024



Growing an economy with opportunity for all.







# STRATEGIC PLAN

## TULSA AUTHORITY FOR ECONOMIC OPPORTUNITY

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## FROM OUR MAYOR

# Creating New Opportunity

Just one short year ago, we announced plans to transform the City of Tulsa's economic and community development organizational infrastructure.

In doing so, we launched a journey of transformation centered on one key principle: our strategies, programs, and outcomes should ultimately create economic opportunity for all Tulsans. While simple in nature, Tulsa stands as one of the first cities in the country to truly memorialize equality of opportunity into the foundations of its economic and community development efforts.

In releasing this strategic plan, we acknowledge the volume of work that lies in front of us to truly increase economic opportunity in Tulsa. Tackling a century's worth of disparities will not be an effort that will produce overnight results. Rather, it is the persistent nature of these inequities that has necessitated such bold and transformational institutional change.

Absent a sustained, long-term investment in the strategies and programs outlined in this initial 3-year plan – and the broader Mission and Vision of this organization – we are unlikely to see measurable or meaningful change in

employment outcomes, measures of income and wealth, business and home ownership, and numerous other economic indicators.

I am honored to serve as Chair of TAEO and look forward to working alongside my fellow Trustees as we support one of the top economic and community development teams in the country. This strategic plan sets out an ambitious plan of action and provides the metrics we will use to monitor and judge our success as we progress in implementation. I look forward to sharing with you the results and progress of TAEO's work in the coming months and years and hope you will serve as our partner and collaborator in these efforts.

A handwritten signature in green ink, appearing to read 'G.T. Bynum', with a stylized flourish at the end.

**MAYOR G.T. BYNUM**  
City of Tulsa

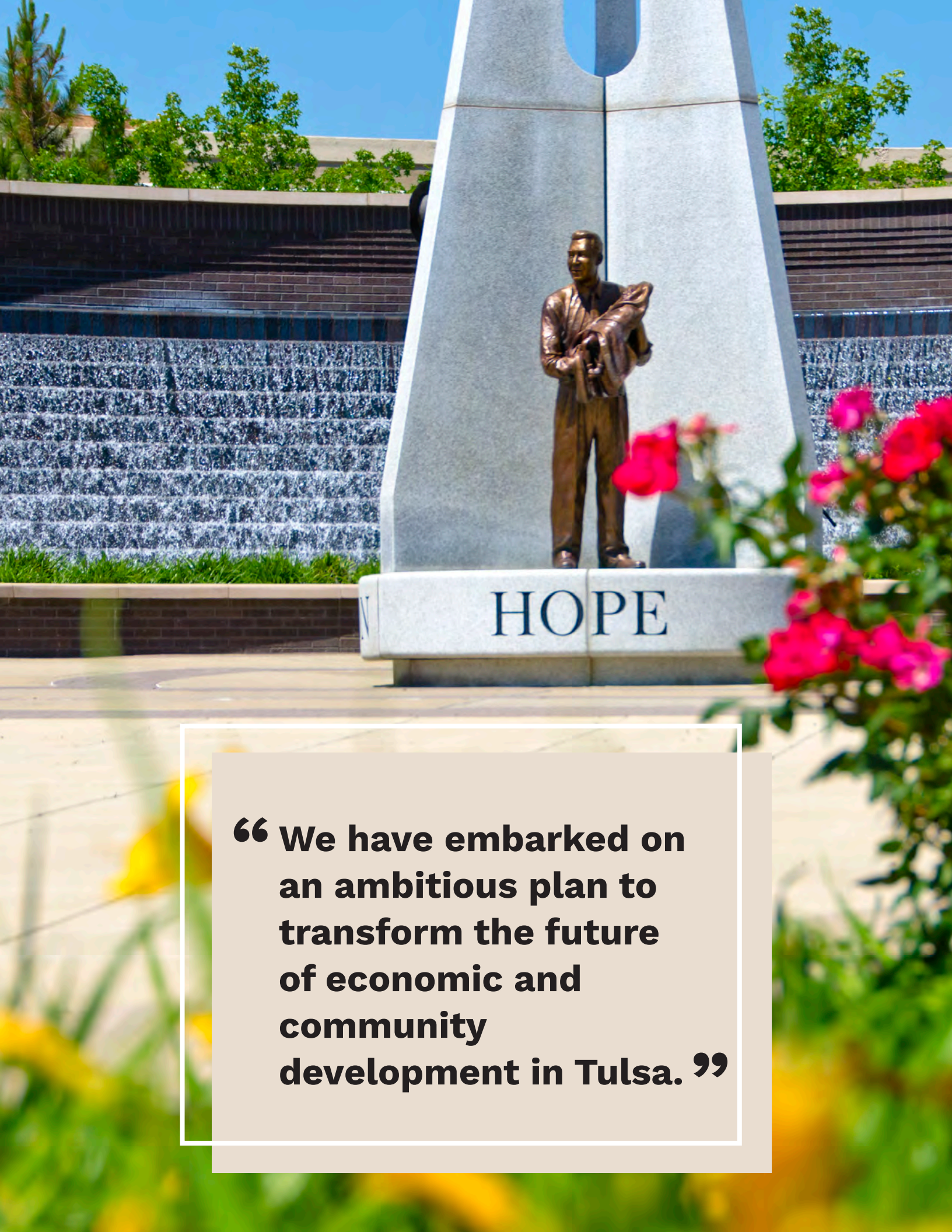




**“Our strategies, programs, and outcomes should ultimately create economic opportunity for all Tulsans.”**







**“ We have embarked on an ambitious plan to transform the future of economic and community development in Tulsa. ”**





## FROM OUR DIRECTOR

# Introducing a New Vision

Over the course of the past two years, we have embarked on an ambitious plan to transform the future of economic and community development in Tulsa.


This effort assumed that nothing was off limits – that if we were to truly seek to increase economic opportunity and racial equity in Tulsa, we must be bold in our vision and swift in our implementation of the steps required to execute that vision. As a result of the collective action of dozens of Tulsa’s leaders, we are now able to present the inaugural strategic plan for the Tulsa Authority for Economic Opportunity (TAEO).

The power of this strategy lies in the pairing of a holistic approach to community and economic development with the assets and resources which are critical to its successful execution.

With the release of this strategic plan, we embark upon an aggressive path to implement many of the commitments we have made as we have engaged Tulsans over the past year. This plan proposes critical investments in our community engagement infrastructure and policies. Additionally, implementation of this strategy will result in additional supports for small businesses and entrepreneurs; enhanced and ongoing investments in efforts to preserve

and expand access to quality, affordable housing; innovations in how we seek to fund, implement, and support neighborhood revitalization efforts; and additional focus on growing and managing our asset base so we can continue to develop sustainable revenue sources.

I am grateful to serve as the Executive Director of what I believe to be one of the most innovative and ambitious community and economic development organizations in the country. Through our partnership with the City of Tulsa, I am confident we will continue to make measurable and meaningful progress as we seek to increase economic opportunity and racial equity in Tulsa. I look forward to working with each of you in the coming years as we do just that.



**KIAN KAMAS**  
Executive Director



## BACKGROUND AND HISTORY

# Transforming Tulsa's Economic and Community Development Landscape

Economic development in Tulsa is at an inflection point. Facing fractured economic development ecosystems, many middle American cities are reconfiguring—even merging—their economic development entities.

It is within this context that Tulsa laid out an ambitious plan to reshape its economic and community development infrastructure. Following a year-long strategic planning effort led in partnership with HR&A Advisors and Zakerion Strategies, the City of Tulsa has

implemented transformational change in just one short year, launching the Tulsa Authority for Economic Opportunity through the effective merger of five (5) formerly separate public entities.

## FIVE AGENCIES BECOME ONE

### Tulsa Authority for Economic Opportunity



*\*TAEOT provides services to the Board of Commissioners for the Tulsa Development Authority, all five (5) of whom also serve as TAEOT Trustees.*





## TIMELINE

### **The next three years will define our success**

With a new, streamlined organization in place, we now turn to the critical task of laying out an ambitious plan to guide the first three (3) years of this organization. This timeframe recognizes that our first years will define our long-term success and the programs and strategies we execute in the future.



## WHO WE ARE AND HOW WE OPERATE

# Defining Our **Mission,** Vision, and Values

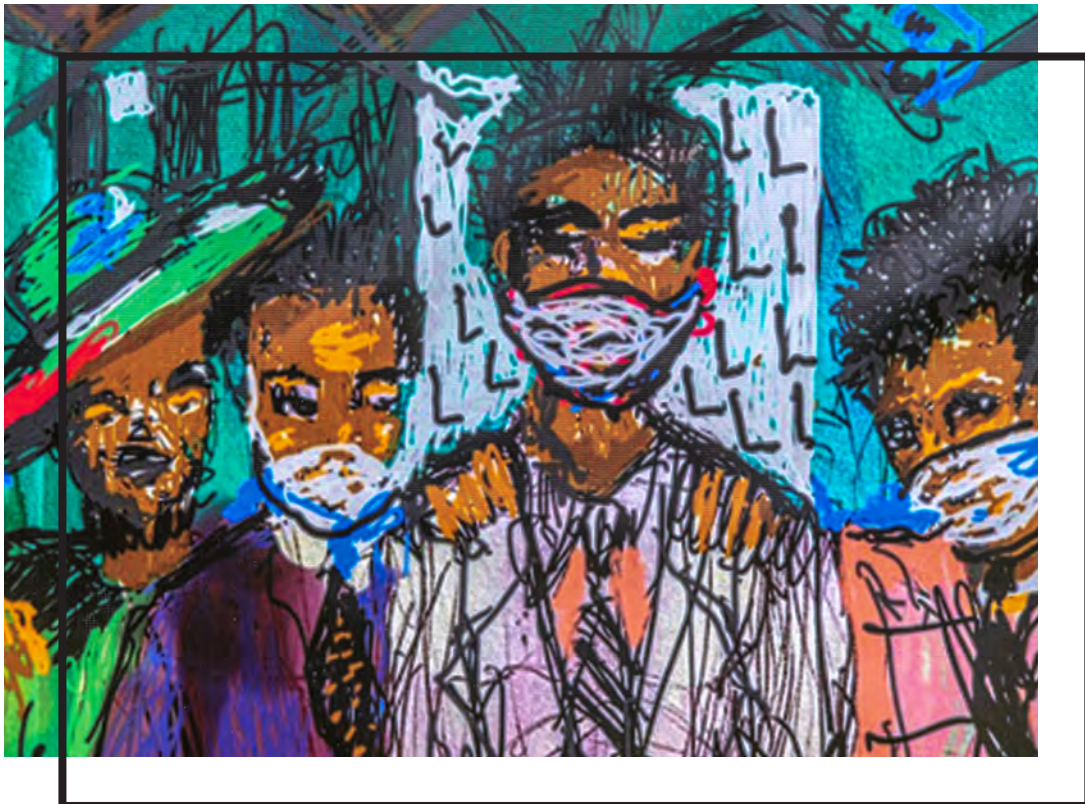
As a newly formed organization, much of our launch year (2021) was spent shaping the foundations we believe are critical to our successful long-term operations.

## Mission

We are innovators who create and manage public assets and resources to drive economic growth. We invest in Tulsa's economy, businesses, neighborhoods, and people with the goal of leveraging our resources to create economic opportunity and drive equitable outcomes.

## Vision

We envision a future where race, nativity, gender, or zip code do not determine economic opportunity, and all people can maximize their potential to create and share in Tulsa's economic prosperity.







## Values

### **We love Tulsa.**

We are passionate about this city and its people. We are inspired daily by Tulsa's rich culture, great neighbors, and quality of life, and we can't imagine wanting to work anywhere else.

### **We are public servants, first and foremost.**

We strive to be humble stewards of public resources, oriented toward action, and dedicated to effective outcomes. We know our work is not about ribbon cuttings and project announcements, but about improving the lives of the people we serve.

### **We grow Tulsa's economy for everyone.**

We do this work because of the impact it has on our city. We acknowledge our decisions will have real consequences for people's lives and believe Tulsa is at its best when everyone benefits from participating in its economic vitality.

### **We are committed to equity and institutional change.**

We recognize both the urgency of increasing economic opportunity in Tulsa and that this takes time and sustained work. We hold ourselves accountable by investing in and institutionalizing policies, practices, metrics, and tools to foster transparency and prioritize communitywide engagement.





## STAFFING STRATEGY

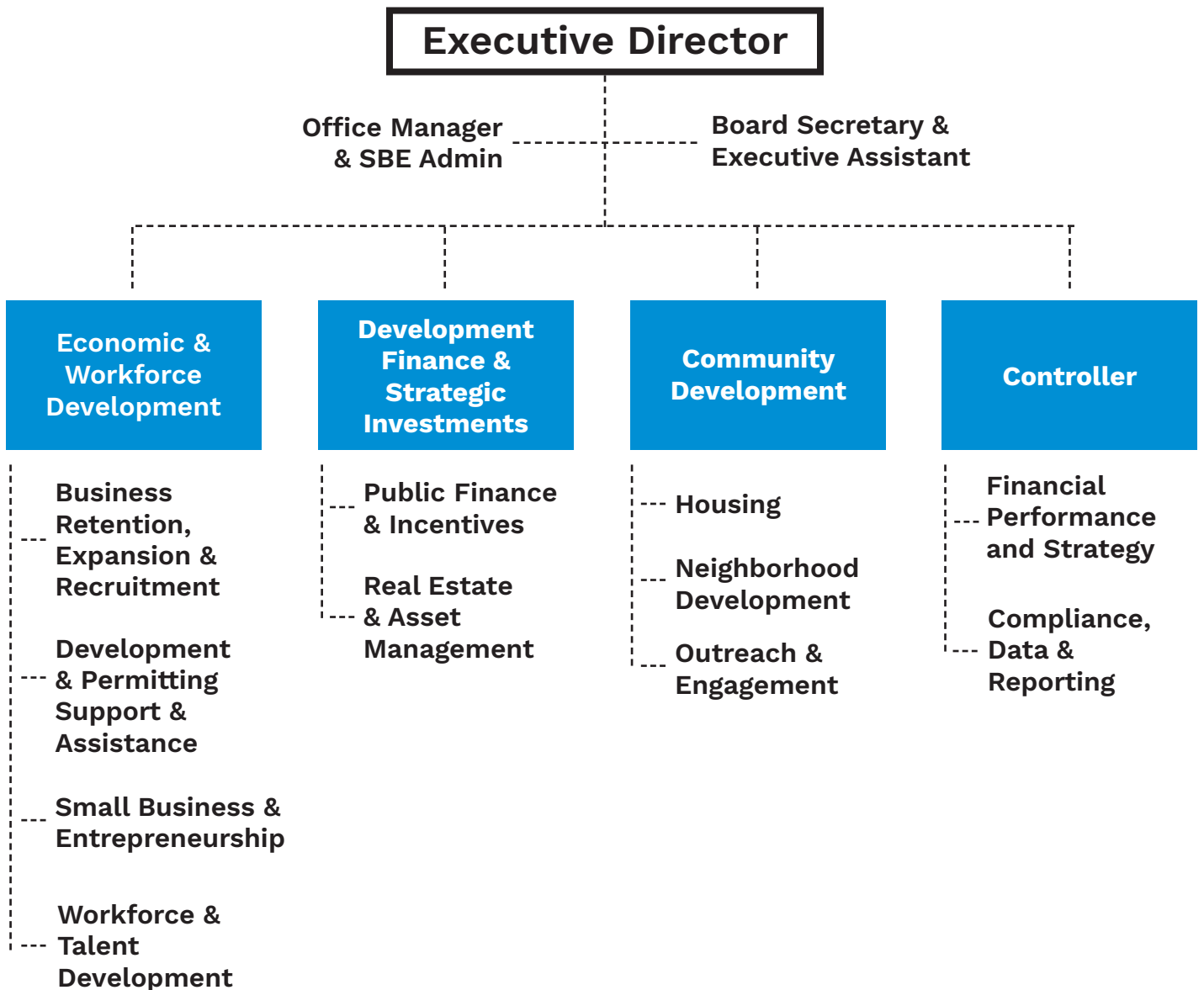
### **Consolidation Now for Future Growth**

A key aspect of the formation of TAE0 was rooted in the belief that the consolidation of formerly siloed entities would provide Tulsa with both the resources and organizational structure to build a staff of professionals who could execute ambitious and innovative strategies. As we launch our first strategy, the following organizational chart will support its execution.

A TEAM GROUNDED IN EXPERIENCE

# Talented Professionals to Lead Our Work

## Organizational Structure





## LEADERSHIP THAT DEMONSTRATES OUR VALUES

# Strong, Diverse Governance

In addition to facilitating the assembly of a high-performing team of professional staff, the creation of TAEO further allowed Tulsa to build a Board of Trustees which represents the diverse demographics of a modern city.

This diversity also provides for critical skills and expertise that will allow for oversight and governance of TAEO's activities and strategy.

TAEO's inaugural Board of Trustees stands as the most diverse of any Public Authority in the city of Tulsa, with appointments to the Board of Trustees made by the Mayor and approved by the Tulsa City Council.

**“TAEO's inaugural Board of Trustees stands as the most diverse of any Public Authority in the city of Tulsa.”**

## Demonstrated Diversity

**39%**

**ARE WOMEN**

**23%**

**IDENTIFY AS  
BLACK**

**8%**

**IDENTIFY AS  
NATIVE AMERICAN**

**8%**

**IDENTIFY AS  
LATINX**



## CURRENT TRUSTEES

**Mayor G.T. Bynum, Chair**

City of Tulsa

**Elían Hurtado, Vice Chair**

Galera Business Consulting

**Steve Mitchell, TDA Chair**

Argonaut Private Equity

**Ashley Philippsen, TDA Vice Chair**

ImpactTulsa

**A. Craig Abrahamson**

Abrahamson Law

**Thomas Boxley (TDA)**

KIPP Tulsa

**Carl Bracy (TDA)**

State Farm Insurance

**Jennifer Griffin (TDA)**

J Griffin Design

**Ben Kimbro**

Trulieve

**Andy McMillan**

Cherokee Nation Businesses

**Joan Parkhurst**

Parkhurst Investments

**Katie Plohocky**

HCSI, Inc.

**Terrell Siegfried**

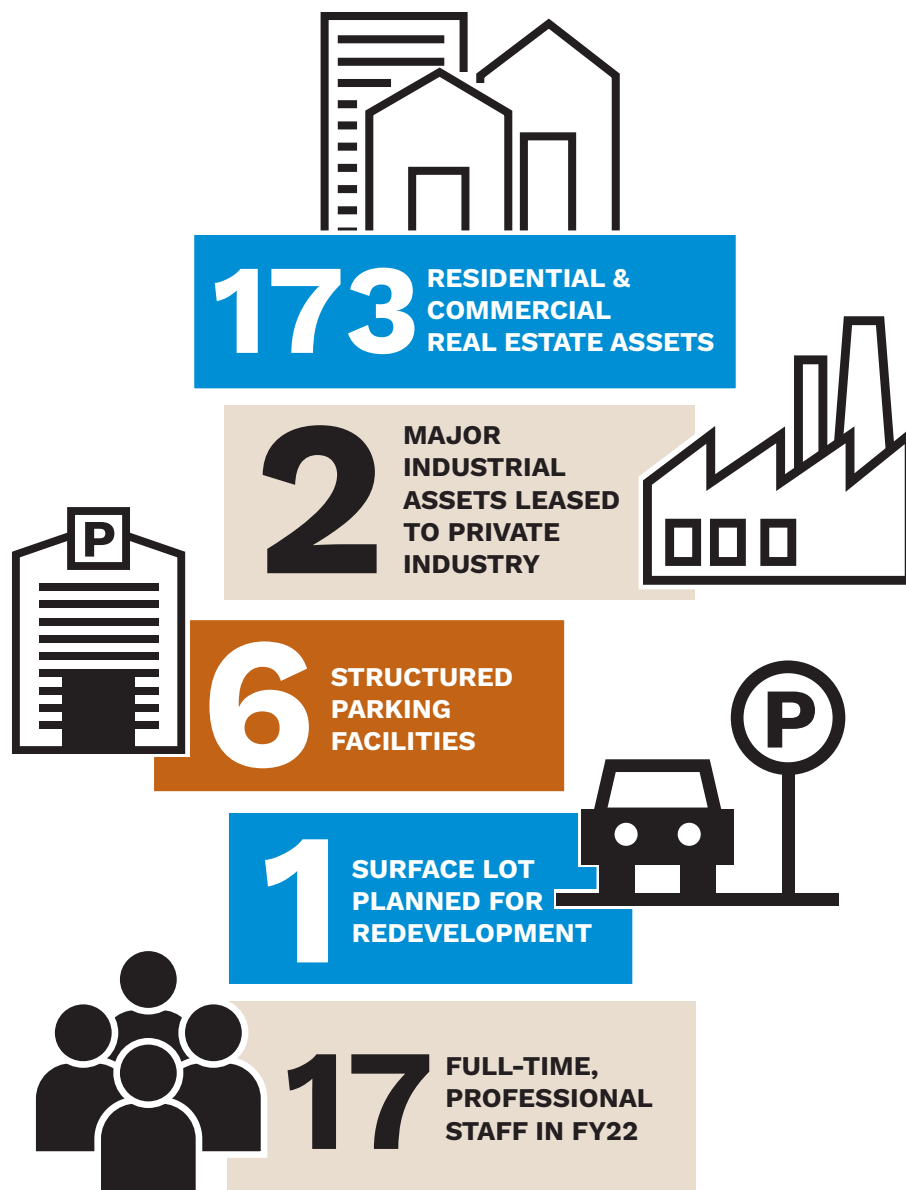
NORDAM



POSITIONED FOR TRANSFORMATIONAL CHANGE

# Organizational Overview

## Leveraging Our Assets





## Launching with Fiscal Strength



**\$ 8.5M** OPERATING BUDGET

**\$ 10M** FUND BALANCE

**\$ 500M** SPECIAL FUNDS MANAGED

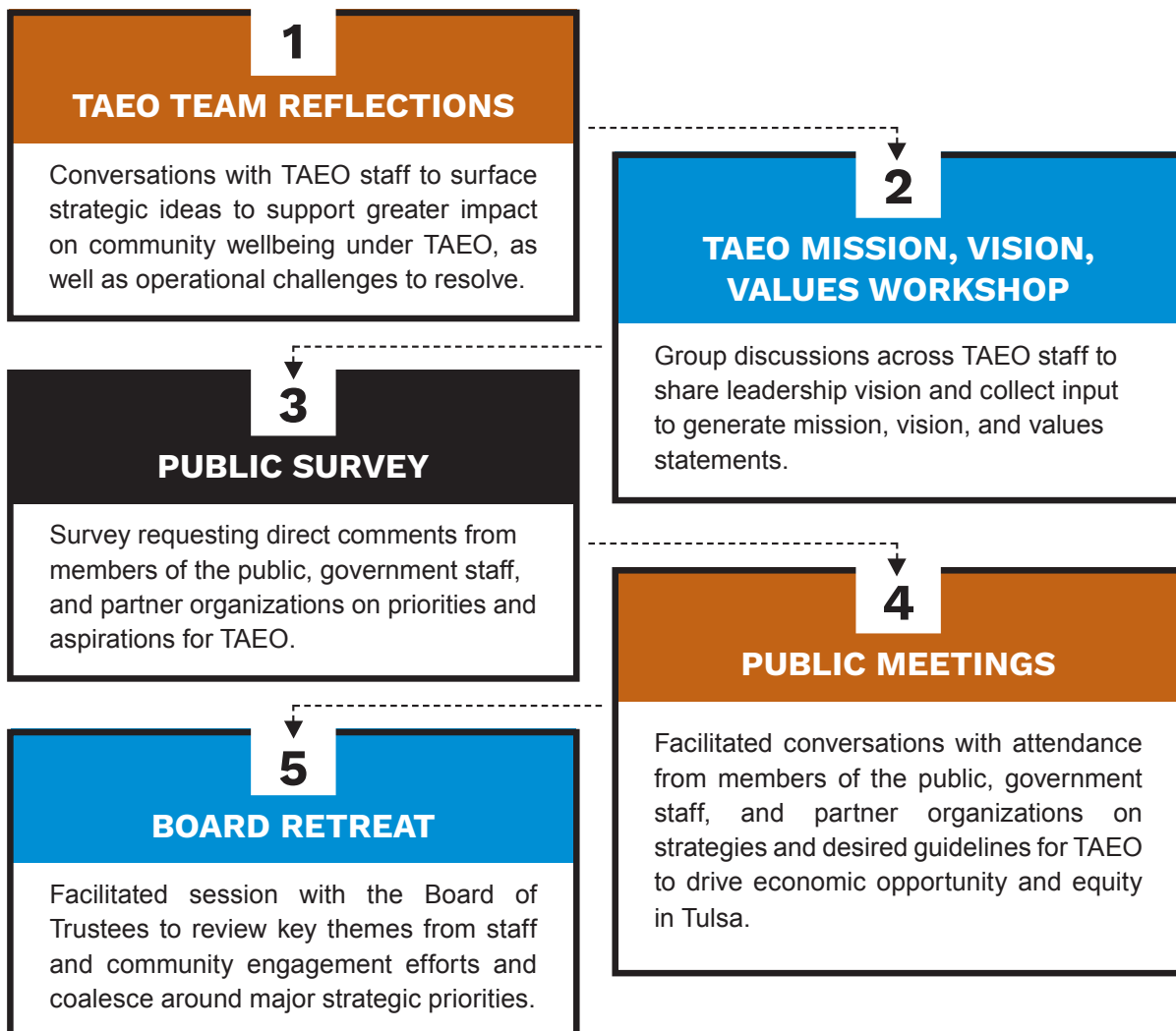


A STRATEGY BASED ON LIVED EXPERIENCES

# Building a Foundation of Engagement

A key component of the formation of TAEO has revolved around the need to better engage Tulsans on an ongoing basis in the City of Tulsa's economic and community development efforts.

## Key Activities





## Identified Priorities

### **Tulsa is home to affordable and walkable neighborhoods, including:**

- Affordable housing, homeownership, and community wealth
- Critical services (e.g. childcare, grocery)
- Basic infrastructure (e.g. good transit, sidewalks, street lighting)

### **Tulsa exudes a dynamic small business ecosystem where:**

- Entrepreneurs and early-stage businesses can get a foothold across the city and access financial capital
- Help is available to support business owners in financial literacy, banking, and navigating government systems
- Government contracts are largely managed through local vendors

### **Tulsa is a place people choose to live, visit, and relocate, and:**

- Larger companies locate to Tulsa and create middle-class jobs that Tulsans can connect with and to
- Residents, workers, and tourists see Tulsa as a place they want to be
- Public dollars and incentives are distributed according to clear guidelines that are supportive of economic and community development goals

### **Tulsa is a city that creates access to quality jobs, and:**

- Training and skills development programs are easily accessible and designed for diverse audiences



## PERFORMANCE METRICS

# Output Measures



### TOTAL DOLLARS INVESTED IN TULSA

#### Output Measures:

- Direct dollars invested by TAEO programs, investments, efforts, and partnerships
- Total dollars invested in Tulsa as a result of TAEO's efforts

#### Sub-measures include dollars invested from the public tools TAEO controls into:

- Neighborhood and corridor investments
- Workforce development and quality employment opportunities
- Small business and entrepreneurship support
- Affordable housing
- Support to local organizations to build capacity



### DEVELOPMENT SPURRED IN TULSA

#### Output Measures:

- Retail square footage developed and redeveloped with TAEO's support
- Office square footage developed and redeveloped with TAEO's support
- Industrial square footage developed and redeveloped with TAEO's support
- Housing units produced or impacted
- Lots and square footage of land TAEO transfers or sells for redevelopment

#### Sub-measures include:

- Number of affordable units, by percent of Area Median Income
- Development and redevelopment by geography

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As we launch our inaugural strategy, a key component of successfully tracking these KPIs will be implementation of an organization-wide database to assist in accurately capturing and reporting out on primary KPIs, as well as sub-components of each KPI.



### JOBS CREATED IN TULSA

#### Output Measure:

- Number of direct jobs created

#### Sub-measures include:

- Primary jobs
- Average wage
- Jobs within target sectors
- Diversity of wages



### NUMBER OF BUSINESSES SERVED

#### Output Measures:

- Number of businesses in SBE program
- Number of businesses reached through business retention and expansion (BRE) efforts
- Number of businesses served through permitting and development support
- Number of businesses supported through incentive programs



### NUMBER OF TULSANS ENGAGED BY TAE0

#### Output Measures:

- Number of organizations/participants in capacity building efforts
- Number of residents directly engaged by TAE0 staff



### FINANCIAL STABILITY AND SUSTAINABILITY

#### Output Measures:

- Revenue growth rate
- Expense growth rate
- Maintenance expense to asset revenue



## PERFORMANCE METRICS

# Outcome Measures

To align our work with broader efforts by the City of Tulsa and the Mayor's Office of Resilience and Equity (MORE), TAEO will utilize the annual Equality Indicators report as our benchmark for outcome measures.

Additionally, TAEO envisions maintaining and enhancing its relationship with MORE as a means of supporting implementation of the City's Resilient Tulsa Strategy, which includes numerous recommendations in alignment with this strategic plan.



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TAEO will track the following measures within the City's annual Equality Indicators Report:

### OVERALL OUTCOMES

- Annual score for Economic Opportunity
- Annual score for Housing

### HOUSING

#### Homeownership

- Homeownership by race
- Housing cost burden by income

#### Tenant Stability

- Rent burden by income
- Evictions by race

### ECONOMIC OPPORTUNITY

#### Business development

- Business ownership by gender
- Business ownership by race

#### Employment

- Unemployment by race
- High-wage occupations by race

#### Income

- Living wage by geography
- Median household income by race











## STRATEGIC PLAN: 2022-2024

# Strategy Overview

TAEO’s inaugural strategic planned is designed to be a three-year plan to be carried out across 2022, 2023, and 2024. This shorter-term approach is a deliberate recognition that TAEO is and will inherently be in “startup mode” over the next several years, and much of our initial work will inform and define where we grow and what we take on in subsequent years.

### 7 Primary Objectives

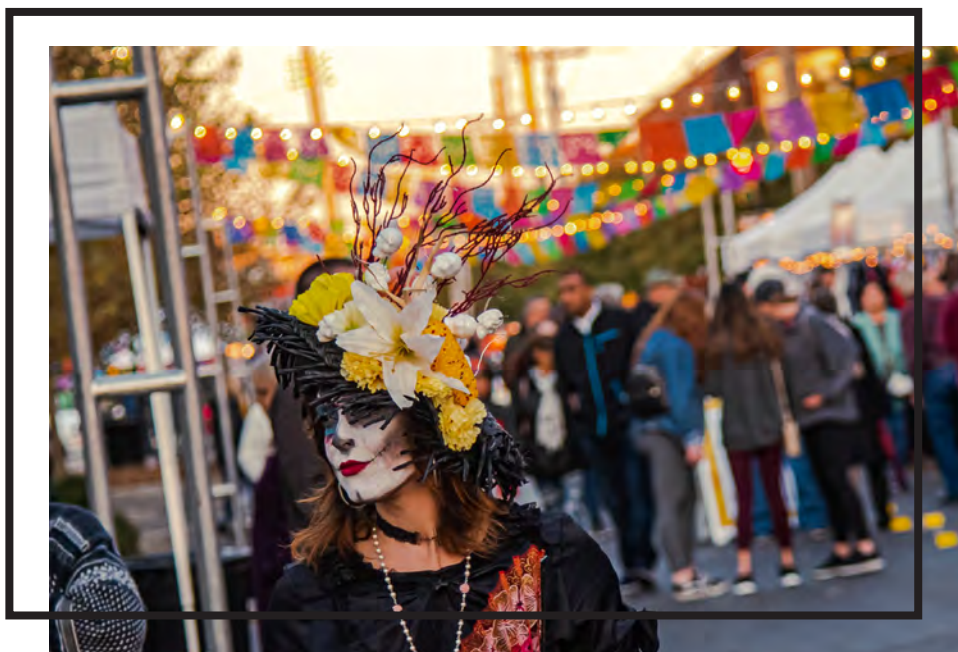
7 primary objectives that define the core areas of work we see as critical to executing our mission and achieving our vision. These objectives are directly informed by the primary areas of feedback received during our plan development process.

### 48 Actions

48 total actions, both one-time and ongoing, which will serve as the basis for how TAEO staff set individual goals and measure performance.

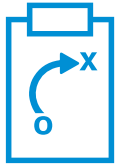
### Accountability

Identification of Term, Lead, and Support provide accountability as to when an action will be completed or commenced, and which Divisions within TAEO will lead and support recommended actions.



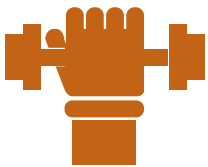


# 7 Primary Objectives



## 1. CRAFT TRANSFORMATIVE ECONOMIC STRATEGIES

Serve as a regional thought-leader to ensure job growth advances economic opportunity and mobility; proactively prepare sites for economic development opportunity; leverage and track data to inform economic strategies.



## 2. BUILD CAPACITY AND EMPOWER COMMUNITIES

Develop a comprehensive approach to community engagement efforts; build capacity among entrepreneurs and developers, particularly those of color; eliminate barriers in the development process.



## 3. LEVERAGE PUBLIC-PRIVATE PARTNERSHIPS

Identify how businesses and private partners can best support equitable economic development goals. Engage private partners to develop strategies and solutions; align TAE0's public finance and incentive tools to facilitate equitable development and reward partnerships; leverage philanthropic partnerships.



## 4. CREATE PATHWAYS TO QUALITY EMPLOYMENT

Identify TAE0's role in the workforce ecosystem; align workforce investments with place-based redevelopment efforts; provide resources for workforce providers to increase impact.



## 5. SUPPORT SMALL BUSINESSES & ENTREPRENEURS

Understand the Tulsa ecosystem and TAE0's role; actively develop and share resources for small businesses and entrepreneurs; leverage data to understand gaps in public procurement efforts; design solutions to increase participation.



## 6. INVEST IN NEIGHBORHOOD INFRASTRUCTURE

Leverage partnerships with Downtown Tulsa Partnership and Tulsa Planning Office to advance development in Destination Districts; attract businesses to fill service gaps; partner with the City to support critical infrastructure development; increase access to and availability of quality, affordable housing.



## 7. BUILD AND SUSTAIN ROBUST OPERATIONS

Develop a strategic framework for managing TAE0's assets and develop a plan to dispose of high-cost assets; identify and implement additional revenue sources; build processes and systems to ensure organizational sustainability.



LOOKING AHEAD

# Major **Actions** by Year

While this plan is structured as a three-year plan, many of the recommended actions are focused in the first two years of the plan – reflecting the urgency with which we are approaching the buildout of the body of work of TAEO.

The adjacent timeline highlights major activities that will be undertaken each year. As we approach 2024, we expect to adopt an increased focus on program evaluation and analysis, with the goal of using the final year of

the plan to assess impact, review our place among partners in Tulsa's community and economic development ecosystem, and determine where and how we should continue to focus our resources in subsequent years.



2022	2023	2024
Document and build key internal work systems and processes to support transparency and accountability	Expand TAEO's commitment to data-driven governance by developing a public-facing KPI dashboard	Evaluate performance and impact of investments and utilize to inform priorities for TAEO's ongoing annual programmatic investments
Build a professional approach to managing TAEO's assets to support stable long-term operations	Develop and implement plans to increase revenues to fund TAEO's operations and programs	Further enhance TAEO's housing programming by conducting a citywide housing study and developing an anti-displacement strategy
Assess the workforce and small business and entrepreneurship ecosystems in Tulsa and identify TAEO's role in both	Build upon ecosystem learnings for workforce and small business and entrepreneurship to expand programs in alignment with TAEO's role	Evaluate opportunities to pursue additional strategic alignments between TAEO and the Tulsa Public Facilities Authority, as recommended by initial strategic planning work
Expand TAEO's efforts in housing by identifying additional funding sources for the Affordable Housing Trust Fund and building upon existing housing programs	Analyze City procurement data to identify opportunities for increased usage of local businesses	
Align incentive programs to support equitable development goals and neighborhood revitalization efforts	Survey businesses to develop a deeper understanding of their needs and barriers to accessing existing resources and gaps in TAEO's incentive and support programs	
Build a robust and systematized approach to community outreach and engagement	Partner with the City and Tulsa Planning Office to further align public improvements, infrastructure investments, and workforce programs with neighborhood revitalization efforts	
Expand Tulsa's opportunities for primary job creation by working with the City to develop a site-readiness strategy for major sites		



## LAYING OUT THE PLAN

# Strategy Outline

### OBJECTIVE 1

**Craft transformative economic strategies and create robust systems to produce a more equitable and resilient economy.**

TAEO unifies Tulsa's public economic development activities under a shared vision, board, and staff. It is TAEO's responsibility to help chart the economic course for the City of Tulsa, serve as a thought leader in economic development, build consensus among stakeholders, advocate for a suite of supportive policies that promote a more equitable economy, and develop and execute strategies that will enhance economic resilience citywide. TAEO will play an important role in identifying industry and cluster-based opportunities to

advance inclusive growth and leverage their position to secure public benefits from companies looking to relocate or expand in Tulsa. TAEO will do this work in service of a broader vision to build an economy that is resilient to economic shocks, creates viable pathways for resident wealth creation, supports strong neighborhoods and communities, and ensures access to economic opportunity for all residents. TAEO's economic strategy should be flexible and adaptive to the growth and dynamism of an evolving local economy.



## Pillar: Economic Strategy

Action	Term	Lead	Support
<p><b>Action 1.1: Collaborate with partners to identify and further inclusive growth opportunities within regional industry- and cluster-based growth strategies.</b></p> <p>TAEO should develop holistic and explicit strategies to leverage business growth and attraction to build an equitable and resilient economy. These strategies should focus on economic resilience for residents which includes quality job creation, wage increases, enhanced transportation connections that facilitate broader access to quality jobs and education, and elimination of barriers that prevent a resident's opportunity to realize their economic potential. These strategies should also articulate how TAEO would measure how local business expansion and retention efforts successfully contribute to a more equitable and resilient economy and select key performance indicators (KPIs) to track that success.</p>	Q3 22	EWD	DFSI
<p><b>Action 1.2: Monitor the health of the local economy</b></p> <p>Regularly monitor the health of the local economy through tracking of TAEO's articulated KPIs as well as data that is produced through local studies. For various KPIs, this may be on a quarterly, semi-annual, or annual basis, depending on data schedules. Partner with outside organizations to assist in research, data tracking, and analysis. Leveraging this information is critical, not only in how it informs TAEO's overall economic strategy, but also how this strategy must continue to evolve as the economy evolves, responding to short and long-term shifts in local economic conditions.</p>	Commence Q1 23	EWD	
<p><b>Action 1.3: Maintain KPI Dashboard</b></p> <p>Maintain a progress dashboard on the TAEO website that communicates how successful TAEO has been at achieving its mission. Highlight relevant KPIs to demonstrate TAEO's successes and how it's achieving its goals.</p>	Commence Q1 23	ADMIN	DFSI

## Pillar: Site Readiness

Action	Term	Lead	Support
<p><b>Action 1.4: Develop a site readiness strategy in coordination with key City Departments to ensure adequate sites are prepared for the growth of target industries</b></p> <p>Working in coordination with relevant City Departments and the Tulsa Metropolitan Utility Authority, develop a strategy and action plan for enhancing site readiness of Tulsa's key economic development sites. The strategy should include identification of any required zoning or land use changes required; key infrastructure investments needed; funding strategies and implementation timelines for addressing infrastructure needs; and implementation plans and timelines for the use of TIF or other incentive programs to support development.</p>	Q4 22	EWD	DFSI



# Strategy Outline (con't)

## OBJECTIVE 2

**Build capacity and empower our communities so they can actively advance economic development in their neighborhoods and beyond.**

Enhancing community capacity and empowering community organizations to take part in economic and community development is essential for TAEO to succeed in extending access to opportunity to all Tulsans. This begins with an intentional effort to build trust with the community more broadly, and empowering community members to have a voice in how economic and community development takes place in their neighborhoods. These efforts will help democratize economic development and set

the foundation for partnership, training, and assistance to local community organizations so they are equipped to support implementation of community and neighborhood-level plans. In addition, TAEO will also contribute to the training of local developers, and members of the community who can actively develop the neighborhoods they live in. Through these efforts, community members, local developers, small businesses, and community-based organizations will have an enhanced set of skills that will enable them to participate in and benefit from Tulsa's economic growth and prosperity.



## Pillar: Community Engagement

Action	Term	Lead	Support
<p><b>Action 2.1: Form an advisory committee on community engagement</b></p> <p>Following a scan and assessment of TAEO and the City's existing community engagement efforts, form an advisory committee of community stakeholders representing Tulsa's diverse communities across the city that reports to the board and provides additional localized perspectives and insights into critical organizational decisions. This committee will supplement the board, provide additional perspective and nuance to TAEO's approach to community engagement, and expand relationships with people on the ground in the community.</p>	Q4 22	CD	
<p><b>Action 2.2: Establish community-oriented "office hours"</b></p> <p>Establish TAEO "office hours" for which staff and representatives set regular times in communities outside of Downtown to meet with residents, answer questions, and discuss topics that pertain to specific programs or to economic opportunities more broadly. Ensure that office hour engagement creates opportunities within different neighborhoods across the city at different times, and when possible, different languages, to ensure that these engagement opportunities provide access to all Tulsans.</p>	Commence Q4 22	CD	ADMIN
<p><b>Action 2.3: Develop a community engagement plan</b></p> <p>Develop a community engagement plan that incorporates the following pillars:</p> <ul style="list-style-type: none"> <li>• Inform (e.g., fact sheets, websites, translation services, open houses)</li> <li>• Consult (e.g., listening sessions, surveys)</li> <li>• Involve (e.g., community workshops, neighborhood meetings)</li> <li>• Collaborate (e.g., neighborhood advisory committees, design workshops)</li> <li>• Empower (e.g., participatory decision-making)</li> </ul> <p>TAEO should publicly release its engagement plan and immediately begin to schedule some of the outlined events and programming listed above to begin to craft effective programming that reflects the community's needs.</p>	Q2 23	CD	
<p><b>Action 2.4: Develop a community participation policy</b></p> <p>Develop a community participation policy to guide outreach and involvement for all significant projects, to include the RFQ and RFP phases of projects. This plan should include protocols around asset-based and accessible engagement (i.e., a requirement that community workshops offer childcare; or that all fact sheets be released in multiple languages). It should also include guidance on efforts to reach residents who do not have access to internet to determine the most effective means to communicate and educate this population on how they can make use of TAEO's resources.</p>	Q4 23	CD	



## Pillar: Capacity Building

Action	Term	Lead	Support
<p><b>Action 2.5: Support organizations working with female entrepreneurs and entrepreneurs of color</b></p> <p>Dedicate resources to organizations working with female entrepreneurs and entrepreneurs of color, to support those organizations and expand their capacity (e.g. Black Women Business Owners of Tulsa, Greenwood Entrepreneurship Incubator, etc.). Work closely with those organizations to understand the needs of female entrepreneurs and entrepreneurs of color and support programming that directly targets those needs.</p>	Commence Q3 22	EWD	CD, DFSI
<p><b>Action 2.6: Build capacity for inexperienced property owners and developers</b></p> <p>Partner with TEDC to fund and launch an enhanced pilot of the Build Tulsa program to expand the suite of capacity building opportunities for inexperienced property owners and developers, with a special focus on developers of color, by offering training in housing construction and technical assistance (e.g. LISC Twin Cities Developers of Color Capacity Initiative). Train these developers on how to navigate TAEI/City of Tulsa procurement processes and how to develop a quality proposal. Following completion of the pilot, assess where the program should be housed long-term and identify funding and staffing needs.</p>	Commence Q2 22	CD	DFSI
<p><b>Action 2.7: Align TAEI program investments and enlist community organizations as plan implementers</b></p> <p>Leverage TAEI's annual programmatic investments, incentive programs, and economic and community development tools to support the implementation of existing plans. Identify organizations who can contribute to Tulsa Planning Office (TPO) plan implementation, and expand the cadre of existing partnerships with community-based organizations (CBOs) to develop complementary/joint initiatives that support implementation of neighborhood development plans. Convene local community-based organizations that are relevant to the execution of neighborhood plans. Discuss best practices for implementation and outline roles for community-based organizations to realize local planning efforts. Equip community-based organizations with the tools and resources they need to succeed.</p>	Commence Q2 23	CD	

## Pillar: Eliminating Barriers to Opportunity

Action	Term	Lead	Support
<p><b>Action 2.8: Advocate to eliminate barriers in the development process</b></p> <p>Review and analyze customer requests for Business Liaison Services along with customer survey data to identify barriers in the development process. Develop programming strategies to overcome limiting bureaucratic or regulatory hurdles that have prevented minority and female developers and business owners from gaining the necessary approvals to advance project applications. Advocate to alter development processes that are particularly onerous or burdensome.</p>	Commence Q1 22	EWD	CD

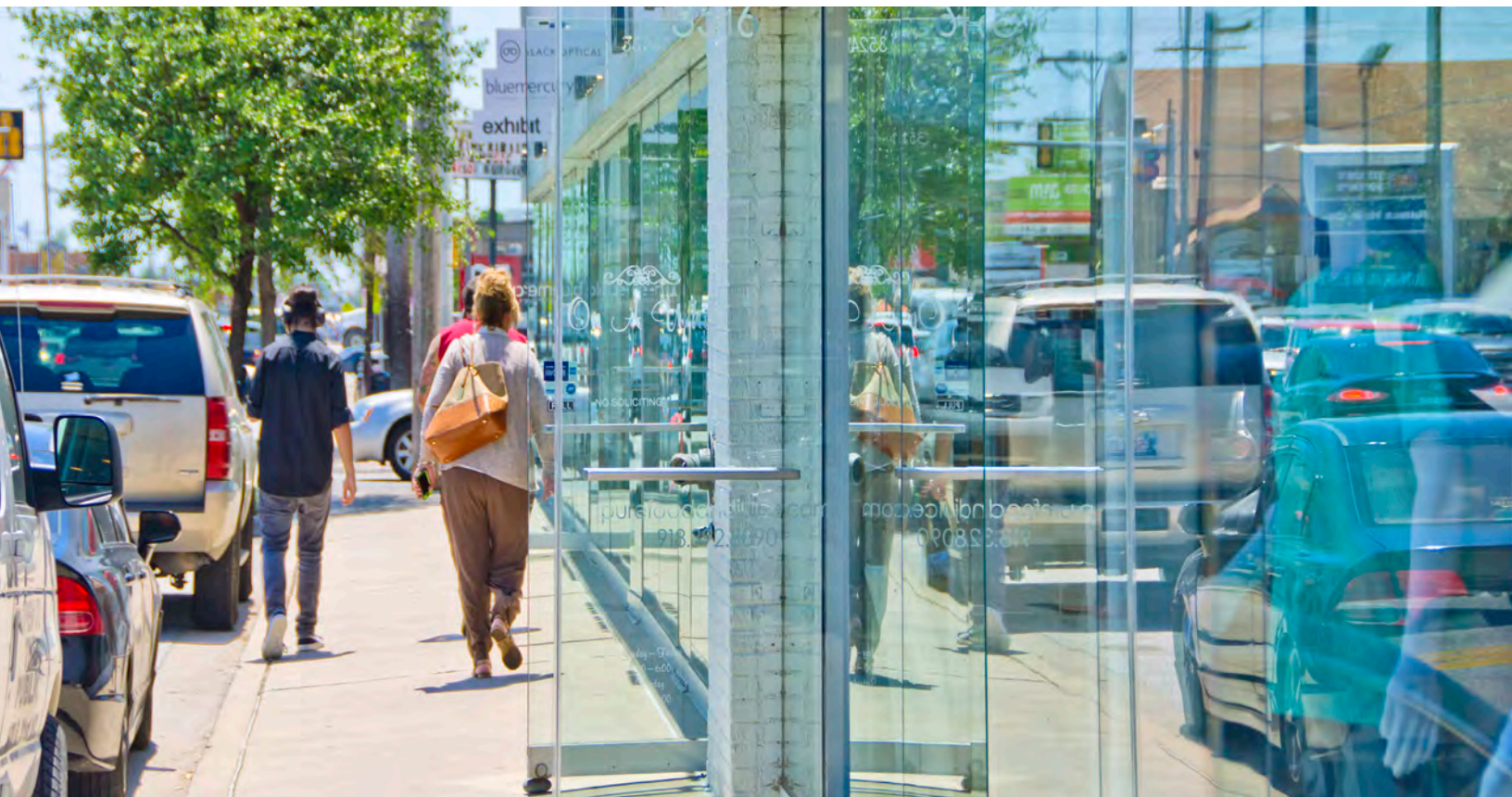
# Strategy Outline (con't)

## OBJECTIVE 3

### **Channel private and non-profit participation to invest in inclusive economic outcomes.**

As the primary public economic development agency in Tulsa, TAEO occupies a powerful position that it can leverage to effectively partner with the private and non-profit sectors, soliciting commitments and investments that can serve the needs of local residents. Acting as a bridge between the public and private sectors, TAEO can call upon its network of corporate and business leaders to invest in solving community-level issues and support broader citywide initiatives to advance equitable economic opportunity. TAEO also offers a robust toolkit of incentives and public financing mechanisms. When infused with an equity focus, these tools can generate

additional investment from the private sector to drive inclusive outcomes. TAEO can also continue to closely coordinate with Tulsa's committed and involved philanthropic community, helping to guide aligned approaches for resource deployment to serve the most pressing community needs and the most promising opportunities to advance shared mission. To effectively manage and institutionalize these relationships, TAEO will chart out how it intends to engage with external partners, what values and expectations external partners must uphold in order to receive support, and what types of investments TAEO ultimately hopes to secure.





Action	Term	Lead	Support
<p><b>Action 3.1: Internally strategize about opportunities to leverage private sector resources</b></p> <p>Host internal conversations among the board, leadership, and staff to examine key opportunities to better leverage private sector (e.g., businesses, developers, financial institutions, etc.) participation in advancing TAEO's mission. Inventory current and prospective private sector partners to establish a catalogue for reference and use during conversations. Discuss how TAEO can effectively leverage its position, powers, and influence in local policy, as well as the funding and financing tools at its disposal to compel the private sector to dedicate resources, investment, and other forms of support towards equity-focused efforts and programming. These conversations may also consider the following questions:</p> <ul style="list-style-type: none"> <li>• What are the greatest areas of opportunity where private sector participation could be impactful?</li> <li>• What are the key entry points where TAEO can help influence private sector actions?</li> <li>• How can TAEO elevate its role in the business community to drive greater change?</li> <li>• What might motivate or dissuade private sector participation?</li> <li>• What best practices exist in other cities, and how might TAEO deploy some of those approaches here in Tulsa?</li> </ul>	Q3 22	EWD	DFSI, CD
<p><b>Action 3.2: Conduct a listening tour with businesses and private sector partners to develop an understanding of business and community needs and priorities and how these can be met and fulfilled through public-private partnerships.</b></p> <p>Leverage relationships with private sector leaders, civic actors, and local stakeholders to set up a series of conversations across Tulsa to thoroughly understand how businesses and the private sector can help to fulfill business and community needs and increase economic opportunity in Tulsa. Utilize learnings and key themes communicated during TAEO's initial Equity in Action events as well as current understandings on economic conditions to inform these conversations, with the goal of understanding barriers and opportunities that may prevent or support business participation in these efforts. Develop a menu of priority needs that can be addressed with targeted action by these partners, and use to inform the realignment of incentive programs and TAEO's efforts.</p>	Q4 22	EWD	DFSI, CD

## Public Finance, Incentives, & Resource Development

Action	Term	Lead	Support
<p><b>Action 3.3: Establish an annual Construction Cost Index to utilize in incentive analyses and decision-making processes</b></p> <p>Develop and maintain an annual Construction Cost Index that identifies key hard and soft costs for residential and commercial new-build, rehabilitation, and historic renovation projects. Utilize this Index during the review of proposals and incentive requests to evaluate the validity of incentive requests, with the goal of ensuring TAEO makes consistent incentive awards that provide only the level of funding needed to advance a project.</p>	Q3 22	DFSI	
<p><b>Action 3.4: Realign available incentive programs and create supplementary programs to match goals and priorities</b></p> <p>Review current suite of incentives and re-position existing incentives to align with growth of target industries and TAEO's equity goals including quality job creation, workforce development programming, workers' benefits, educational reimbursements, realizing neighborhood planning goals, etc. Begin by inventorying current programs and understanding historical outcomes produced in terms of the degree of alignment with TAEO's current KPIs. Working with the Board, test alternative approaches to deploying incentives that align recipient expectations with key community needs. In response to identified gaps, develop and implement supplementary programs and business incentive policies for local businesses with requirements and expectations that align with TAEO's values.</p>	Commence Q4 22	DFSI	EWD, CD
<p><b>Action 3.5: Formalize incentive policies to support neighborhood-level investment in identified neighborhoods</b></p> <p>Formalize a new policy that details how TIF and other major incentives (such as abatements) should be deployed citywide, as well as when a TIF or abatement will be considered for creation, to ensure more equitable outcomes, informed by the experience with the Peoria-Mohawk TIF. Structure TIF allocations with specific thresholds and requirements to ensure that businesses are compelled to invest in these communities, targeting prevailing resident needs, and directing resources towards addressing the root causes of those identified disparities.</p>	Commence Q4 22	DFSI	CD, EWD

## Pillar: Philanthropic Engagement

Action	Term	Lead	Support
<p><b>Action 3.6: Inventory key philanthropic partners in Tulsa and identify opportunities for coordination and partnership.</b></p> <p>Conduct an assessment of philanthropic organizations in Tulsa, with the goal of identifying areas of mission alignment and opportunities for coordination, collaboration, and partnership. Host ongoing conversations with these partners to define shared goals and assess funding priorities and opportunities.</p>	Q4 22	ADMIN	EWD, DFSI, CD



# Strategy Outline (con't)

## OBJECTIVE 4

### **Enhance residents' skills and build pathways to quality employment through sponsorship of innovative workforce programming.**

To promote quality job creation, wage growth, and access to employment in emerging industries, TAEO will need to be an active partner in supporting local workforce development providers offering services that prepare Tulsans for good-paying jobs in emerging industries. TAEO will work with workforce development providers to build consensus on workforce ecosystem priorities

and dedicate staff support and funding for providers offering services aligned with those priorities. In addition, TAEO will leverage private and non-profit support in funding, informing, and leading workforce training efforts for residents, particularly for populations historically excluded from quality job opportunities.



## Pillar: Collaboration with Workforce Development Partners

Action	Term	Lead	Support
<p><b>Action 4.1: Map Tulsa's workforce ecosystem and identify TAEO's role in the system long-term</b></p> <p>Convene workforce providers and partners (Tulsa Community WorkAdvance, CareerAdvance, College Consortium, Tulsa Regional Chamber, GKFF, etc.) to map Tulsa's Workforce Training System and determine gaps in both leadership and services. This assessment will ideally identify a local System Entity Lead as well as Backbone Organizations (lead entities of sectoral partnerships) and Strategic Partners (training providers, business alliances, workforce boards, etc.) for target market sectors. Based on the Workforce Training System Map, identify opportunities for TAEO's strategic involvement.</p>	Q4 22	EWD	ADMIN
<p><b>Action 4.2: Convene workforce development providers to establish opportunities for aligning place-based investment strategies with workforce efforts</b></p> <p>Regularly convene workforce development providers and partners (Tulsa Community WorkAdvance, CareerAdvance, College Consortium, Tulsa Regional Chamber, GKFF, etc.) to identify, define, and clearly articulate opportunities for aligning TAEO's neighborhood development and other place-based revitalization strategies with workforce development efforts. Place particular focus on identifying barriers to workforce success and critical mitigation measures. Priorities should inform how TAEO identifies and funds programming among workforce development providers.</p>	Q3 23	EWD	DFSI, CD
<p><b>Action 4.3: Extend resources and build capacity for workforce development providers</b></p> <p>Collaborate with (and potentially develop solutions for) local workforce development providers to improve and extend services, with a focus on developing targeted strategies in alignment with other major redevelopment and revitalization efforts (e.g. Kirkpatrick Heights, Global District, Peoria Mohawk). Center resources on keeping Tulsans in Tulsa and enhancing resident job readiness, addressing and eliminating barriers to employment, job transitions, and overall career advancement. Focus on extending services to communities and populations most in need of workforce development support.</p>	Commence Q1 24	EWD	DFSI, CD



# Strategy Outline (con't)

## OBJECTIVE 5

### **Empower entrepreneurs and small businesses to play a central role in the growth of Tulsa's economy.**

TAEO will ensure that members of all Tulsa communities feel empowered to start and sustain small businesses, securing access to this primary pathway to wealth creation. Local small business owners, particularly those of minority and women-owned businesses, have looked to the City to provide more assistance to support their growth and sustainability. TAEO will work with community organizations to expand programming, training, capital access, and capacity building to help small business owners overcome historic barriers.

TAEO will also align entrepreneurial service offerings with the needs of entrepreneurs in target growth industries and/or who are members of historically disadvantaged communities. Specifically, TAEO will inform and support programming for female and minority entrepreneurs and build pathways to ensure that entrepreneurs from across the city can access and benefit from resources that help them build and establish successful businesses that contribute to a robust and resilient economy.



## Pillar: Small Business & Entrepreneurship Support

Action	Term	Lead	Support
<b>Action 5.1: Identify and support programs that provide capital to small businesses and entrepreneurs</b>  Coordinate with TEDC and other small business lenders to determine what other financial/capital access needs small businesses have. Identify opportunities for TAE0 to support programs that deliver capital to small business owners and entrepreneurs, with a focus on minority and women-owned business owners. TAE0's efforts will include sustaining and expanding the Resilience and Recovery Fund that began to service small businesses and entrepreneurs impacted by COVID-19.	Commence Q1 22	EWD	DFSI
<b>Action 5.2: Inventory small business and entrepreneurship resources and actively communicate to customers and stakeholders</b>  Identify and inventory small business service providers throughout Tulsa and create a comprehensive clearinghouse of resources and service provider information. Draw from this clearinghouse when connecting small businesses to different resources throughout the city and market this information to small businesses, particularly those who might not have regular access to internet.	Q1 22	EWD	CD
<b>Action 5.3: Identify TAE0's place in Small Business &amp; Entrepreneurial Ecosystem</b>  Using Inventory of small business and entrepreneurship resources, identify sectors (Innovation, Main Street, Microenterprise, or Second Stage) of greatest and least investment. Identify existing TAE0 tools and match to the needs of each sector, along with gaps, to identify TAE0's role in Tulsa's small business and entrepreneurship ecosystem.	Q4 22	EWD	DFSI
<b>Action 5.4: Review City Procurement data to identify gaps</b>  With City's Procurement Excellence Steering Committee (PESC), review current and historic utilization data in City Procurement to understand gaps in awards, participation, etc. Identify what conditions may affect participation among target demographic groups and publish policy recommendations related to opportunities for improvement.	Commence Q1 23	EWD	DFSI
<b>Action 5.5: Survey local businesses to understand barriers</b>  Develop an updated approach to survey businesses to understand their needs and how those needs vary across the city among different industries, business sizes, ownership structure, and geography. Use City procurement data review to inform questions to develop a further understanding of barriers that minority and women business owners face in applying for City contracts.	Commence Q3 23	EWD	



# Strategy Outline (con't)

## OBJECTIVE 6

### **Drive investment in critical neighborhood infrastructure to ensure affordability, wellness, and economic participation.**

TAEO will help foster a Tulsa with safe, vibrant neighborhoods that have the critical infrastructure to support a higher quality of life and offer the fundamental platform that people need to thrive. TAEO will secure investments and partner with community and neighborhood-level organizations to produce and preserve affordable housing, create pathways to homeownership, promote community wealth, serve resident needs, and provide for essential services like grocery and childcare – fostering an environment where residents have access to and can maintain employment while building

fulfilling and purposeful lives. TAEO will also work with City partners to ensure that neighborhoods have adequate physical infrastructure like access to transportation and well-maintained streets and sidewalks. In pursuing these neighborhood improvements, TAEO will work closely with community and neighborhood groups to prioritize place-keeping of the cultural heritage and historic character of each neighborhood through strategies to promote neighborhood stability and limit resident and business displacement.



## Pillar: Neighborhood and Corridor Initiatives

Action	Term	Lead	Support
<p><b>Action 6.1: Partner with the Downtown Tulsa Partnership to advance transformative public investments through the Downtown Master TIF</b></p> <p>Finalize and seek approval of the policies governing public improvements in the Downtown Master TIF. Advance initial investments by partnering with DTP to execute an initial study on priorities for public realm improvements, which will be utilized to prioritize and plan out annual investments through the Master TIF. Establish an agreement or MOU with DTP governing the process for implementing and executing public improvement projects.</p>	Commence Q1 22	DFSI	
<p><b>Action 6.2: Formalize Working Relationship with TPO on Destination Districts and Vibrant Neighborhoods Partnership</b></p> <p>Work with the Tulsa Planning Office (TPO) to determine how TAEI can actively support the Destination Districts and Vibrant Neighborhoods Partnership programs. Discuss potential alignment of programmatic resources. Formalize these roles in an MOU, leaving space for community-based organizations to enter and support this programming as implementers.</p>	Q4 22	CD	
<p><b>Action 6.3: Understand local service needs and attract businesses that can meet them</b></p> <p>Establish regular touch points (e.g., events, workshops, focus groups, etc.) with community members to understand what goods and services are most sought after within target neighborhoods. In particular, focus on identifying food deserts, areas without affordable childcare options, or other basic resident needs. Conduct direct outreach efforts to attract target businesses to areas of the city that struggle to provide these services. Leverage relationships with commercial property owners and brokers to understand market trends and gaps, and needs to support service and vendor attraction efforts.</p>	Q4 22	CD	EWD
<p><b>Action 6.4: Work with the City to coordinate neighborhood infrastructure investments</b></p> <p>Coordinate with City departments to secure investments in neighborhood infrastructure including repairing roads, building sidewalks, replacing streetlights, etc. Draw from broader engagement efforts (Action 2 above) to understand what needs are most pressing in specific neighborhoods.</p>	Commence Q1 23	CD	DFSI
<p><b>Action 6.5: Spur and facilitate equitable development opportunities</b></p> <p>Identify opportunities to assemble parcels into larger sites and portfolios that can be marketed for redevelopment and delivered as development projects that can advance equity goals for local communities. In conjunction with local community groups, develop language for RFQs and RFPs that articulate a vision for equitable development and redevelopment, cultural and historical preservation, and neighborhood stability, especially in areas of historic disinvestment. Evaluate RFQ/RFP respondents for alignment with intended project vision, overall equitable development approach, and financial sustainability. Identify groups who have participated in capacity building efforts as potential development partners.</p>	Commence Q3 23	CD, DFSI	



## Pillar: Housing Development

Action	Term	Lead	Support
<p><b>Action 6.6: Identify public and private funding sources for affordable housing strategy execution</b></p> <p>Review the tools and resources that support the affordable housing strategy to determine if they are sufficient to execute the strategy effectively. Identify any gaps between individual strategies and the associated level of funding. In particular, identify long-term funding sources to support the Affordable Housing Trust Fund, to include potential ongoing public funding sources.</p>	Commence Q1 22	CD	DFSI
<p><b>Action 6.7: Support programming for homeownership among low-income Tulsans</b></p> <p>Support local programming that promotes homeownership among low-income residents. Identify service gaps and consider funding strategies to enhance capacity for services promoting homeownership among these groups, including any unique barriers faced by women or minority residents.</p>	Commence Q1 22	CD	
<p><b>Action 6.8: Support landlords and property managers who engage in the best rental practices</b></p> <p>Create and implement programming that rewards and incentivizes landlords and property managers who engage in rental practices that align with the anti-displacement strategy and city-wide housing strategy. Coordinate with community partners to support landlords who engage in best practices, including the Tulsa Health Department and the Early Settlement Mediation Program. Engage in outreach to landlords and property managers on best rental practices, including through email updates and educational programming, and provide opportunities for landlords to give feedback, such as through surveys.</p>	Commence Q1 22	CD	
<p><b>Action 6.9: Advocate for policies and establish programs protecting residents against eviction and displacement</b></p> <p>Draw from recommendations and findings from the anti-displacement strategy to advocate for policy changes that protect against evictions and displacement, with a specific focus on enforcement in predominantly minority and low-income communities. Coordinate with local community leaders to ensure that policies will appropriately protect residents. Additionally, proactively identify programs critical to reducing evictions and supporting access to affordable housing for low-income residents and Tulsans with a history of eviction.</p>	Commence Q3 22	CD	
<p><b>Action 6.10: Connect TAE0 resources to support homelessness services</b></p> <p>Investigate opportunities to expand and strengthen TAE0's role in "A Way Home for Tulsa" and other organizations combatting homelessness. Connect homelessness services to affordable housing, workforce development, and other community support offerings.</p>	Commence Q3 23	CD	

## Pillar: Housing Development (con't)

Action	Term	Lead	Support
<p><b>Action 6.11: Create and implement an anti-displacement strategy</b></p> <p>In alignment with the principles set forth in the Affordable Housing Strategy, create and implement an anti-displacement strategy that identifies relevant policies, tools, and resources that protect and support existing residents in neighborhoods experiencing development and revitalization. This strategy would include an analysis of which residents in what neighborhoods are most at risk of displacement and a consideration of which funding options or policy levers could be most effective in mitigating that risk. A strategy such as this might consider the following questions:</p> <ul style="list-style-type: none"> <li>• How can neighborhoods grow without displacement and what tools and programs are critical to this?</li> <li>• Can a fund dedicated to anti-displacement efforts support a more equitable mix of new and old residents?</li> <li>• How can the City make future public infrastructure investments in lower- and middle-income neighborhoods without imposing additional affordability burdens?</li> <li>• How can TAE0 align its economic and workforce development efforts with place-based development efforts to support increasing the economic prospects of residents?</li> </ul> <p>Work closely with community organizations to understand local dynamics and conditions that pose the greatest displacement threats and identify strategies to mitigate those threats.</p>	Commence Q1 24	CD	
<p><b>Action 6.12: Conduct a citywide housing development study and strategy</b></p> <p>Build on the Downtown Tulsa Housing Demand Study and Strategy to create a citywide housing strategy that accounts for the local housing needs, plans for a strong and sufficient citywide housing stock, and ensures that people live affordably in Tulsa. Draw from current household characteristics, housing typologies, and evolving housing trends (e.g., working from home) to assess the current supply of housing in Tulsa and whether that supply aligns with projected demand across price point, affordability, housing tenure, and product type. Identify gaps in the housing stock across owners and renters, estimate where households may be at risk of facing growing cost burden, homelessness, or foreclosure, and consider how economic shocks may potentially impact vulnerable communities and communities of color.</p>	Commence Q1 24	CD	EWD

## Pillar: Development and Permitting

Action	Term	Lead	Support
<p><b>Action 6.13: Leverage brownfield sites for equitable development</b></p> <p>Leverage Federal and State grants, loans, and free services to remove real or perceived business risk associated with reuse of urban land. Market availability of grants, loans, and free services to communities and developers to generate economic impact and enhance neighborhood quality of life in historically underserved areas of the city.</p>	Commence Q3 22	EWD	DFSI, CD



# Strategy Outline (con't)

## OBJECTIVE 7

**Make systematic improvements and leverage a diverse set of revenue sources to sustain robust operations.**

To accomplish its mission, TAEO will need to draw from sustainable revenue sources to fund programming that succeeds in promoting economic opportunity for residents. TAEO will leverage its deep portfolio of assets, funds, and powers to bolster revenue sources that fund TAEO's operations and programming and enable sustainable growth of the organization

to meet new community needs and challenges over time. Moreover, TAEO will implement a variety of improvements to its internal and external processes to enhance efficiency and customer satisfaction, as well as to increase transparency and accountability in its programs and outcomes.



## Pillar: Real Estate Management & Revenue Creation

Action	Term	Lead	Support
<p><b>Action 7.1: Create a real estate asset management framework</b></p> <p>Create a framework that guides the organization's decision-making towards how it should acquire and dispose of real estate assets, maximize value, limit organizational costs from maintaining low-value residential properties, and redirect assets to achieve policy goals. TAEO should include community goals and concerns in developing this framework, with particular attention for how residential parcels are disposed of and how TAEO can leverage these new revenues to create funding sources to support equity-focused programming.</p>	Q2 22	DFSI	CD
<p><b>Action 7.2: Inventory and assess physical assets</b></p> <p>Create an inventory of all assets that fall underneath TAEO's umbrella and keep this inventory up-to-date and available on TAEO's website. This should be performed in parallel with Action 1 above and as TAEO learns about the state of its inventory, update and inform the framework accordingly. Perform site assessments for these assets to understand how best to approach asset management and in some cases, disposition.</p>	Q2 22	DFSI	CD
<p><b>Action 7.3: Create a plan to dispose of high-cost, low-value assets</b></p> <p>Identify current assets which cost more to maintain than their overall value and create an action plan to dispose those assets. Prepare a memorandum for Board of Trustees explaining that disposing of these assets for little-to-no-to-negative return may not realize new revenues, but will prevent additional costs.</p>	Q3 22	DFSI	CD
<p><b>Action 7.4: Investigate opportunities for asset acquisitions</b></p> <p>Investigate opportunities to acquire or invest in assets to create revenue sources, using TAEO's \$10M+ fund balance. Identify opportunities that could serve as potential revenue sources to support TAEO's operations. Use the framework to find opportunities that align with organizational values and management capacities.</p>	Q1 23	DFSI	CD
<p><b>Action 7.5: Evaluate and develop an implementation plan for establishing additional sources of revenue</b></p> <p>Undertake a comprehensive assessment of TAEO's current fees, parking rates, and lease rates, identifying opportunities to enhance or implement market-rate adjustments to ensure appropriate cost recovery. Additionally, evaluate opportunities to enhance and grow income through new programs as a means of enhancing Tulsa's economic and community development toolkit while growing revenues.</p>	Q1 23	DFSI	
<p><b>Action 7.6: Create a sustainable loan fund with revenues supporting equity programming</b></p> <p>Use repaid loans to create a sustainable loan fund and use interest and administrative fees to create new revenue sources for TAEO. Directly tie these revenues to equity-focused programming. Communicate how these revenues will be invested in equity-focused programming that support higher quality of life for Tulsa's residents.</p>	Commence Q2 23	DFSI	



## Pillar: Operational Improvements

Action	Term	Lead	Support
<p><b>Action 7.7: Document all key work systems and processes</b></p> <p>Identify all major work systems and processes across all TAEO Divisions. Establish a uniform method for documenting each system and process and ensure the lead staff member for each process creates a written outline. Review and update process documentation on an ongoing basis to ensure each reflects current processes and to facilitate cross-training of existing employees or onboarding of new employees.</p>	Q4 22	ADMIN, DFSI, CD, EWD	
<p><b>Action 7.8: Implement a comprehensive approach to customer relationship management and program performance tracking through adoption of an organization-wide database</b></p> <p>Issue a Request for Proposals (RFP) to solicit software services to implement an organization-wide database. The database should serve as a key mechanism for tracking and reporting on customer interactions and support; past and current incentives and investments; leases and real estate, business attraction and retention projects; and other key areas of TAEO's operations. Leverage reporting capabilities within the database to increase transparency and ensure accountability for TAEO's performance, and to make data-informed decisions about future program investments.</p>	Q4 22	ADMIN	DFSI, CD, EWD
<p><b>Action 7.9: Advance TPFA/TAEO merger</b></p> <p>Continue to advance the select merger of activities and/or contracts currently under the purview of the Tulsa Public Facilities Authority (TPFA), with a focus on those activities with a direct tie to economic and community development. In the event of any transfer of activities or contracts, evaluate required staffing and expertise needs and make new hires as required for successful execution.</p>	Q1 24	DFSI	ADMIN

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## LOOKING AHEAD

# Recognition of Major Partners

The creation of TAEO and development of this inaugural strategic plan would not have been possible without the tireless efforts of countless individuals. We want to say a particular thank you to the following:

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### The TAEO Board of Trustees

*For their willingness to dedicate hours of their time each month preparing for meetings and engaging in discussion, their critical eye and valuable feedback as we developed this plan, and for their desire to help lead bold and visionary change in Tulsa.*

- Mayor G.T. Bynum (TAEO Chair)
- Elian Hurtado (TAEO Vice Chair)
- Steve Mitchell (TDA Chair)
- Ashley Philippsen (TDA Vice Chair)
- A. Craig Abrahamson
- Thomas Boxley (TDA)
- Carl Bracy (TDA)
- Cassia Carr (former Trustee)
- Jennifer Griffin (TDA)
- Ben Kimbro
- Andy McMillan
- Joan Parkhurst
- Katie Plohocky
- Rodrigo Rojas (Mayor's designee)
- Terrell Siegfried

### Former Tulsa Industrial Authority, Tulsa Parking Authority, and Economic Development Commission Members

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- Shelley Cadamy, EDC
- Monte Caplan, EDC
- Venita Cooper, EDC
- Jim Dunn, TIA
- Phil Eller, TIA
- Joel Kantor, TPA
- Brian Kurtz, TPA
- Jon McGrath, TIA
- Elliot Nelson, EDC
- Nancy Roberts, TDA
- Cassie Reese-Tipton, EDC
- Hamel Reinmiller, EDC
- Warren Ross, EDC
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- George Shahadi, EDC
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- Mark Tedford, EDC





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- City Councilor Vanessa Hall-Harper, District 1
- City Councilor Jeannie Cue, District 2
- City Councilor Crista Patrick, District 3
- City Councilor Kara Joy McKee, District 4
- City Councilor Mykey Arthrell-Knezek, District 5
- City Councilor Connie Dodson, District 6
- City Councilor Lori Decter Wright, District 7
- City Councilor Phil Lakin, District 8
- City Councilor Jayme Fowler, District 9

### **Tulsa Metropolitan Utility Authority Trustees**

*For their support of Tulsa's economic and community development efforts over the past 5 years, but particularly for their support of transferring the Wheel and Brake Center to TAE0 in support of our mission and vision.*

- Jim Cameron
- Rick Hudson
- Jack Neely
- Lou Reynolds
- Richard Sevenoaks

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- Anna America
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- Jim Coles
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