SMART GROWTH TULSA

TO ADVOCATE AND SHAPE SMART PUBLIC POLICY

Business Plans and Strategies

January 15, 2017

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EXECUTIVE SUMMARY

An Overview of Smart Growth Tulsa

Founded in April of 2014 and incorporated as a 501 (c)4 Oklahoma Non-Profit in 2016, Smart Growth Tulsa is a nonpartisan organization committed to policies, not politics. We seek to create healthy communities that work for everyone, with strong schools and local businesses, improved mobility options and jobs that pay well. Our website serves as a non-aligned portal for news, opinions and analysis about regional, state and local public policy. We provide citizens with the ideas and news they need to build more prosperous, livable and sustainable lives and communities.

An opportunities and competitive analysis revealed the need for an advocacy group

Smart Growth Tulsa's founders recognized that there are organizations doing good work locally, but most are more narrowly focused than SGT and less likely to actually lobby lawmakers for progressive change. Many local organizations were reviewed to define where overlaps existed or services were duplicated. We determined that overlaps are rare and that existing groups compliment not duplicate Smart Growth Tulsa's mission… *To Advocate and Shape Smart Public Policy*.

The need for our programs and services are validated and magnified by the fact that homeowner's associations, neighborhood advocates, and local nonprofits typically lack the knowledge of zoning, land use, and development, to be effective advocates. Citizens who wish to become engaged and involved, often don't know what to do in order to affect the changes they seek.

Many land-use and transportation issues are enormously complex and interdisciplinary in nature: touching on economic development, quality of life, psychology, sustainability, public safety, and social justice to name a few. The experience and diverse background of our Trustees and Advisors allow us to communicate the "big picture" view of these issues, but also to break them down so that they are simpler and easier to understand. So, we intend to provide not only advocacy, but support, training, and mentoring to those who need it.

We are guided by our Vision… of *an equitable, resilient, connected and flourishing community*

We are pursuing a network of unique and interconnected neighborhoods, where we don't have to rely on an automobile. Where walking, cycling or taking public transportation easily gets us to school, to work, to church, to the grocery store.

We advocate for developing a unique sense of place where buildings front the street and offer shaded; sidewalks… where scale, proportion, rhythm, and hierarchy provide visual interest; and where architectural character speaks to the uniqueness of a place.

We are pursuing our mission: To Advocate and Shape Smart Public Policy

At Smart Growth Tulsa, our Mission is informed by our Vision. We recognize the benefit of increased population density and tightly controlled sprawl to improve safety and save money on infrastructure and maintenance costs. We advocate for smart growth solutions to create safe, healthy and affordable live, work and play neighborhoods served by adequate public transportation. We are committed to creating local jobs and protecting the environment.

We support our Vision and Mission with our Core Values and Guiding Principles

Smart Growth Tulsa forms a community alliance of those who support and defend a shared set of collectively conceived core values that then inform our guiding principles, in order to advance our vision and mission.

We have established policies for our editorial practices and procedures

A collaboratively conceived policy guide ensures that SGT's public outreach, its social media presence, its published articles, columns and position papers are consistent with its vision and mission, and that they advocate effectively by being insightful, relevant, timely, motivating and rigorously accurate in their facts.

An Editorial Committee comprised of Trustees and Advisory Board members administers the adopted editorial policies of the organization. They draft and prioritize an annual calendar-based publishing plan and goals, identify and recruit talented writers, review and suggest edits on all proposed blog posts, opinion/editorial pieces and articles to be issued in the name of, on behalf of, and under the banner of Smart Growth Tulsa.

Our marketing and communications strategies are well defined

Smart Growth Tulsa has a developed a well-crafted plan to address these issues and challenges. Whether your primary concern is improving health, building community, growing the economy, aging with dignity, creating safe spaces for kids, promoting sustainability–or all of the above–the principles of Smart Growth matter.

Our programs and services add value and understanding to public discourse

What makes Smart Growth Tulsa unique? What do we offer that no-one else is delivering? It's simple really, we offer fearless, smart, honest conversations about issues facing our city. We advocate for smart ideas and the sensible use of resources, particularly operating and capital budgets.

We support the aggressive implementation of and adherence to adopted plans and reject the historical tendency to put plans on the shelf and ignore them. We rally public support for imaginative, innovative, and sometimes bold governance and planning. While some government agencies and organizations are closed and operate in siloes, we're transparent, open and collaborative.

We work with elected officials, and provide them with the information and data that helps enable them to propose and adopt smart policies.

When our organization takes an official position, we provide a simple and well-reasoned argument for the decisions we make. We lobby politicians and attempt to educate them on the benefits of adopting the positions we support.

Our administration and governance is strong and well-conceived

Smart Growth Tulsa is governed by a group of its founders, which has been kept lean, to allow room for the addition of forward thinking community leaders, activists, and funders who share our vision and want to help us grow and become even more effective policy advocates in the future.

Considerable thought and planning went into drafting the organization's Articles of Incorporation and By-Laws. We are confident they will serve us well for decades to come.

Smart Growth Tulsa's Advisory Board serves as a testament to the legitimacy of our purpose, having attracted some of the city's best and brightest minds in a number of disciplines from business and education to policy analysts, urban designers and architects.

Our strengths and track record are well-documented

Smart Growth Tulsa enjoys an increasingly positive perception within the community. We are regularly invited by the City of Tulsa and elected officials to participate in planning discussions. The media seeks us out for comments on and analysis of sensitive issues.

In a little over two-years, Smart Growth Tulsa and our predecessor organization (Smart Growth Tulsa Coalition), an all-volunteer organization has played an important role in influencing policy decisions that have arguably improved the prospects for a more livable community in multiple ways, including:

- We championed the Riverside Drive sidewalk serving A Gathering Place
- We insisted on a more transparent process in determining the future of Helmerich Park
- We've continually advocated for higher development standards, both public and private
- We have played a major role in advocating for a rail connection between OKC and Tulsa
- We succeeded in helping obtain seed money in Vision Tulsa for a multi-modal passenger hub
- We helped the public understand the Iron Gate Soup Kitchen's challenges in moving
- We offered recommendations for the recent Zoning Code update and the River Design Overlay
- By supporting Code for Tulsa, we've increased accessibility to transit route and schedule data
- We pioneered Oklahoma's first-ever participatory budgeting process with our Budget-Allocator
- We've steadfastly supported increased investments in public transit, parks and open space.
- We successfully challenged Tulsan's paying for low-water dams in Sand Springs and Bixby
- We played a major role in converting undecided voters in the recent mayoral election

Our challenges are identified and have manageable solutions

Since its inception, Smart Growth Tulsa has enjoyed solid growth, with over 1,000 Newsletter subscribers, and 5,000+ Facebook followers, but there are limits to what can be achieved by an all-volunteer organization. The addition of modestly compensated full-time staff and funding for minimal office operations and event programming would be enormously helpful to meet future demands.

Successful non-profits benefit from a myriad of support services including access to professionals for assistance with legal, accounting, insurance, and social-media matters as well as the tools needed to produce media content of the highest quality. Smart Growth Tulsa is well organized and prepared to expand our offerings as funding permits.

This is what we need to grow and prosper

SGT is committed to a balanced budget and operating on a solid financial foundation. Our business model is based upon financial performance metrics and revenue projections utilizing a mixture of fund-raising campaigns, events and charitable gifting from foundations.

We need full-time staffing salary and benefits for an Executive Director and an Administrative Assistant to manage the day-to-day operations and record keeping of the organization.

We need office space and equipment and minimal clerical support services. We need insurance and risk management advice. We need the services of legal and accounting professionals. We need digital audio and visual equipment to produce high-quality multi-media content to share on our website and in our Newsletters and on our social media outlets.

We need the resources to plan and sponsor events like planning workshops, community forums, political debates, lectures, and speaker series to highlight our **2017 Areas of Focus:**

- Land Use and Transportation
- Social Justice
- 21st Century Governance
- Improved Quality of Life

We need the funding to support our carefully conceived **2017 programs, services and projects**

- Advocating for expanded community policing practices and violence de-escalation training
- Advocating for improved transparency in publications and notices of public meetings
- Sponsoring workshops to develop a citizen-driven plan for growth near 61st & Peoria

INTRODUCTION

Smart Growth Tulsa was founded in 2014 by current Trustee and Executive Director Bill Leighty and other Tulsans who recognized the need for an advocacy group to promote smart growth principles and practices in and for the City of Tulsa.

After serving more than 20 years collectively on various boards and commissions, the SGT founders concluded that commercial developers and influential business enterprises characteristically are more well-represented before local policy makers than ordinary citizens and policy advocates. Citizens, neighborhood associations and planning advocates typically lack the knowledge of zoning, land use, and development, or simply don't have the time to study or attend meetings in order to be effective advocates.

Businesses often enjoy a much greater familiarity with "the system." They are motivated, perhaps no less so than the general citizenry, but they know the ground rules and are able to leverage their resources and connections to influence policy decisions that - without the informed input of affected individuals or groups - may not always best serve the community at large.

Citizens, homeowners' associations, neighborhood advocates, and local policy-oriented nonprofits that wish to engage and become involved, often don't know what to do to affect the changes that they want or that they oppose. A more balanced system with greater ease of accessibility would better serve the city, its government and all of its citizens.

What is "Smart Growth?"

The American Planning Association identifies Smart Growth as that which supports choice and opportunity by promoting efficient and sustainable land development, incorporates redevelopment patterns that optimize prior infrastructure investments, and consumes less land than is otherwise available for agriculture, open space, natural systems, and rural lifestyles.

The National Award for Smart Growth Achievement recognizes smart growth development practices that support national environmental goals by preserving open spaces and parkland and protecting critical habitat; improving transportation choices, including walking, bicycling, and transit, which reduce emissions from automobiles; promoting brownfield redevelopment; and reducing impervious cover, which improves water quality.

A less esoteric description of Smart Growth is… "the attempt to reframe the conversation from 'growth' versus 'no growth' to good/smart growth versus bad/dumb growth."

Simply stated, Smart Growth is a better way to build and maintain our towns and cities, right down to individual neighborhoods.

Smart Growth creates and sustains healthy communities that have neighborhoods with schools and shops nearby; low-cost ways to get around for all citizens; and strong local businesses with jobs that pay well and reinforce local economies.

Smart Growth, is an urban planning and transportation theory and practice that concentrates growth in compact walkable urban centers to avoid sprawl. It also advocates transit-oriented, walkable, bicycle-friendly land use, including neighborhood schools, complete streets, and mixed-use development with a range of housing choices.

There is a range of best practices associated with smart growth. They include: supporting existing communities, redeveloping underutilized sites, enhancing economic competitiveness, providing more transportation choices, developing livability measures and tools, promoting equitable and affordable housing, providing a vision for sustainable growth, enhancing integrated planning and investment, aligning, coordinating, and leveraging government policies, and making the development process transparent.

Finally, there are 10 generally accepted principles that define smart growth:

1. Mixed land uses
2. Take advantage of compact building design
3. Create a range of housing opportunities and choices
4. Create walkable neighborhoods
5. Foster distinctive, attractive communities with a strong sense of place
6. Preserve open space, farmland, natural beauty, and critical environmental areas
7. Strengthen and direct development towards existing communities
8. Provide a variety of transportation choices
9. Make development decisions predictable and fair
10. Begin development decisions and planning with community and stakeholder collaboration.

Why Smart Growth Tulsa?

Effective policy making requires individuals and organizations to be informed about existing plans, including Tulsa's comprehensive plan, zoning code and regional transportation plan, among others. A familiarity with the branches of our city's government and how they are expected to work together is also valuable.

Increasingly, organizations ask SGT for guidance on the proper protocols when dealing with city government. SGT is the one nonprofit organization that can act in a consulting capacity to assist individuals, neighborhood organizations, and other volunteer organizations in being as effective as possible in public policy matters of importance to them.

Issues such as a commercial development along RiverParks, or the development of Tulsa's first Bus-Rapid-Transit line are enormously complex and interdisciplinary in nature: touching on topics of economic development, land use, quality of life, psychology, sustainability, public safety, and social justice to name a few. The experience and diverse background of our Trustees and Advisors allows us to characterize the "big picture" view of these issues, but also to break them down so that they are less complex and easier to understand.

Smart Growth Tulsa is also sought out by individuals at election time when they want to make an informed vote and also by journalists seeking comments and insight from knowledgeable sources. SGT formulates and submits to candidates for local offices pointed questions of significance regarding local public policy. We publish the results to provide essential guidance to Tulsa voters.

Similarly, SGT provides impartial analysis of ballot initiatives such as local capital improvements projects, other tax initiatives, and propositions such as charter changes and state questions that can dramatically affect local public policy.

Existing groups complement but don't duplicate Smart Growth Tulsa's mission

"To Advocate and Shape Smart Public Policy."

Smart Growth Tulsa's founders recognize there are organizations doing good work locally, but most are more narrowly focused than SGT and less likely to actually lobby lawmakers for progressive change. All of the following organizations were reviewed to determine where overlaps existed or services were duplicated.

City of Tulsa:
Bike/Ped Advisory Committee
Transportation Advisory Board
Working in Neighborhoods

Transportation:
Tulsa Hub
Accessible Transportation Coalition
Tulsa County Wellness Partnership

Neighborhood Advocacy:
Growing Together
Preserve Midtown*
Phoenix District Association*
Pearl District Association*
S. Peoria Neighborhood Foundation
True Blue Neighbors

Sustainability:
All Souls Green Team
Crow Creek Community*
Sustainable Tulsa
Turkey Mountain Wilderness Coalition

Civic Engagement/Education:
Code for Tulsa*
Greenwood Chamber*
League of Women Voters
Oklahoma Policy Institute
The Oklahoma Eagle*
TYPROS Urbanist Crew
TulsaNow*

Regional Placemaking:
OU Institute for Quality Communities
US Green Building Council OK Chapter*

Organizations listed above with an asterisk are presently "affiliate members" of Smart Growth Tulsa. Many of our Trustees and Advisory Board Members have served one or more of the organizations at one point or another. We've concluded that overlaps are rare. While their role is to work for change in their own area of expertise or interest, or in their own geographic location, ours is to advocate for the policies that allow them to fulfill their mission.

We envision an equitable, resilient, connected and flourishing community

Imagine Tulsa as a network of uniquely identifiable, interconnected neighborhoods. At all scales (from rural settings to dense urban commercial centers), these are primarily walkable places. Places where we don't have to depend on a car for everyday needs. Where we can walk, ride a bicycle, or take a bus to school, to work, to church, to the grocery store, to a place where we can meet old friends and make new ones.

These are places where buildings front the street; where shady sidewalks are uninterrupted by vast swaths of empty asphalt parking lots; where scale, proportion, rhythm, and hierarchy provide visual interest; and where architectural character speaks to the uniqueness of a place.

These are neighborhoods that are attractive, places where pride is naturally fostered in the public spaces that are the fabric of social life. And because they are attractive and because they house a diversity of uses that invite activity throughout the day, they are active and engaging spaces—they are alive, utilized, watched over, cared for. They are inherently safe.

We envision an equitable Tulsa

Replete with a diverse mix of housing types of varying scales, these neighborhoods are places that provide a broad spectrum of price points to enable people of a wide range of incomes to live and work amidst one another. The carriage house apartment provides affordable rent in a unit above the garage of a single-family house.

Small multi-family apartments anchor larger corner lots, duplexes seamlessly blend in scale with single-family houses, townhouses are subdivided into apartments on each floor. And a range of housing types within walking distance to a mix of uses ensures that one can age gracefully and independently in place.

It means that reaching a certain age doesn't require moving away from a lifelong home because driving is no longer an option. No longer are those who are too young, too old, or who cannot afford to drive trapped and isolated in their own neighborhoods.

Because these neighborhoods are walkable, they are healthy. This is a community where life expectancy is not predetermined by zip code. Affordable, locally sourced, fresh food is available at neighborhood markets. Exercise is a stroll through leafy streets and is interspersed with porch-front conversations with neighbors.

Children bike home from school down protected lanes buffered by on-street parking. Or they join a group of friends on a chaperoned "walking bus" route home. Stress-induced time spent in traffic is traded for time with family and friends or chance encounters in public places.

We envision a resilient Tulsa

Land use prioritizes walkable neighborhood centers at a variety of densities. Rather than unfettered, uniform sprawl, neighborhoods have well-defined centers and edges. Flood plains, riparian corridors, agricultural land, and natural landscapes are protected, preserved, and stand in beautiful contrast to adjacent developments.

Bicycle and recreational trails dot the natural landscape and provide an easy escape from the city. Foregoing the near-term cash benefits associated with any and all forms of new growth, public infrastructure investments are made only where tax revenue can sustain the long-term cost of maintaining the infrastructure over time. Economic resiliency is further garnered through a diversity of economic activity.

Diverse, affordable, transit-oriented, walkable, mixed-use neighborhoods retain and attract the next generation of the vital creative class. And the physical fabric of a diversity of uses, building types, and age of building stock within walkable neighborhoods provides the ingredients to induce creative thinkers and knowledgeable makers to interact and to spin off new and innovative business enterprises.

We envision a connected Tulsa

Public transit options exist within a half mile of every urban household **and there are sidewalks leading to them**. Ease of access by all to frequent intervals of transportation opens the door to educational, job, health, recreational, and cultural opportunities meant to be shared by the broader community.

Increased densities of development centered around transit nodes mean increased ridership, increased routes, increased affordability, increased speed, and increased connectivity for all Tulsans.

Improved regional, national and global public transportation options enhance economic development opportunities for the city by better connecting it to surrounding suburban communities, regional destinations, and strong affordable connections to the nation's emerging mega-regions and beyond. Tulsa is linked to the national rail network both to the north and to the south, including high-speed rail service to Oklahoma City. Air-travel is affordable and service to major destinations is frequent.

We envision a flourishing Tulsa

We can do more than envision a better Tulsa – we can point to real examples of flourishing communities as a direct result of their implementation of Smart Growth principles. Noteworthy models of land-use, transportation, and economic development policies abound that foster diversity, inclusion, connectivity, fairness, opportunity, safety, and a strong sense of place. A smarter Tulsa awaits. Tulsa can become a beacon as a community ordered to the highest good – the flourishing of its residents across age, income, race, and gender, and over successive generations.

Today, cities across the nation face difficult and complex issues including gentrification, lack of mixed-use and mixed income housing, rapid innovation in the transportation sector, and the demands of aging infrastructure maintenance. At the same time, "brain drain" challenges needed new growth and development to respond to the demographic and lifestyle changes that help attract and retain young professionals and the creative class.

This competitive environment does not require Tulsa to re-invent the wheel. There is a wealth of knowledge and experience—experts who are well-connected to our nation's best practices—right here in our own back yard. We flourish as a city by learning from others, and leveraging our best assets to realize our full potential. Our challenge as a city is to have the courage to put those best ideas in to practice.

A city that is equitable, resilient, and connected, becomes a city that flourishes.

Our vision of a flourishing Tulsa is one in which civic engagement is valued, encouraged and easy to achieve. Public information is transparent and a click away on any electronic device.

We are a city in which the arts and cultural resources are celebrated, history is embraced, and historic places are preserved.

MISSION STATEMENT AND NARRATIVE

Our Mission: To Advocate and Shape Smart Public Policy

At Smart Growth Tulsa, our Mission is informed by our Vision: *We envision an equitable, resilient, connected and flourishing community*.

We recognize the benefit of increased population density and tightly controlled sprawl to improve safety and save money on infrastructure and maintenance costs. We advocate for smart growth solutions to create safe, healthy and affordable live, work and play neighborhoods served by adequate public transportation. We are committed to creating local jobs and protecting the environment.

We support smart public investments and common sense solutions based upon proven ideas, not just good theory. We want major capital spending projects to be entirely consistent with our comprehensive plan and subjected to a sound return on investment analysis before they are considered.

We celebrate Tulsa's assets but strive to improve our city in virtually every area of life. We are dedicated to the implementation and continual review of our comprehensive plan. We strive to connect our city by investing in more sidewalks, bike lanes, and transit services and by helping create a truly participatory democracy operating under a commitment to full transparency.

In other words, we advocate for the policies that help us achieve our Vision. We do that in the following ways:

- We inform and educate the public on smart ideas by introducing cutting-edge technologies and the best practices of our peer cities. In turn, the public helps support implementation of those technologies and best practices by encouraging our elected officials to enact policies that incentivize them.
- Smart Growth Tulsa follows matters before the TMAPC, the Board of Adjustment and other Authorities, Boards and Commissions. We provide analysis of the likely outcomes of proposed new rules, regulations, and economic development proposals.
- We offer expertise from some of the community's brightest professionals in a number of different fields. They volunteer their time and energies to help provide a balance between profit-driven development interests and those seeking what is best for the community over-all.
- We work with elected officials, and provide them with the information and data that helps enable them to propose and adopt smart policies. We support them in the public realm when they take a courageous stand for smart policy decisions that are not always immediately popular. We oppose them when they are willing to take the easy way out for political expediency.
- When our organization takes an official position, we provide a simple and well-reasoned argument for the decisions we make. We lobby politicians and attempt to educate them on the benefits of adopting the positions we take.

OUR CORE VALUES

Core values demonstrate the essential, unchanging values of any organization. They represent what an organization stands for, they are also the fundamental principles that guide its leadership in the pursuit of it goals and objectives.

Smart Growth Tulsa forms a community alliance of those who support and defend a shared set of collectively conceived core values that then inform our guiding principles, in order to advance our vision and mission.

At Smart Growth Tulsa, we are guided by these core values:

- We believe in equity, security, and inclusivity
- We promote equality, human dignity and empowerment for all
- We advocate for the responsible stewardship of the environment and our natural resources
- We believe in accountable, open and transparent governance
- We embrace creativity, innovative ideas and excellence in all endeavors
- We support sustainable practices in the design of infrastructure and the built environment, both public and private
- We insist that public investments deliver on our community's shared vision for the future

OUR GUIDING PRINCIPLES

Informed by our Vision and Core Values, our Guiding Principles come almost exclusively from those found in Tulsa's Comprehensive Plan. They serve as "vision statements" of an equitable, resilient, connected and flourishing city. They help us evaluate the relative merits of plans, policies and development scenarios in a predictable manner to ensure they are consistent with Smart Growth Tulsa's shared vision and goals. They help us answer the question, where do we want Tulsa to be in the future?

When it comes to the actual strategies we employ to achieve the vision, we look to a couple of accomplished and highly respected national organizations who have developed effective guidelines and objective place-making strategies to encourage human flourishing through the built environment.

The two we reference most often include the Charter of the New Urbanism: https://www.cnu.org/who-we-are/charter-new-urbanism and the 10 principles as set forth by Smart Growth America: https://smartgrowthamerica.org/our-vision/what-is-smart-growth/.

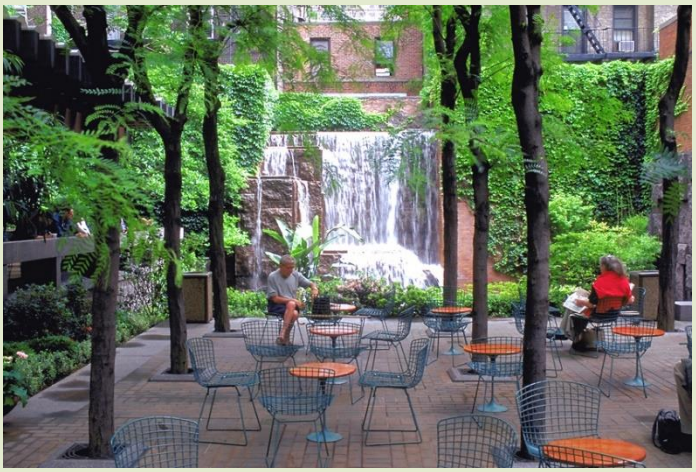
In the final analysis, we support our adopted comprehensive plan by seeking good ideas that are consistent with it and resisting bad ideas that are in conflict with it. We also recognize that the comprehensive plan is not a static document and that we must continually re-evaluate it to make sure it remains true to the shared vision.

Equitability - guiding principles

- The disparity in life expectancy between areas of the city is eliminated by addressing access to services and public health issues.
- Tulsa is a cohesive city where residents have the ability to create safe, healthy lives for themselves and their families.
- Tulsa's civic, business and government institutions ensure that everyone has equal opportunity and access to housing, employment, transportation, education and health care, regardless of background, ethnicity, or neighborhood.
- Schools are safe, easy to walk to, and part of a world-class education system available to all.
- City planning and decision-making is an inclusive and transparent process.
- Adopted, city-wide and neighborhood plans are funded, implemented and monitored for performance.
- Development and zoning policies are easily understood, workable and result in predictable developments and outcomes.
- Residents have a voice in solving their community's problems today and are a part of planning for tomorrow.
- Tulsa advocates for a full range of housing types to fit every income, household and preference.

Resilience - guiding principles

- Tulsa becomes a leader in sustainability and efficiency.



- Tulsa promotes a healthy lifestyle where residents have easy access to parks and open spaces.
- City parks provide open space and are available to neighborhoods, with access to fields and natural areas for outdoor relaxation and recreation.
- New buildings meet high standards for energy and water efficiency and deliver quality spaces and architectural design.
- Tulsa has pockets of density to provide for a more livable, pedestrian-friendly and cost-efficient community.

Connectivity - guiding principles

- Tulsa is connected through community engagement, in the development and implementation of policies, programs, and services.
- City residents work collaboratively with their government to address issues affecting their lives.
- The City recognizes that the community is a valuable source of expertise to influence government decisions that improve the quality and delivery of public services.
- A variety of transportation options serve the city, so Tulsans can go where they need to go by driving if they want, but also by walking, biking or using public transit.
- The transit system is designed as a consumer good and attracts people without a vehicle, as well as people who have a vehicle and choose to use an alternative.
- Employment areas are accessible to services such as child care, grocery stores, restaurants, and other amenities.
- Tulsans are connected to the critical information they need in order to be intelligently involved in a participatory form government. They connect with each other and find the resources needed to have a voice in the decisions which affect their daily lives, through the outreach of Smart Growth Tulsa and other organizations.

Flourishing - guiding principles

- Newcomers feel welcome to move to Tulsa, find a home, and be an active part of their community.
- All parts of the city: North, South, East, West, Downtown, and Midtown, are flourishing as well as interconnected.
- Downtown Tulsa acts as a thriving economic engine and cultural center for the entire region.
- The city invests in the critical public infrastructure necessary to develop a robust and diversified economy.
- Capital investments such as the bus-rapid transit system, are leveraged to create more growth and development, resulting in a return-on-investment for the citizens of Tulsa.
- The arts, as well as cultural and historic resources are celebrated and supported.
- Civic engagement is valued and encouraged, supported by open and transparent municipal data and budget spending information as well as city leaders seeking input from the public.
- The city learns from information that is shared between departments, shared among organizations, and gathered from the public, to make good, data-driven decisions.
- The city has the ability to monitor demographic and technological trends, spot key opportunities, and meet challenges strategically.

Smart Growth Tulsa … making a difference in the community

In a little over two-years, Smart Growth Tulsa, an all-volunteer organization has played an important role in influencing policy decisions that have arguably improved the prospects for a more livable community. From a much sought after Riverside Drive sidewalk serving A Gathering Place, to insuring a more transparent process in determining the future of Helmerich Park, Smart Growth Tulsa has helped lead the way for higher development standards.

We raised public awareness of the benefits of a passenger rail connection between Oklahoma City and Tulsa by opposing the sale of the Sooner-Sub tracks. We championed the cause for a multi-modal passenger hub in downtown Tulsa, resulting in seed-funding from the recently approved Vision Tulsa package. We helped present both sides of the controversial proposal to move the Iron Gate Soup Kitchen from Downtown to the Pearl District. We offered thoughtful recommendations for the recent Zoning Code update and the River Design Overlay.

We supported Code for Tulsa in their collaboration with Tulsa Transit, resulting in all of Tulsa's public transit route and schedule data to be accessible via Google Maps. We pioneered Oklahoma's first-ever participatory budgeting process with our Vision Tulsa Budget-Allocator Survey, paving the way for more participatory-democracy exercises in the future.

Day after day, we show up

We've steadfastly supported increased investments in public transportation and parks and open space. We successfully questioned the wisdom of Tulsan's paying the lions-share of the cost for new low-water dams in Sand Springs and Bixby. They were subsequently removed from consideration in the Vision Tulsa package.

We are also sought out by individuals at election time when they want to make an informed vote, and by journalists seeking comments from knowledgeable sources. A SGT campaign in the final weeks, endorsing mayoral candidate G.T. Bynum and reaching out to "undecided" voters helped reverse a 10-point deficit cited in a highly respected poll, to an 18-point victory on election day.

It can be argued that no single person or organization has done more than Smart Growth Tulsa to encourage our elected officials to aggressively implement PlaniTulsa, our Comprehensive Plan and our adopted small area plans. Day-in and day-out, Smart Growth Tulsa advocates for the preservation of Tulsa's historic assets and wilderness areas, for walkable neighborhoods, for bike lanes, for an expanded transit system, for community-policing, for affordable housing options, and for place-making strategies in both the public and private realms.

Much work remains to be done

As Tulsa moves forward in the 21st Century, the need for Smart Growth Tulsa remains strong. As the organization evolves from an all-volunteer advocacy group to a well-funded, fully staffed community non-profit, more and more services will be offered.

On a daily, weekly and monthly basis, Smart Growth Tulsa is delivering the message and highlighting the benefits of employing smart growth principles and practices in our community. SGT is committed.

2017 Areas of Focus

1. Land Use / Transportation.

In 2017 Smart Growth Tulsa will continue to support an accessible, multi-modal, inter-connected transportation system. Vision Tulsa saw the adoption of a much-needed dedicated funding source for transit, and continued investment in two Bus-Rapid Transit corridors. SGT will be advocating for quality equipment and transit stations, and for high development standards to ensure the system and its accompanying transit-oriented-development has the best chance to succeed, by implementation of place-making best practices along the entire corridor.

2. Social Justice.

SGT is in a unique position to discuss social justice issues from a policy perspective. While there are many social justice organizations that have risen in recent years, many are centered around protests and demonstrations. Most policy organizations that are pushing for changes in criminal justice or social service organizations, are working on the state level and not particularly focused on Tulsa. SGT can add value to the conversation about social justice policy making, by sharing the best practices of other communities in revitalizing their neighborhoods.

3. 21st Century Government (aka "Democracy 2.0").

Tulsa is at the center of a national movement which believes that civic engagement can have a transformative effect on citizens' attitudes toward government—in addition to realizing tangible positive outcomes from improving government efficiency.

4. Quality of Life.

Once a nebulous and subjective term, we now see that cities benefit by improving their community's quality of life. We note that those crucial quality of life considerations received overwhelming support during the development of PlaniTulsa our comprehensive plan, and in the city's transportation plans, the city's urban forestry plan, and new developments throughout the city.

Smart Growth Tulsa's areas of focus are revisited annually, in lite of new opportunities and challenges facing the city. Our Vision and our Mission do not change, centered around Land Use and Transportation, but we continually examine the best options to fully leverage our resources to remain at the center of discussions and decisions that shape our city.

STRATEGIES

Vision, Purpose, Idea - At Smart Growth Tulsa we… *envision an equitable, resilient, connected and flourishing community.*

Tulsa enjoys many desirable attributes but its population growth has not kept pace with many competing cities. While efforts have been made to diversify the economy the city's over-dependence on the volatile oil and gas industries has led to boom and bust cycles that often result in revenue declines that threaten the delivery of basic core services. Adopted plans frequently sit idle on a shelf for lack of advocacy, leadership and or ambitious implementation schedules, hampering efforts to attract millennials and the creative class.

Smart Growth Tulsa has a well-crafted plan to address these issues and challenges. Whether your primary concern is improving health, building community, growing the economy, aging with dignity, creating safe spaces for kids, promoting sustainability–or all of the above–the principles of Smart Growth matter.

This is why you should care: Because the way we build our cities, streets and neighborhoods affects every aspect of our lives. It impacts our physical and mental well-being. It determines how many people, homes, jobs and businesses are allowed within a given space. It determines how much revenue we can raise and how our tax dollars are spent. It impacts our independence and mobility throughout our lives.

Mission - At Smart Growth Tulsa our mission is to… *Advocate and Shape Smart Public Policy*

Smart Growth Tulsa is a research-based organization possessing the necessary resources to affect positive change by advocating for the city's adopted plans, by serving as a watchdog over local government spending and policy making, and by offering meaningful and enlightened recommendations for consideration by the public and their elected officials.

Identity

Smart Growth is a fair, thoughtful, sensible, steady, authoritative, and forward-thinking advocate for the implementation of smart civic practices and policies. We stand up and challenge bad ideas and proposals by interjecting academically valid and consequential thought into public dialogue and discussions.

We recognize various groups will form opinions about our organization and are committed to earning a solid reputation from all those who interact with us. These are our goals:

To elected officials and city leaders: We're smart policy advocates capable of holding them accountable for the actions they take.

To the media: We're the go-to public-policy experts they look to for interviews and commentary.

To civic-minded citizens: They count on us to interpret and demonstrate what good policies look like.

Smart Growth Tulsa's public outreach, its social media presence, its published articles, columns and position papers are consistent with its vision and mission. We further insist that they advocate effectively by being fair, balanced, insightful, relevant, timely, motivating and rigorously accurate in their facts.

Brand

At Smart Growth Tulsa, we recognize branding as more than a visual identity: such as a name, logo, or graphic design. Brands are most powerful when the organization's internal identity and external image are aligned with each other and with its values and goals. In other words, our brand serves as a bridge between our program strategies and our external communications.

We will strive to implement a participatory form of brand management, where our entire team helps build and develop a shared brand identity, creating organizational cohesion, concentrating and focusing on results while reinforcing our vision and mission. As funding permits, we will employ the services of skilled branding professionals who can help us build operational capacity and galvanize support internally and externally without compromising our purpose.

Brand Promise

We observe that some non-profits take a narrow approach to brand management, using it primarily as a tool for fundraising. We are convinced that building trust with our diverse constituent groups is equally important. It is not just promising to deliver results, but actually delivering on the promise. Therefore, it's crucial that we be who we say we are and do what we say we're going to do.

We do that by building structural integrity into our branding strategies, connecting our mission to the identity of the organization, providing members, staff, volunteers, and trustees a common sense of why the organization does what it does and particularly why that matters to our constituents and stakeholders.

Our promise is embodied in our Vision, Mission, Core Values and our Guiding Principles. We give a voice to and represent those who typically have not had a seat at the decision-making table. We're advocates for responsible, intellectually honest decision-making that serves the broad interests of the community. We are a voice of reason with no hidden agendas. We are willing to take risks and take a stand on important issues. We are not the news. We have opinions and we express them.

Awareness / Interaction

We've concluded our members, friends and followers are informed and educated. They're community-minded, and vocal about what they want to see in Tulsa. When a headline grabs attention and someone needs the full story they often turn to Smart Growth Tulsa.

When an election is coming up or when someone who cares about civic issues is searching for background information they trust us to make sense of otherwise complicated matters, those that often fail to be fully vetted in the sound bites of mainstream media.

We interact with them in a variety of ways, including our blog/website, our social-media outlets, our Newsletters and email-lists, and our planned workshops, forums and town hall meetings. We are seen by many as the most visible, persistent advocates for demonstration projects and experimental trials in planning, for policy making and for project execution. We're the new, "commons."

People find us in a variety of ways, including a substantial amount of attention we've received from mainstream media outlets. They find us when they're confused about an issue they have read about, or when a "special exception" is being requested before the Board of Adjustment that they feel will adversely affect their property value or lifestyle. Our challenge of course is to become increasingly visible to those who need our assistance but have yet to hear about us.

Marketing

Non-profit markets are conversations between an organization and its followers. Improve the conversation and own the market. Messages must be conveyed in a manner that is simple, inspiring, easy to understand.

At Smart Growth Tulsa, our product is content: messages and conversations via social media, articles on our blog and in local publications, interviews, opinion/editorials via media and events. We speak, we write, we collaborate and where / when appropriate, we take action to influence policymakers—and we show others how to do the same.

The relevancy of our communications will be different for different people. The underlying theme however subtly gives meaning to why we exist. It implies our purpose, our why, our center and our core belief and it demonstrates favorably how we connect with our "customers."

Market Need – Market Position

What makes Smart Growth Tulsa unique? What do we offer that no-one else is delivering? It's simple really, we offer fearless, smart, honest conversations about issues facing our city. We advocate for smart ideas and the sensible use of resources, particularly operating and capital budgets.

We support the aggressive implementation of and adherence to adopted plans and reject the historical tendency to put plans on the shelf and ignore them. We rally public support for imaginative, innovative, and sometimes bold governance and planning. While some government agencies and organizations are closed and operate in siloes, we're transparent, open and collaborative.

Social Object

People socialize around objects. Objects spark conversation, and in the case of social objects, they come in many forms. According to blogger, Kyle Mathews "Good social objects are complex and have lots of hooks around which to start conversations. A football game has history, statistics, personalities, rivalries, and a plot with heroes, goats, and momentum shifts. All of which provide rich grounds for discussion before, during and after the game."

Smart Growth Tulsa endeavors to create content, objects, and items to share, which in turn provide opportunities for engagement and dialogue. Collectively our organization dreams of an equitable, resilient, connected and flourishing community and when we share that passion with others who are like-minded, it becomes a social object and something we have in common and talk about.

We recognize the need to know the language, the slang, the ideas, the concepts, the direction, the thinking of those who will help shape the future growth and development of Tulsa.

When we master those disciplines effectively we attract people who will interact with us and become cost-effective marketing specialists for us, rather than for some other organization.

Admittedly, the term "social object" is a bit nebulous, and we want to be clear.

We are not attempting to "manufacture" social objects as a means of growing our organization, but rather using digital tools and sponsored events to discover the common ground that connects us to our potential constituency and customers. We will be exploring a variety of themes that will focus on one or more of these three values (1) Shaping Policy, (2) Advocacy via Demonstration, and or (3) Experimentation and Innovation to help us build our brand and stature, year-after-year.

PROGRAMS AND SERVICES

Publishing

Our Website – SmartGrowthTulsa.Org serves as a platform for sharing new ideas, best practices of our peer cities, and viewpoints on matters of import to our members and the general public. Our Blog presents original pieces as well as third-party content. We provide critical analysis of key issues confronting the community and thoughtful Opinion/Editorial overviews.

Community Education and Outreach

Mainstream media seldom cover the new and cutting edge technologies that other cities are employing to grow and prosper. And politicians are rarely willing to champion the cause of new ideas, especially if a price-tag is attached. Smart Growth Tulsa fills this gap by introducing the public to these sometimes revolutionary new approaches to problem solving and improving the quality of life of all Tulsans. We do that through:

Social Media: Our effective engagement with constituents and donors via social media is not an accident or done in isolation but is integrated and aligned with our strategic goals and target audiences. Smart Growth Tulsa aims to develop highly sophisticated social media strategies, plans, goals and the measurement tools needed to track progress.

Our Facebook page has experienced steady growth since our inception, adding an average of nearly 200 new "Likes" a month, now well over 5,000. We monitor our posting frequency and cadence and we work to cultivate a personable expression that welcomes and connects with both newcomers and returning visitors. We've learned that pictures, graphics and short videos often reach emotional triggers in a way that words alone cannot.

As funding permits we will seek professional guidance in developing these strategies. We will define multiple audience personas, for our volunteer base, Advisory Board, Trustees and donors based on a combination of available demographic data and information about individual members.

Town Hall Meetings and Planning Workshops: Smart Growth Tulsa will host and co-host town hall meetings and workshops focused on a variety of topics, including land-use, transportation, housing, economic development, inviting all interested parties to participate and share ideas.

Community Forums, Panel Discussions and Debates: Smart Growth Tulsa will host and co-host community forums, panel discussions and debates as we did recently in co-sponsoring a candidate meet and greet, with TYPROS, The Tulsa World, and Preserve Midtown.

Lecture Series: Smart Growth Tulsa will sponsor and co-sponsors public speakers with expertise on issues relevant to our vision and mission.

Advocacy for Smart Policies

Smart Growth Tulsa follows matters before the TMAPC, the Board of Adjustment and other Authorities, Boards and Commissions. We provide analysis of the likely outcomes of proposed new rules, regulations, and economic development proposals. We offer expertise from some of the community's brightest professionals in a number of different fields. They volunteer their time and energies to help provide a balance between profit-driven development interests and those seeking what is best for the community over-all.

We work with elected officials, and provide them with the information and data that helps enable them to propose and adopt smart policies. We support them in the public realm when they take a courageous stand for smart policy decisions that are not always immediately popular. We oppose them when they are willing to take the easy way out for political expediency.

When our organization takes an official position, we provide a simple and well-reasoned argument for the decisions we make. We lobby politicians and attempt to educate them on the benefits of adopting the positions we support.

Leading the charge for data-driven decision making

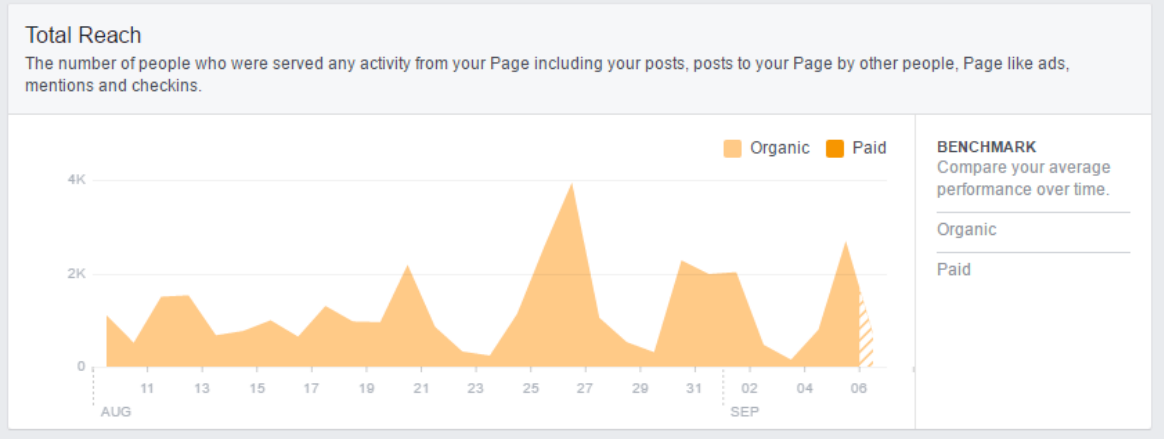
Cities far and wide are adopting protocols for data-driven decision making and management, as an approach to governance and public spending that values decisions which can be backed up with verifiable data.

Smart Growth Tulsa will utilize a variety of social media strategies to continue to develop its citizen database. Over the past year, Smart Growth campaigns have frequently reached over 2000 and up to 50,000 Tulsa citizens generating active discussion and community engagement.

Surveys and Public Data Collection and Analysis

The success of the data-driven approach is reliant upon the quality of the data gathered and the effectiveness of its analysis and interpretation.

Smart Growth Tulsa will utilize best-practice database and survey research methodologies to develop a representative database of Tulsa citizens that can be periodically surveyed about important policy, community development and growth related issues.
We will utilize a proven methodology for developing a representative citizen database and a proprietary survey technology for polling citizens on important topics.



Smart Growth Tulsa will utilize social media campaigns to develop an opt-in list of Tulsa citizens willing to participate in period survey research projects that will enable our organization to develop data summary reports for city leaders and developers to help answer important questions and make better informed decisions about community development and growth.

Building a participatory democracy

To counter voter apathy and indifference, taxpayers must be assured that their voice is heard when decisions are made affecting their everyday lives. Smart Growth Tulsa will lead the way in encouraging elected officials to embrace a process of democratic deliberation and decision-making, in which ordinary people help decide how to prioritize a municipal budget involved in the allocation of discretionary funds.

It enables taxpayers to work with government to make the budget decisions that affect their lives.

When politicians make a political commitment to honor input from citizens, it engages those who might otherwise be cynical about government.

Participatory budgeting can also help citizens gain a deeper understanding of complex issues and community needs by asking them to walk in the shoes of their government.

Politicians benefit by building trust and closer relationships with their constituents and community members. We are confident that when citizens are given real responsibility to make budget decisions, they will rise to the occasion, and think about the broader community.

2017 PROJECTS

SGT Trustees and Advisory Board Members have identified three distinct projects/programs for 2017 that relate directly to the previously determined "areas of focus."

Community Policing Practices: On April 5 of 2016, Tulsans voted to create a permanent sales tax for public safety (the tax will begin at 0.16 percent on Jan. 1, 2017, and increase to 0.26 percent no later than July 1, 2021). The tax is estimated to collect $202M over the next 15 years, in part to hire 160 new police officers.

In September of 2016, Tulsa found itself at the center of a national conversation following the fatal shooting by a white police officer of Terence Crutcher, a 40-year-old African-American man. That death, and others resulting from individual encounters with police officers, combined with deaths inside the county jail, clearly illustrate the need for reforms.

In 2017, Smart Growth Tulsa will encourage the City of Tulsa to join 60 other U.S. cities in signing the White House Data-Driven Justice Initiative (DDJ). SGT will advocate for the Tulsa Police Department to devote sufficient resources in future police academies to insure that new officers receive the necessary training to be deployed effectively in community policing roles and that emphasize the de-escalation of violence and reduce the incidence and use of lethal force.

Public Meetings & Agendas: Code for America's website describes a new national movement of several organizations that are working to: *"Make government work for the people, by the people, in the 21st century."* Since the publishing of The White House Open Government Directive in 2009, cities across the nation have embraced the ideas of open data & citizen participation in government, establishing formal policies as well as grassroots support. This national movement is one that believes that civic engagement can have a transformative effect on citizens' attitudes toward government—in addition to realizing tangible positive outcomes from improving government efficiency.

In 2017 we will work with community partner organizations and the City of Tulsa IT Department in an effort to standardize and modernize a system for public meeting agendas, and citizen notifications.

Riverwood Neighborhood Plan Update – Revisited: In 2008 the City of Tulsa completed an update of the Riverwood Neighborhood Plan which preceded the establishment of a Bus Rapid Transit corridor on South Peoria and newly proposed design improvements for the roadway. Smart land-use and transportation policies are at the core of Smart Growth Tulsa's vision and mission. We have steadfastly advocated for increased density to save money on infrastructure, and for safer, multi-modal streets serving not just automobiles, but also pedestrians, cyclists, and transit users.

In 2017 we will partner with the South Peoria Neighborhood Community Foundation, and the OU-Tulsa Urban Design Studio to develop a citizen-driven plan for growth and development for the Riverwood area (61st & Peoria), to create a safe, vibrant, walkable and transit-rich mixed-use neighborhood that enriches the lives of all who live, work and play there.

FINANCIAL OUTLOOK

Budget and Finance

Smart Growth Tulsa is committed to a balanced budget and operating on a solid financial foundation. Our business model is based upon financial performance metrics and revenue projections utilizing a mixture of fund-raising campaigns, events and charitable gifting from foundations.

We've made budget projections for 2017, based upon successfully raising the funds to meet our minimal needs and allowing us to adequately plan for years two and three.

Smart Growth Tulsa year-one projected operating budget for 2017

Gross Revenue		**$160,000.00**
Administration		
Executive Director (salary & benefits based on $40K annual salary)	$50,000.00	
Administrative Assistant (salary & benefits based upon $25K salary)	$31,250.00	
Total Administrative Costs		$81,250.00
Advertising		
Design, Art, Production, Printing, Web Development, Logo design, Branding	$5,500.00	
Social Media consulting services	$1,500.00	
Media Ads (Internet, Direct Mail, Mags, Newspapers)	$8,000.00	
Promotional Materials (T-shirts, hats, pens, business cards & stationary)	$2,250.00	
Total Advertising Expense		$17,250.00
Auto expenses ($100 monthly allowance)		$1,200.00
Continuing Education Expenses		
Seminars, Classes, and Forum registrations	$600.00	
Books, On-line courses	$300.00	
Total Continuing Education Expense		$900.00
Digital Equipment & Software for producing content (one-time expense)		$4,500.00
Event Planning & Production		
Venue rental and supplies	$2,000.00	
Professional event planning consulting services	$2,500.00	
Catering (food & beverage)	$3,000.00	
Marketing & Communications	$1,500.00	
Total Event Planning & Production		$9,000.00
Insurance (General Liability, Errors & Omissions)		$3,600.00

Licenses, Fees, Dues & Subscriptions			
Annual memberships to affiliate organizations	$750.00		
Internet service, Quik Books, Office 365, Mail Chimp	$2,250.00		
Tulsa World, The Frontier, Doman Hosting and Registrations	$800.00		
Total Licenses, Fees, Dues & Subscriptions		$3,800.00	
Meals & Entertainment - Lobbying, Media and Business lunches		$2,500.00	
Office Expense			
Rent	$6,000.00		
Office Supplies & Equipment (first year start-up) computer, scanner, software	$1,750.00		
Postage, Delivery, Copies, Forms, Misc. expenses	$1,200.00		
Utilities and phone	$2,500.00		
Total Office Expense		$11,450.00	
Professional fees (Legal and Accounting)		$3,000.00	
Repairs & maintenance		$500.00	
Reserve for unexpected opportunities and expenses		$5,000.00	
Travel Expenses			
Transportation (airfare, ride share, auto rental, parking)	$3,000.00		
Lodging & Food	$3,000.00		
Registration fees	$1,500.00		
Total Travel Expense		$7,500.00	
Total Operating Expenses			**$151,450.00**

Year one pro-forma assumptions

- Revenue projections anticipate charitable giving from foundations at $150K and the balance from other fundraising activities
- Minimal full-time staffing at salary levels consistent with those of average local non-profit organizations
- Remaining projected expenses provide for the expansion of projects, programs and services and routine operating costs

Our Trustees

Terry Young, Chair is a former Mayor of Tulsa and former Tulsa County Commissioner. A native Tulsan, he was educated in Tulsa Public Schools and holds an associate degree from Tulsa Community College.

Young took office as Tulsa County Commissioner in 1976 and in the following seven and a half years became involved in the urban planning process as a member of the TMAPC. He was an early advocate for flash flood mitigation and stormwater management during a critical decade of repetitive flash flooding.

As an advocate for green space preservation, he's responsible for acquisition of the initial 150 acres of what is now the Turkey Mountain Urban Wilderness Park.

Elected mayor in 1984, Terry's two-year term was filled with achievements including Tulsa's nationally-recognized comprehensive flood mitigation and stormwater management system and the creation of the Tulsa Historic Preservation Commission.

Terry's distinguished public service career is marked by many other accomplishments. He led the effort to establish a site for a central city university center – now Oklahoma State University-Tulsa. He served as Executive Director of the Tulsa Economic Development Authority.

He headed the Oklahoma State Legislature's Ad Valorem Task Force and was later appointed by Governor David Walters as Managing Director of the Oklahoma Turnpike Authority. He has held, by gubernatorial appointment, membership on the Oklahoma Board of Corrections and the Oklahoma Solid Waste Management Board.

Young is retired and lives in Tulsa with his wife, Carol.

Carlos Moreno, Vice Chair is a graphic designer, community volunteer, serial entrepreneur, and a magic-bean buyer. Carlos is the in-house graphic designer at CAP Tulsa (http://www.captulsa.org), the largest anti-poverty nonprofit in Oklahoma, providing early childhood education services and comprehensive enrichment programs for low-income families.

He serves on the board of TulsaNow (http://www.tulsanow.org), a group that advocates for intelligent and efficient land use, planning & zoning, transportation, and economic development policy. He also serves on the board of the Art Directors Club of Tulsa, and Tulsa's local Code for America chapter (http://codefortulsa.org/). Carlos is certified in Human-Centered Design, and was selected by national urban-affairs magazine NextCity (http://nexcity.org) as part of its 2014 Vanguard Class. He's passionate about revitalizing neighborhoods, improving public policy, and collaborating with local creative.

Bill Leighty, Founder, Executive Director and Secretary brings the legacy of a successful business career, multiple highly effective entrepreneurial endeavors, ongoing civic leadership and a passion for Tulsa's long-range growth and development.

He has been continuously active in community and professional development, serving the real estate industry, and volunteering for various leadership roles in school, church and civic related activities.

Originally appointed by Mayor Kathy Taylor and re-appointed by Mayor Dewey Bartlett, Bill served 5 years on the Tulsa Metropolitan Area Planning Commission. He also served 3+ years on Tulsa's Transportation Advisory Board including as Vice Chair, and Tulsa's Land Use Task Force.

Bill is a member of the National Association of Realtors, the Oklahoma Association of Realtors, and the Greater Tulsa Association of Realtors, a 5-year member of the American Planning Association and earned Leadership Training certification from the National Trust for Historic Preservation.

Craig Immel is Vice President of Operations at Francis Renewable Energy, a position which combines his interests in the environment, natural resources, energy, real estate and construction. Prior to joining FRE, Craig founded Steady State Renewable Energy Company, a geothermal HVAC design, construction and consulting firm. Craig also has considerable experience in Colorado real estate and construction management, including commercial preconstruction services with leading Colorado contractors, Shaw Construction and Adolfson & Peterson Construction.

Craig holds a Master of Science degree in Real Estate and Construction Management from the University of Denver's Daniels College of Business, and a Bachelor of Science in Geography from Oklahoma State University. With over a decade of hands-on experience with green building, renewable energy and energy efficiency strategies, Craig is a LEED Accredited Professional, and also holds IGSHPA and NATE geothermal installer accreditation's, drilling and heat fusion certifications.

Craig has been recognized as an outstanding young business leader by Oklahoma Magazine and The Journal Record, and received the OSU Environmental Science 2011 Award for Sustainability. Craig also volunteers in the community, currently serving as Chair of the U.S. Green Building Council (USGBC) Oklahoma Chapter Board of Directors, and as Past Chair of the USGBC South Central Regional Committee, representing 6 USGBC Chapters across Oklahoma, Texas and Louisiana."

Julie Skye, Treasurer comes to Smart Growth Tulsa from a different career path. Following graduation from Tulsa University with a degree in Finance, her first volunteer position was with the Woman's Resource Center. Halfway through her MBA in Organizational Change, her past had led her to people who didn't have options because they didn't have financial literacy.

Fast forward 30 years and Julie, now a Senior Wealth Advisor at Mariner Wealth Advisors, uses her education and experience in areas that don't often draw traditional financial advisors. Passionate about environmental activism and social justice, she serves on the board of Tulsa Interfaith Alliance, recently joined the City of Tulsa's Compassionate Tulsa Steering Wheel, co-chairs the All Souls Green Team and is the Conservation Chair of the Green Country Sierra Club.

The intersection of organizational change, strategic planning, and finance also landed her on the Tulsa Economic Development Board where she served for 17 years. A consummate entrepreneur, she also does board development with local non-profits. She is currently working with the Spotlight Theater to ready them for a capital campaign to restore the historic Bruce Goff “Riverside Studio.”

Her work with the Unitarian Universalist Socially Responsible Investment Committee also led her to connecting the environmental, social and governance factors that will lead to sustainability, identifying risks before they are realized in business operations and share prices.

OUR ADVISORY BOARD

Amber Whitlatch, a Tulsa native, joined Smart Growth Tulsa in July 2014, shortly after its inception. She was looking for a new outlet for her number-one passion, public activism, and an association with Smart Growth Tulsa seemed like a good fit for both parties. In the beginning, Amber preferred to remain in the background, utilizing her talents and experience to help SGT develop a strong social media presence, behind the scenes.

Only recently has she graciously agreed to let us list her name as a valued member of our Advisory Board. By her steady hand, our Facebook page serves as a platform to share our vision, mission, and message with thousands of Tulsans every day of the week.

Steady public policy victories drive Amber’s passion, and direct her to read, learn, and share best practices from around the country, and the world, relating to the Smart Growth principles of sustainable development, expanded transportation employment and housing options; social equity, preservation of our natural and cultural resources, and the promotion of public health.

Amber is also a Teaching Assistant at Mayo School, and is active at All Souls church, while maintaining co-ownership of the Nightingale Theater since 1999. Aside from advocacy, her favorite things include music, art, crab legs, Netflix, dark chocolate, thunderstorms, dancing, her front porch, and spending time with her husband, son, and their Mini Australian Shepherd, Tesla.

Angela Baker, CPA is an Assurance Manager at HoganTaylor LLP, a regional public accounting firm based in Tulsa. Originally from Oklahoma City, Angela earned her Bachelor's and Master's degrees in Accounting from Oklahoma State University and moved to Tulsa to pursue a career in public accounting. She has experience auditing many industries present in the Tulsa area, including oil & gas, manufacturing, and construction. Angela spent several years in the oil & gas industry working in corporate accounting before returning to public accounting in 2015.

As a transplant to Tulsa, where she has lived since 2008, Angela has become invested in the community through her involvement in local organizations. Angela has previously served on the Town & Country School board, and is a current board member of the Visiting Nurse Association and the Tulsa Chapter of the OSU Alumni Association. She is also very involved with the Tulsa Walk to End Alzheimer's.

Clarence Boyd is a Community Development Banker at BOK Financial, a $31 billion regional financial service company based in Tulsa. Clarence earned a business degree from Oral Roberts University and later completed a Master's Degree in Architecture from the University of Oklahoma. Clarence has gained experience in retail, project and sales management, and has worked in several industries throughout the course of his career, including Food and Beverage, Architecture, Construction, Banking and Commercial Real Estate.

His experience in a variety of industries and understanding of graphics, art, photography and music has aided him in a broad array of career opportunities and personal ventures. As a native of Tulsa, Clarence is extremely dedicated to the community though his efforts in local organizations. He hopes to leverage his experiences to connect with people and resources, and find innovative ways to build and spur economic development in North Tulsa.

Doug Duke, PE, CFM is a planner, engineer, developer, and budding social entrepreneur (plangineervelopernuer?) with a keen interest in enabling mixed-use, car-optional sustainable communities with a vibrant, urban flair.

Doug has spent most of his life in Memphis, where he received a Bachelor's in Civil Engineering (Transportation Focus) from the University of Memphis. Doug has sojourned in the Bay Area and served a stint in Siloam Springs, Arkansas, where he completed his first adaptive reuse project, converting a dilapidated downtown warehouse into loft apartments.

After moving to Tulsa in 2007, Doug served a key role in local progressive transportation projects such as the Downtown Roundabout (Elgin at 10th) and Pearl District Streetscaping, the Citywide Bike Rack Pilot Project, Fast Forward Transit System Plan, and road diets for 4th Street, Archer Street, and Automobile Alley in downtown OKC.

In recent years, Doug served in the Traffic Operations and Development Services sections with the City of Tulsa. In the latter role, he managed the City's development review and permitting staff and served as staff liaison to INCOG, TMAPC, and the Infrastructure Development and Stormwater Drainage and Hazard Mitigation Advisory Boards.

Doug now engages smart growth initiatives through Public *re*Works Department, a consulting practice focused on adaptive reuse of transportation infrastructure to support healthy and thriving surrounding land uses. He is also excitedly pursuing opportunities to bring transit oriented development to the Peoria BRT corridor. Appreciating Tulsa's potential, he looks forward to growing roots here along with his fiancée Mey, with whom he enjoys frequent trips to California to visit family.

Jim Beach works as a land development consultant, performing due diligence and land use entitlements on commercial and institutional projects for Wallace Engineering.

A graduate of OSU, he was a licensed landscape architect in private practice for nine years before joining BSW in 1988. In 1995, Jim moved to INCOG, staffing the Board of Adjustment and TMAPC before returning to private consulting in 2004.

Jim served on the PlaniTulsa Citizens Advisory Committee; advocates for Tulsa's new Zoning Code and Subdivision Regulations; is a member of Tulsa's Bike Share Advisory Committee; maintains memberships in the American Planning Association and Urban Land Institute.

At INCOG, Jim found his passion for public service and empathy with citizens attempting to navigate land use planning processes. In 2002 he began exploring a concept he called *Landrules*, to improve citizen access through web-based tools. He shared his ideas with community leaders, advocacy groups, and Mayor Kathy Taylor's Land Use Education & Communication Task Force. Though not implemented, the idea still percolates and he enjoys watching the tech community in Tulsa making progress the past few years.

Jim has promoted bicycle events since 1992. In 2005, he helped create Saint Francis Tulsa Tough where he served as Gran Fondo Director and Operations Director for 10 years. He currently serves as Chairman of the Board of Directors for Oklahoma Freewheel.

John Griffin is an Urban Designer at Selser Schaefer Architects, an award-winning architectural design firm headquartered in Tulsa, Oklahoma. A Tulsa native and graduate of Union High School, he received a Master of Architectural Design and Urbanism from the University of Notre Dame.

Prior to returning home to Tulsa in 2014, John practiced architecture working in London, New York City, and Washington, D.C. before serving a two-year term as a Visiting Assistant Professor at the University of Notre Dame School of Architecture. His worldwide master planning experience has received multiple New Urbanism Charter Awards including a 2015 Award for his team's work, *Visions for Lafayette*, undertaken for the community of Lafayette, Louisiana. While at Notre Dame, John and a team of colleagues received an RIHA grant to undertake a 100-year masterplan for the greater metropolitan area of Chicago.

John also serves as an advisory board member for the Tulsa Foundation for Architecture and is passionate about creating diverse, walkable, mixed-use neighborhoods that provide opportunities for people of all backgrounds to flourish.

John McNulty Ph.D. is an Associate Professor and Chair of the University of Tulsa's Psychology Department. A native of Northeastern Oklahoma, John earned an MBA from the University of Oklahoma and a doctorate in clinical psychology from The University of Tulsa. His primary research focuses on understanding how questionnaires can be used to understand personality characteristics and functioning.

More broadly, John is interested in issues and controversies about how measurement ideas influence psychological assessment. He teaches courses on how to understand and conduct psychological research as well as how to evaluate the strengths and weaknesses of personality questionnaires.

John is a board member and Treasurer of the Society for Personality Assessment, located in the Washington, DC, area. Most Saturdays you'll find him at Jones Riverside Airport working with the local Commemorative Air Force squadron rebuilding WWII aircraft (actually, keeping track of the money it takes to get and keep those planes in the air). He has become keenly interested in issues of land conservation and restoration as well as the ethics of land use.

Jonathan Belzley is a real estate sales associate of KMO Urban, LLC and a Principal of New Leaf Development, specializing in urban redevelopment, mixed-use and adaptive reuse of historic buildings in Tulsa, Oklahoma and the surrounding region.

A graduate of The Berklee College of Music, Boston, MA, Jonathan lived in Los Angeles, CA and worked as a mastering engineer for The Mastering Lab and Lurssen Mastering before returning to Tulsa in 2008. Upon return, Jonathan founded the Urbanist Crew of Tulsa Young Professionals and its signature event Street CReD, which annually highlights an existing area of Tulsa ripe for redevelopment.

Jonathan is a member of the Accessible Transportation Coalition, Transit Matters, Tulsa Now, The Urbanist Crew, TYPros Advisory Board and the Downtown Coordinating Council, and also served on the Board of the Tulsa HUB. Jonathan and his beautiful wife, Susanna, live in Tracy Park with two black cats.

In his spare time, Jonathan is a musician, DIY'er, gardener, amateur photographer, bourbon connoisseur and karaokephile. In 2010, he co-founded Charityokie - "Karaoke for a Cause", an event that has raised over half a million dollars for local charities.

Katie L. Plohocky is a Principal of StreetLife, LLC, a consultancy firm specializing in integrated urban strategies. She is also works for TEDC serving as the Project Manager overseeing the construction and leasing of The Shoppes on Peoria, an innovative economic development model to create new businesses and jobs in underserved communities.

Plohocky has 15 years' experience in commercial real estate leasing, appraisal, retail development, and project management. She currently specializes in economic and community development. Her leadership positions related to food initiatives include Tulsa Food Security Council Chairman, President of the Pearl Farmers Market, the Oklahoma Food Policy Council member, Co-Founder and Director of the Healthy Community Store Initiative (HSCI, Inc.), and Coordinator for National Food Day.

Plohocky is also the project manager for a USDA Community Food Project grant and consultant for the Tulsa Community Wellness Partnership TSET grant. She also serves on the BOK Financial Corporation Advisory Board, as a Tulsa Industrial Authority Trustee, the North Tulsa Economic Development Initiative Chairperson, and the Business Industrial Development Corporation Board Secretary, OU School of Urban Design Northland Plan Advisory Committee, McLain High School Foundation Treasurer, Junior Achievement teacher, Route 66 Task Force Business Development Chairperson, and a guest lecturer at Oklahoma University School of Social Work, Langston University, and Leadership Tulsa. Plohocky earned her Bachelor's degree in Business Leadership from Baker College and a MBA from the University of Phoenix.

Kimberly Fobbs is married to TU Legend Anthony Fobbs for over 29 years, they are the proud parents of two children and are raising their nephew, a National Honor Society member at Broken Arrow High School.

Together the Fobbs are small business owners and operators of **Big Anthony's BBQ**. Kimberly is also the owner of a small business consulting and marketing firm, the **FCG Group**.

Kimberly also served the citizens of Oklahoma from 2009-2013 on Oklahoma's **Judicial Nominating Commission**. In this capacity, she was

part of a non-partisan team who screened, evaluated and recommended judicial applicants to the Governor for final selection.

Kimberly also represented Senate District 33 in 2016, and House District 80 in 2006, both times as the Democratic primary winner**.** Kimberly studied Architectural Engineering & Communications before enjoying a successful corporate management career of over 16 years with a leading Fortune 100 Insurance and Financial Services Company followed by tenures serving in Marketing Director leadership and Business Intelligence roles.

Kimberly has over 20 years' experience leading mid-size and Fortune 500 companies through the design, development, analysis and implementation of data models, customer segmentation models, CRM deployment and Marketing analytics. Her experience spans a wide range of industries including financial services & insurance, call centers, standby-power generation and telecommunications.

Kimberly's experience includes leading all aspects of Marketing & Customer Analysis (financial, operations, process, customer relationship management (CRM implementation & strategy) unit cost models, data/database administration, quality auditing and quality management systems implementation; and leading all aspects of marketing, branding, social media and collateral development. Kimberly also lead operational and service teams in metrics reporting and data analytics, annuities, customer investigations and call center operations in addition to her specialization in business intelligence delivery.

Kimberly is a problem-solver for small business and nonprofits alike. Her passion is helping organizations maximize opportunities to succeed and she has a passion for public service and shaping public policy. She excels in defining key business indicators and developing implementation plans that are measureable and effective to drive revenue, reduce cost and improve outcomes.

Patti Mullen grew up in Tulsa and returned to Oklahoma in 2014 after a 40-year absence. She spent the last 30 years in Seattle where she served as President & CEO of the Federal Way Chamber of Commerce and the West Seattle Chamber of Commerce and witnessed what visionary leadership can accomplish to forward the Puget Sound Region. Sustainable growth, retention of green space, and designing economic success were the issues that defined her last 15 years in Puget Sound.

Prior to beginning her work in the Chamber of Commerce profession, she held the position of Director of Accounting/HR for TEC, an international buyer-centric sales education firm serving Fortune 500 firms, and Director of Operations for Ontempo.com, managing the start-up and launch phase of a national media content management firm. Patricia believes in a strong business community and the power of collaboration to ensure economic advancement. She holds her BA from the University of Oklahoma in Social Psychology.

Patti has extensive experience local and regional transportation issues, transit oriented development, commercial port activity, city planning, destination marketing, and community development. She loves history, hiking, and gardening,

She now resides with her 91-year-old mom and volunteers her time to issues that hold meaning to her including SGT and the League of Women Voters / Metropolitan Tulsa.

Ray Pearcey is a management consulting/public policy and technology professional in Tulsa; he has consulted with a wide array of private firms, public agencies and non-profits. He has been a city planner, a business strategist, a chief technology officer, a political/polling consultant and a graphic arts/digital design practitioner.

He has also been an editorial staffer at several Tulsa print ventures and host of Tulsa radio KJMU's 1340 AM "Community Issues on Tap"–a public issues/talk show. His current interests include mobile computing, design, downtown development, energy/environment projects & digital animation/state of the art on-line projects. Ray has a deep interest in tech, film, writing, bicycling, astronomy, politics, the arts, city planning, animation & design.

Shawn Michael Schaefer is Director of the University of Oklahoma Urban Design Studio and a faculty member of the College of Architecture. Founded in 1988, the Urban Design Studio is an outreach program from the College of Architecture with a three-part mission to train urban design professionals in Architecture, Community Planning and Urban Studies, to further the understanding of the city through research and creative activity and to conduct community service projects benefiting Tulsa and Northeast Oklahoma.

Professor Schaefer holds professional degrees in Architecture and Urban Design. He is licensed to practice architecture and interior design in the State of Oklahoma and is board certified by the National Council of Architectural Registration Boards (NCARB) and the American Institute of City Planners (AICP). He is also a Leadership in Energy and Environmental Design (LEED) accredited professional and an FAA certified, instrument-rated pilot. Mr. Schaefer is founding Principal of PLACES LLC, Oklahoma's first urban design consulting practice.

OUR AFFILIATE MEMBERS

Preserve Midtown is a grass roots, non-partisan, volunteer community based organization founded in May, 2007. Their mission is to provide information and advocacy for resident property owners concerning issues affecting their property, neighborhoods and the city of Tulsa. Preserve Midtown has been a steadfast advocate for Tulsa residents, giving them a unified voice on development and other issues. We support Preserve Midtown and invite you to visit and "Like" their Preserve Midtown Facebook Page.

TulsaNow has evolved from a small group of citizens frustrated by the failure of revitalization referendums. Their mission is to help Tulsa become the most vibrant, diverse, sustainable and prosperous city of our size by focusing on the development of Tulsa's distinctive identity and economic growth around a dynamic, urban core, complemented by a constellation of livable, thriving communities." We support TulsaNow in their mission and their core values. We invite you visit their website TulsaNow and to visit and "Like" their Facebook Page

Transit Matters Tulsa is a grass roots advocacy group that promotes effective public transportation in Tulsa. Our members are bus riders and people interested in creating a sustainable alternative and a strong business environment in Tulsa, so that Tulsa can become a dynamic, modern city that lives up to its full potential. We invite you to support them and visit their Transit Matters website, and to visit and "Like" their Transit Matters Facebook Page.

Code for Tulsa is a group of citizens who want to use technology to make life better in Tulsa, Oklahoma. We're organized as a Code for America Brigade, joining other groups around the country doing similar work. In May 2013, the Tulsa City Council and Mayor of Tulsa adopted the Open and Accessible Data Resolution, with direction to provide more data online and work toward a higher level of transparency. Please visit their Code for Tulsa Website and "Like" their Code for Tulsa Facebook Page.

The mission of the **Pearl District Association** is to reinvent the art of city life in Tulsa. To develop from the grass-roots an urban neighborhood that is diverse, intriguing and charming; that adapts to the new realities of the 21st Century and has the character, humanity and convenience of the best, traditional cities; that offers a radical and attractive alternative to suburban living; where it is possible to work, play and shop without recourse to a car; where neighbors work to foster good schools and safe, attractive streets and civic spaces; and where a vibrant, civic environment is matched by enlightened public policies. To do all this before it is too late. Please visit the PDA Website and "Like" the PDA Facebook page.

The **U.S. Green Building Council Oklahoma Chapter** is a nonprofit membership organization whose vision is a sustainable environment within a generation. Its membership includes corporations, builders, universities, government agencies, and other nonprofit organizations. USGBC was founded in 1993 and has grown to over 13,000 member companies and organizations that advocate sustainable design practices with the utilization of a comprehensive family of LEED green building rating systems. Please support the U.S. Green Building Council Oklahoma Chapter by visiting their Website and Facebook Page and follow them on Twitter.

The **Crow Creek Community** are citizens working together to help improve water quality and life in and around Crow Creek as it flows through midtown Tulsa. Florence Park, Maple Ridge, Garden District, Ranch Acres, Utica Square, Zink Park, Cascia Hall, Brookside, A Gathering Place…, River Parks and the people that live, shop, and recreate in the surrounding area have two things in common; 1) they are all in the Crow Creek watershed and 2) they all have an impact on Crow Creek. We invite you to visit and "Like" their Facebook Page.

The Oklahoma Eagle is a revered 95 year old publication with a stout, unapologetic record as a robust player in Tulsa politics, justice issues, the civil rights movement, the history and culture of African Americans, growth and change, community development and music and the arts. Historically they have and will continue to chronicle the stories, challenges and triumphs of Tulsa area black people and the historic Greenwood area. But they are now expanding their story mix by covering downtown Tulsa, contentious land use and planning matters, policing and public safety, emerging technologies, the kinetic art and culture vista and the revitalization of neighborhoods. Click here for Managing Editor Ray Pearcey's Blog including selected essays, Op/Ed and analytic works published in the Oklahoma Eagle, Smart Growth Tulsa, Urban Tulsa Weekly and the Tulsa Voice.

The Phoenix Development Council is unlike any other neighborhood association. They were created to work with the city in bringing the 36th St. N. Corridor Small Area Plan to fruition. Their goal is to help the Phoenix District reach its' fullest economic, political and social potential. Please visit and like their Phoenix Development Council Facebook Page and share with your friends who might have an interest in helping this north Tulsa community grow and prosper.

The Greenwood Chamber of Commerce (GCC), Greenwood Community Development Corporation (GCDC), and Greenwood Business Resource Center (GBRC)'s overall mission is to create economic opportunities… businesses and jobs, which in turn will assist in stimulating the development of the north Tulsa community awareness and involvement, promote civic pride and spirit through cultural, educational and recreational activities; and provide opportunities for entrepreneurship initatives, small business technical assistance, business expansion, and the creation of jobs and training that offer upward mobility for the community. Click here to visit their website and "Like" their Facebook Page.