

# Land Use Education and Communication Task Force

April 20, 2009 – 5:00 PM

## Minutes

**(NOT YET APPROVED AND ADOPTED BY THE TASK FORCE)**

Task Force members present:

Bill Christiansen – Chairman  
Nancy Siegel  
Bruce Bolzle  
Bill Leighty  
Julie Hall  
Lauren Brookey  
Paul Kane  
Steve Alter  
Suliman Hawamdeh

There were also several interested parties and staff members present.

Councilor Christiansen called the meeting to order.

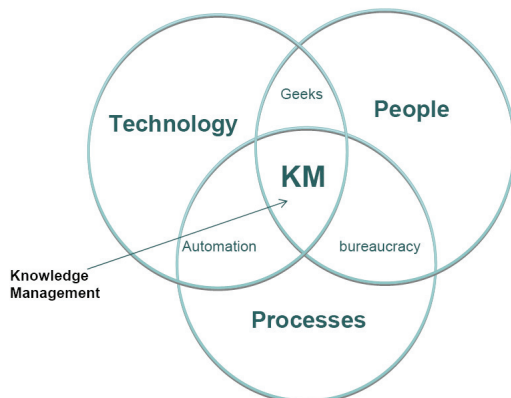
### **1. Review and approval of minutes of Task Force meeting of April 13, 2009.**

The task force reviewed the minutes. Mr. Bolzle moved approval of the minutes. Mr. Alter seconded the motion. The minutes were approved.

### **2. Presentation by Task Force member Dr. Suliman Hawamdeh and discussion regarding knowledge management and urban redevelopment.**

Councilor Christiansen introduced Suliman Hawamdeh, who made a presentation, which will be posted at [www.tulsacouncil.org](http://www.tulsacouncil.org). Dr. Hawamdeh's presentation included a discussion of the following:

#### ***Knowledge Management and Urban Re-development***



## Knowledge Management in the Public Sector

- Advocate for good urban governance and participatory decision-making processes through building capacity, identifying best practices and synthesizing lessons learned.
- Maximize efficiencies across public service through connecting silos of information across different levels of government and agencies.
- Develop and consolidate outdated systems to improve overall performance.
- Improve accountability and mitigating risk by making informed decisions and resolving issues faster.
- Deliver better and more cost effective constituent services such as enhancing partnerships with and responsiveness to the public.

## Knowledge Management Practices

- Best Practices
- Lesson Learned
- Community of Practices (CoPs)
- Organizational Learning
- System Thinking
- Collaboration and knowledge sharing
- Social Responsibility

System Thinking – “the process of inferring how policies, actions, rules, regulations, changes influences the state of the universe; It is an approach to problem solving that views ‘problems’ as parts of an overall system.”

Dysfunctional Mental Model – “defined as erroneous and misleading mental representations about ourselves, other people, institutions, and every aspect of the world. Examples of dysfunctional MM include generalizations, polarization, prejudgments, etc.”

## Acceptable and Unacceptable Development

### Why the issues Surrounding Sonoma Grande are Complex, Confusing & Controversial

- PUD & Zoning Comparison
- What Happened to PUD460-3
- The Distinction between Information and Knowledge
  - Examples from City of Tulsa web sites and the Sonoma Grande watershed permit
- Visual Separation of Uses – “Height restrictions, setback and screening requirements, earth change, etc., might be separate ordinances, but the combination of these is what intended to ensure compatibility, privacy, and visual separation of USES.”

### So Where is the Problem?

- Legislation (no, or minor)
- People (yes)
  - Competence
  - Communication
  - Culture
  - Mental Models (Mind Set)
- Processes (yes)
  - The PUD concept is faulty. It unnecessary complexity to the zoning system
  - Information and knowledge sharing problems throughout the process
- Technology (yes)
  - Information and technology literacy
  - Integration of information systems
  - Information and knowledge organization
  - Resources

### Knowledge Management Action Plan

- The rising public expectations, along with other factors dictates that we must go beyond traditional methods of doing business.
- We must make sure that agencies and departments within the local government do not become information silos.
- We need to replace the information system with a knowledge system.
- Preferably create a Chief Knowledge officer Position (someone who can see the big picture and facilitate communication and collaboration between various agencies and departments).
- Promote good practices (lesson learned, best practices, communities of practice).
- Create an outreach program (residents and city partnership program).
- Build capacity through training and Certification Program.

### Questions/Comments:

Mr. Kane thanked Dr. Hawamdeh for a methodical and well thought-out presentation. He asked about the phrase “separation of uses.” Does it mean that a neighbor would not be able to see anything happening next door?

Dr. Hawamdeh referred to the definition from the presentation – ““Height restrictions, setback and screening requirements, earth change, etc., might be separate ordinances, but the combination of these is what intended to ensure compatibility, privacy, and visual separation of uses.” All of these elements contribute to visual separation and are already addressed in the code. Problems are ones of knowledge and enforcement.

Councilor Christiansen stated that helping to overcome “dysfunctional mental models,” as described in the presentation, is an important part of the Task Force’s job.

Mr. Alter noted the importance of inter-agency communication and avoiding silos.

Ms. Brookey noted that the “dysfunctional mental model” concept goes both ways, which illustrates the potential benefit of an ombudsman. Solutions cannot be implemented department-by-department, but must come from the top down. Solutions must be transformational, not simply technical. A web page, in and of itself, will not address the problems. The Task Force must identify the systems it would like to see created (a vision), and then tools can be developed to implement that vision.

Susan Neal indicated that PLANitUlsa will help develop those *systematic* solutions, but noted that interim communication measures are needed. She noted that the permitting examples from the presentation were clearly City of Tulsa (not TMAPC) issues.

Councilor Christiansen noted that efforts were made during the LaFortune administration to help potential developers navigate what were perceived as cumbersome and confusing regulations. A development liaison was hired. Now, a similar liaison, or ombudsman, may be needed to help residents navigate the system.

Mr. Alter noted that those efforts to streamline processes began with Mayor Savage and Metro Chamber initiatives in the early 90s.

### **3. Task Force schedule and upcoming agenda items.**

Councilor Christiansen indicated that he would like to add an agenda item to a future agenda regarding City Council staff procedures for processing TMAPC zoning recommendations.

Mr. Leighty asked for an item to be added regarding infill residential development, from developer and neighborhood perspectives. Mr. Kane indicated that he might know of a potential presenter.

There was a discussion of scheduling conflicts and potential alternative dates and times. The meeting tentatively scheduled for May 18<sup>th</sup> and 5:00 will be rescheduled for May 20<sup>th</sup> at 5:30.

Meeting adjourned.