



# Knowledge Management and Urban Re-development

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**OU-Tulsa**



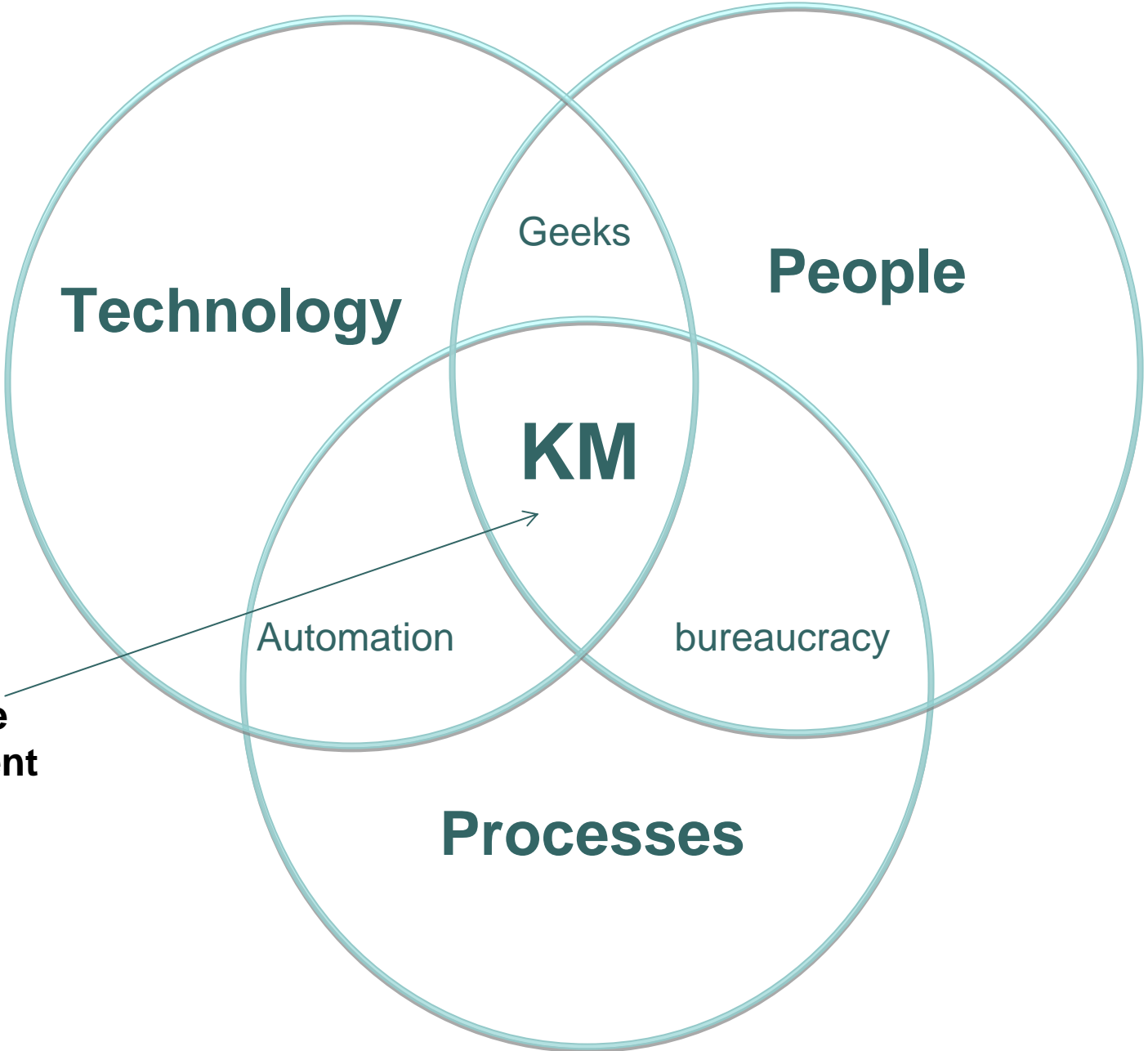
# Knowledge Management

**“Knowledge management is getting the right information to the right people at the right time, and helping people create knowledge and share and act upon information in ways that will measurably improve the performance of NASA and its partners” NASA**

**“knowledge management is about letting the right hand know what the left hand is doing”.**

Ramon Barquin. President of Barquin International

**“If the Internet is about connecting computers, knowledge management is about connecting minds.”** Shereen Remez, Chief Knowledge Officer (CKO) of the General Services Administration (GSA)



**Knowledge  
Management**





# 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- **Develop and consolidate outdated systems to improve overall performance**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 resolve issues faster.**
- **Deliver better and more cost effective constituent services such as enhancing partnerships with and responsiveness to the public**



# Knowledge Management Events - Cities

- **Government Knowledge Management Conference, April 28-29, 2009, Washington DC**  
<http://1105govinfoevents.com/EventOverview.aspx?Event=KM09>
- **The Knowledge City Summit, Shenzhen, China 2009**
- **Knowledge Cities Symposium, Istanbul, Turkey, 2008**
- **Making Knowledge Work International Conference, City of Stirling, Scotland, 2005**
- **Cities of Knowledge, Dublin, 2007**



# Federal KM Working Group

<http://www.km.gov>

## Their Action Plan :

1. **Establish a Federal Knowledge Management Center to serve as a centralized resource for agencies in carrying out their own knowledge management efforts.**
2. **Establish a Federal CKO Position.**
3. **KM Governance. Enact Government-wide Policies, Standards and Practices that specify the general direction and intent of Federal knowledge sharing efforts.**
4. **Awareness Campaign and Web Presence.**
5. **Build a Knowledge Sharing Culture in the Federal Government.**
6. **Train Federal Workers in KM Skills.**
7. **Meet the Challenges of the Retirement “Age Wave.”**



# 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**
- **The ability to see the whole picture. The ability to see the forest beyond the trees**
- **The ability to connect the dots and see the interrelatedness of the various components of the system**
- **To understand why a problem persists is to to understand the part in relation to the whole**



# **Dysfunctional Mental Model**

- **Dysfunctional MM can be 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.**
- **In any crises, finding a solution starts with defining, diagnosing and understanding the problem.**
- **To understand why a problem persists is to understand the parts in relation to the whole**

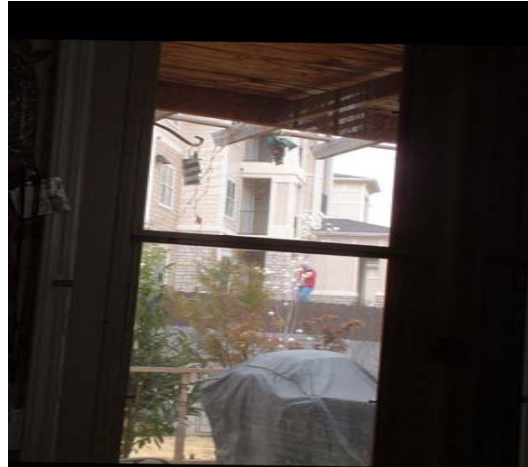
# Acceptable Development



**Estancia - Flourney**

**7705 S. Mingo Rd, Tulsa, Oklahoma (Across from the Highland Park)**

# Unacceptable Development



**Sonoma  
Grande –  
Flournoy**

**81 @ Mingo Rd, Tulsa, Oklahoma (In Highland Park  
Backyard)**

# Unacceptable Development



Sonoma  
Grande –  
Flournoy

**81 @ Mingo Rd, Tulsa, Oklahoma (In Highland Park Backyard)**



**Why the issues Surrounding  
Sonoma Grande are  
Complex  
Confusing  
&  
Controversial?**

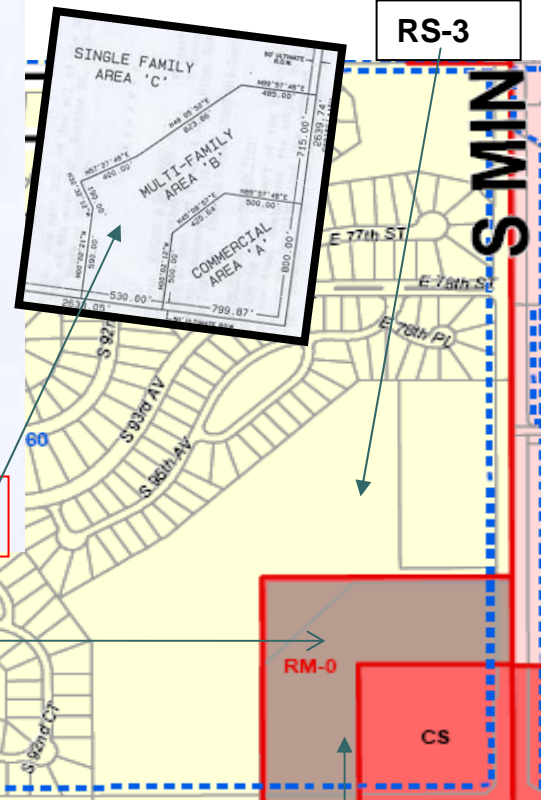


# PUD & Zoning Comparison

## DEVELOPMENT AREA B

Land Area (Gross): 25.35 acres 1,104,182.27 sf ■  
 (Net): 23.92 acres 1,041,932.27 sf ■

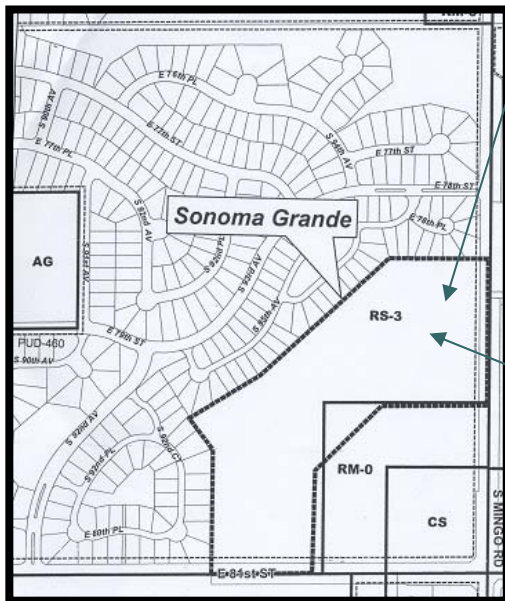
Permitted Uses: Those uses permitted as a matter of right in Use Units 5, Community Services and Similar Uses; 7, Duplex Dwellings; 7-A, Townhouse Dwellings; and 8, Multifamily Dwellings and Similar Uses. Those uses permitted in Use Unit 5 shall be subject to the use conditions of Section 1205 of the Tulsa Zoning Code and detailed site plan approval including the location of such uses within Area B, and such additional use conditions as are appropriate for each use as determined by the Detail Site Plan review and approval. [Amended, see TMAPC vote.]



The legal description in the PUD defines multifamily area (RM-0) as 300 feet wrapping around the Commercial area (CS)

PUD 460 Highland Park & Sonoma Grande

PUD-460-3



**TMAPC ACTION: 7 members present**

On **MOTION** of PARMELE, the TMAPC voted 7-0-0 (Carnes, Coutant, Draughon, Doherty, Paddock, Parmele, Rice, "aye"; no "nays"; no "abstentions"; Kenpe, Randle, Wilson, Woodard, "absent") to **APPROVE Z-6280 & PUD 460 Norman (Raffkind)**, as recommended by Staff with the following modifications:

Add to Screening standards for Area A: "Provided, however, the timing and extent of the screening is to be determined at Detail Site Plan review."

Add to Permitted Uses for Area B: Use Unit 6, Single-Family Dwellings.

**Legal Description:**

**Z-6281:**

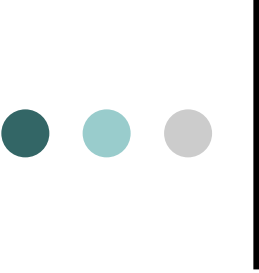
**CS Zoning** on a tract of land being described as the south 467' of the east 467' of Section 12, T-18-N, R-13-E of the IBM, City and County of Tulsa, State of Oklahoma;

**RM-0 Zoning** on a tract of land being described as the south 767' of the east 767' of Section 12, T-18-N, R-13-E of the IBM, City and County of Tulsa, State of Oklahoma, **LESS AND EXCEPT** the south 467' of the east 467' of said Section 12;

**RS-3 Zoning** on a tract of land that is all of the SE/4 of Section 12, T-18-N, R-13-E of the IBM, City and County of Tulsa, State of Oklahoma, **LESS AND EXCEPT two** tracts of land being described as follows: **Tract 1** - starting at the southwest corner of the SE/4 of said Section 12; thence N 0°02'47" E along the westerly line of said quarter section for 1,191.74' to the POB; thence continuing N 0°02'47" E along the westerly line for 660.0'; thence S 89°57'13" E for 660.0'; thence S 0°02'47" W for 660.0'; thence N 89°57'13"W for 660.0' to the POB of said tract of land; **AND Tract 2** - being the south 767' of the east 767' of said Section 12.

**PUD 460:**

A tract of land that is all of the SE/4 of Section 12, T-18-N, R-13-E of the IBM, City and County of Tulsa, State of Oklahoma, **LESS AND EXCEPT** a tract of land that is part of the W/2 of the SE/4 of Section 12, T-18-N, R-13-E of the IBM, City and County of Tulsa, State of Oklahoma, said tract of land being described as follows, to-wit: Starting at the southwest corner of the SE/4; thence N 0°02'47" E along the westerly line for 1,191.74' to the POB; thence continuing N 0°02'47" E along the westerly line for 660.0'; thence S 89°57'13" E for 660.0'; thence S 0°02'47" W for 660.0'; thence N 89°57'13"W for 660.0' to the POB of said tract of land.



**“Alberty argues otherwise. He contends Tulsa's regulations are as simple and easy to understand as any. “We've got a fairly simple zoning code. If you read it, you'll understand it. *But most people don't want to do that.*”**

Tulsa World January 11, 2009

**“As I said before, PUDs are incredibly complicated. In some ways, they provide the best alternative for assuring protection to the surrounding neighborhoods; in others, they are a confusing approach to land use that frequently leaves average citizens baffled and angry”**

Michelle Cantrell, Chair TMAPC letter to the residents date March 17, 2009



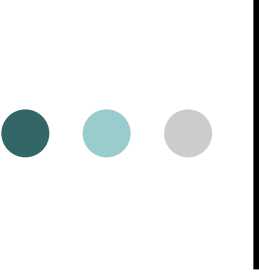
# What Happened to PUD460-3

## **SECTION 1107. ADMINISTRATION OF PLANNED UNIT DEVELOPMENT**

### **J. Abandonment**

Abandonment of a Planned Unit Development shall require the City Council's approval, after recommendation by the Planning Commission, of an application for amendment to the Zoning Map repealing the supplemental designation of PUD. The City Council may amend the underlying zoning upon abandonment of the PUD. Upon final action authorizing the abandonment of the Planned Unit Development, no building permit shall be issued except in accordance with the restrictions and limitations of the general zoning district or districts.

- **Is PUD 460-3 a PUD and abandoning it require the Council approval?**
- **If not then what is the process by which a minor amendment of a PUD approved by TMAPC can be abandoned?**



**“..In reality, the property is no longer zoned CS, RM-0, and RS-3, but instead is zoned PUD460 which is divided into three area A, B, and C.”**

**“ ...As I said before, the PUD rezoning supersedes the other rezoning”**

Michelle Cantrell, Chair TMAPC letter to the residents date March 17, 2009

Then:

- Why does INCOG Website and the mapping system not reflect the A, B, C system, so citizens can avoid confusion?
- Why are the citizens notified using the underlying zoning and not the PUD zoning if the PUD Overrides the underlying zoning?

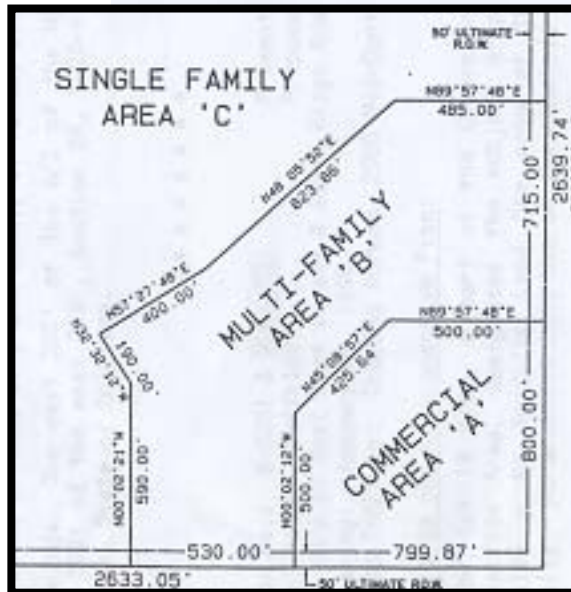
**NOTICE TO THE PUBLIC  
OF A HEARING ON A PROPOSED SUBDIVISION PLAT**

Notice is hereby given that a public hearing will be held before the Tulsa Metropolitan Area Planning Commission in the Francis Campbell City Council Room, City Hall, 200 Civic Center, Tulsa, Oklahoma, at 1:30 PM on September 5, 2007.

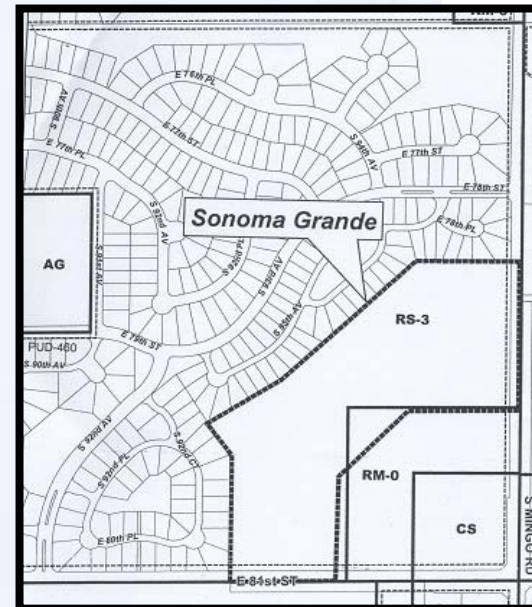
At that time and place, consideration will be given to the proposed subdivision plat of:

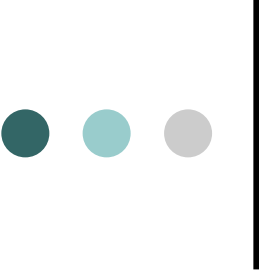
**Sonoma Grande - (8312) (RM-OVS-3/PUD-480) (PD 18) (CD 8)**  
North of northwest corner East 81<sup>st</sup> Street & Mingo Road

Maps showing the proposed subdivision may be inspected in the office of the Planning Commission (INCOG), 201 West Fifth, Suite 600, Tulsa, Oklahoma.



**OR**





**“Within a PUD, the underlying zoning is not changed, but the flexibility afforded by the process allows the developer, with approval by the City Council, to spread the allowable intensity (floor area Ratio) over specific Development areas potentially the entire property.”**

Alberty PowerPoint Presentation to the Committee on March 27, 2009.

**“.... Mr. Alberty indicated that the Council approves major amendments, as defined in the code, and that the Planning Commission approves minor amendments, as defined in the code.”**      Task Force Committee Minutes March 27

**According to the above statements, a change in density within a PUD requires major amendment.**





# Information is not Knowledge

**Information  $\approx$  Knowledge only when it is:**

- **Clear**
- **timely**
- **Accurate**
- **relevant**
- **Make Sense**
- **Actionable**

**Timeline** | Permit Inquiry Center [FAQ](#) [Feedback](#) [Exit](#)

	App. No.	App. Date	Status	Permit Type	Work Type
Show Details	146929	10/26/2007 4:53:00 PM	O	COMMERCIAL	BLDG
Show Details	156604	1/7/2008 9:01:00 AM	V	WATERSHED	ERTHCG
Show Details	162636	3/3/2008 4:20:00 PM	C	WATERSHED	OTHER
Show Details	163591	3/12/2008 11:41:00 AM	C	ELECTRICAL	
Show Details	170079	5/14/2008 1:54:00 PM	C	PLUMBING	
Show Details	170633	5/20/2008 8:28:00 AM	C	FIRESUPP	OTHER
Show Details	173042	6/12/2008 9:25:00 AM	C	COMMERCIAL	ADDEND
Show Details	173111	6/12/2008 3:15:00 PM	C	PLUMBING	
Show Details	174141	6/24/2008 9:49:00 AM	C	ELECTRICAL	
Show Details	174582	6/27/2008 10:52:00 AM	V	COMMERCIAL	ADDEND
Show Details	174864	7/2/2008 1:29:20 PM	O	ROWCONST	
Show Details	176546	7/18/2008 10:49:00 AM	C	SEWER	NEWT
Show Details	180182	8/22/2008 11:12:00 AM	C	FIREALARM	OTHER
Show Details	181280	9/4/2008 4:32:00 PM	C	MECHANICAL	
Show Details	181517	9/8/2008 2:47:00 PM	V	COMMERCIAL	ADDEND
Show Details	181538	9/8/2008 3:43:00 PM	C	MECHANICAL	

# Timeline Permit Inquiry Center

[FAQ](#) [Feedback](#) [Exit](#)

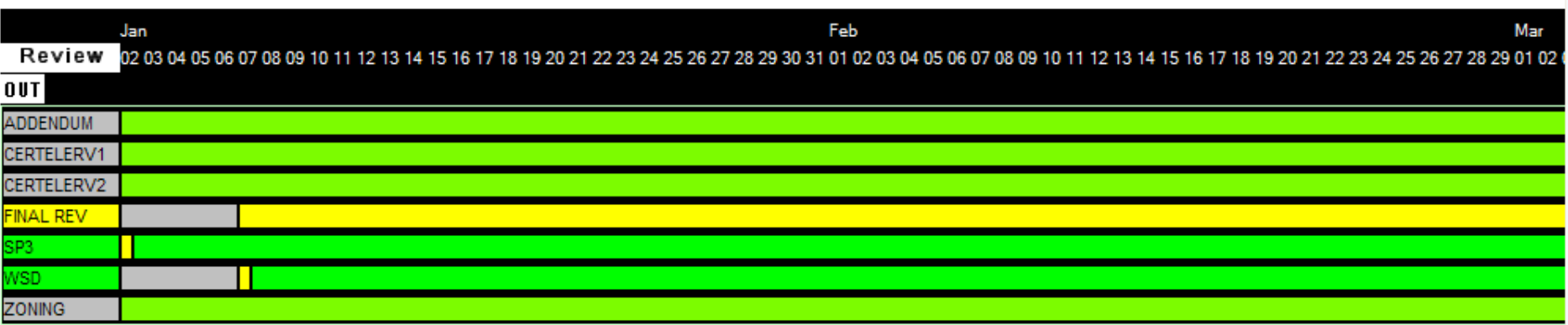
USE YOUR MOUSE TO "HOVER" OVER ANY AREA OF THE SCREEN TO SEE MORE INFORMATION

Permit No:    Address Search... *Information shown may not include today's transactions.*

<b>Appl. No:</b> 156604	<b>Appl. Date:</b> 1/7/2008	<b>Appl. Name:</b> SONOMA GRANDE
<b>Addr:</b> 9303 E 081 ST S	<b>Appl. Type:</b> WATERSHED	
<b>Loc:</b> (none)	<b>Work Type:</b> ERTHCG	
<b>Applicant:</b>	<b>Call Date:</b>	
<b>Begin Date:</b> 1/7/2008	<b>Issued:</b>	<b>Close Date:</b>

Child Permits : NOT APPLICABLE

In - Library
In Review
Customer Action Req.
Passed
(missing status)



# City of Tulsa

## PALS Permit Document - WaterShed

Report Date 3/11/2008

Permit Type WATERSHED - WATERSHED PERMIT

Permit Number 162636 Applied for on 3/3/2008  
 Permit Issued on 3/11/2008

Construction Address  
 9303 E 81 ST S

Lot Block  
 1 1  
 Addition  
 SONOMA GRANDE

Contractor  
 Address

Phone  
 FAX

### Permit Detail

Work Type	Insp By	Certificate of Elevation				Water Available
		Required	Appr#1	Appr#2		Y
		Type FF/FP	Detention/Retention		Water Pressure	
Stormwater Connection	N				Reducing Valve	
<b>Earth Change</b>	N				Sanitary Sewer	Y
Stormwater Drainage	Y	FE	Required	0.00	Received	0.00
<b>Floodplain</b>	N		Firm Elev	0.00	Reg Elev	0.00
Floodway	N				Water Service Source	tulsa
Except	N					
Acreage	26.00	Area of Det(Acre Feet)		0		
PFPI#	2905	Linear Ft of Mod Channel		0		
Addr Atlas	1414	Linear Ft of Piping		4,924		
W/S Atlas	765	FEMA Panel		536J		
Reg Panel	53	<b>Flood Plain</b>	N			
FEMA Flood Zone	X	Flood Rate		0		
Watershed	HK	SP-3 Required	Y			

Impervious Area	
In Leiu, sf	0
Previous	0
Decrease	0
Increase	0
Current	0

Easements	
NPL	25 ft.
SPL	17.5 ft.
EPL	20 ft.
WPL	20 ft.

Permit Notes

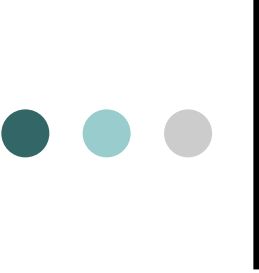


**“What's a PUD? Why a PUD? Good questions — that should be asked before buying anything **next to one**”.**

JANET PEARSON Associate Editor

Tulsa World January 11, 2009

In the case of PUD 460, the residents do not live next a PUD, but rather they live on a PUD. They are the PUD ...



**“But no amount of tinkering with the regulations will replace good old-fashioned legwork, and simplified language will do no good if it's ignored. This observation will anger some readers, but people like Alberty know what they're talking about when they say many people don't ask questions until it's too late. “**

Janet Pearson, Tulsa world

**"There is nothing that can be done, because everything is being done in accordance to what was approved and in accordance with city permitting and review for plans. So even if they would have come sooner, there is nothing that the city could have done." said INCOG's Wayne Alberty.**

Channel 2 news, December 10, 2008

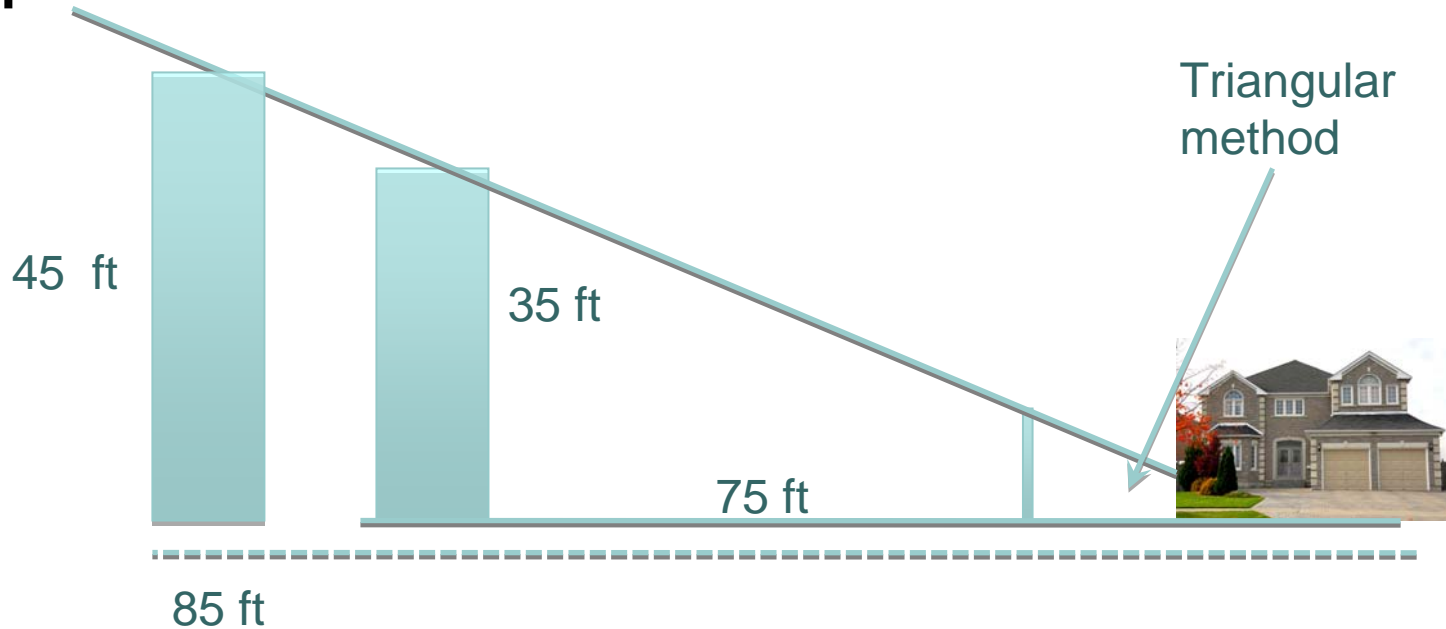


# Visual Separation of Uses

**“It is intended that the Tulsa Metropolitan Area Planning Commission, the Tulsa Board of Adjustment, and the Tulsa City Council continue **the policy of visual separation of uses** along this boundary line as depicted in Exhibit 33. No extension of commercial, office or parking uses are to occur into the Southern Residential Area .”** BROOKSIDE INFILL DEVELOPMENT DESIGN RECOMMENDATIONS document, May 15, 2002

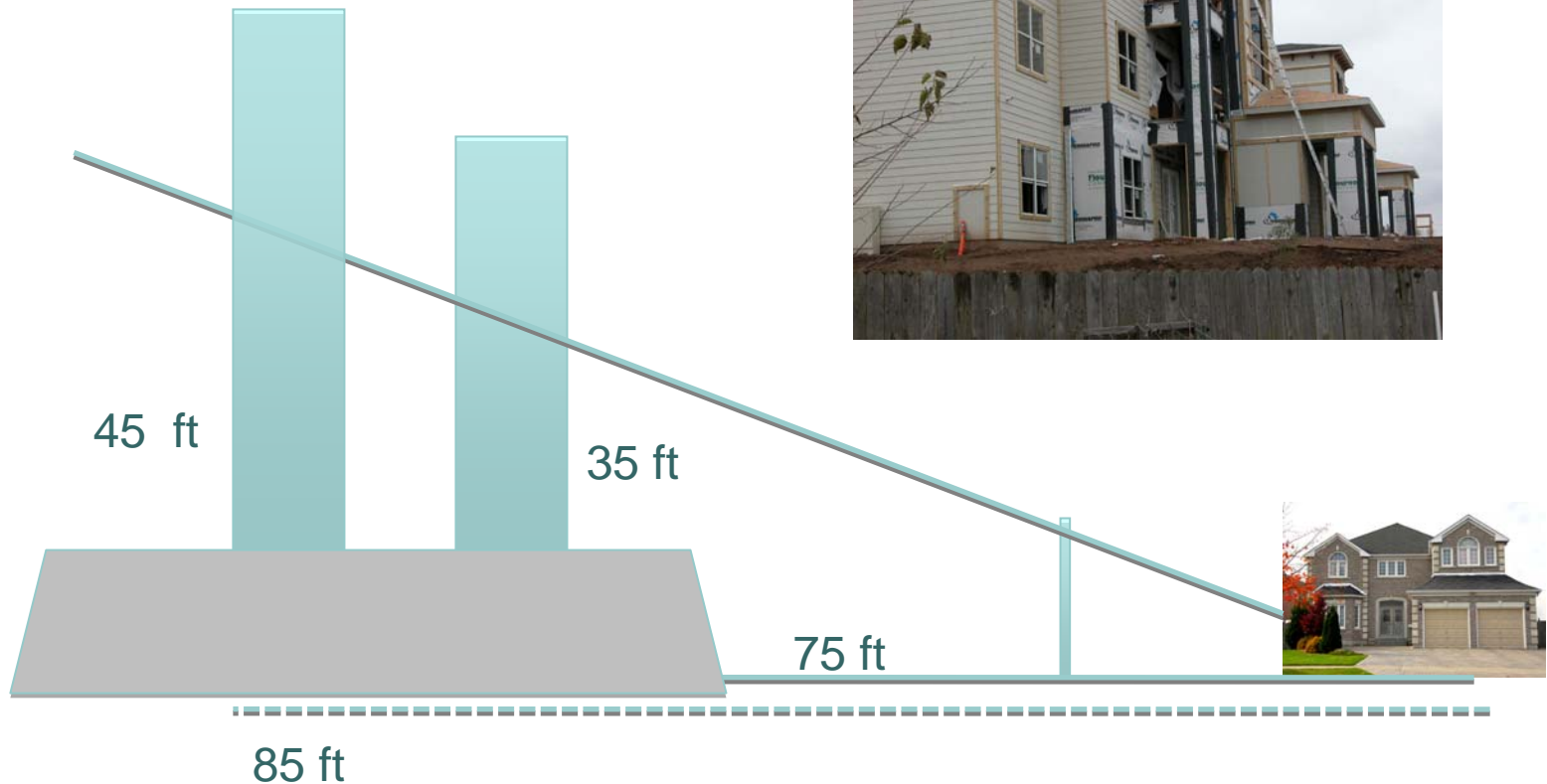
**“.....to APPROVE Special Exception modifying or removing the requirement that use be screened from abutting RS district on south side of subject property along lot line in common with RS district, **since existing physical features provide visual separation of uses, and purposes of screening requirement cannot be otherwise achieved;** subject to the screening fence extending along the south boundary line through the westernmost parking space, finding that the special exception will be in **harmony with the spirit and intent of the Code**, and will not be injurious to the neighborhood or otherwise detrimental to the public welfare.”** CITY BOARD OF ADJUSTMENT, MINUTES of Meeting No. 781, Tuesday, September 28, 1999, 1:00 p.m.

System Thinking: Interconnectedness of the parts



**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**

When certain parts of the system fail, this will be the result ....



**Elevated ground creates undesirable results and defeat the purpose of height and setback restrictions**

**Setback + Height + screening fence = Privacy**

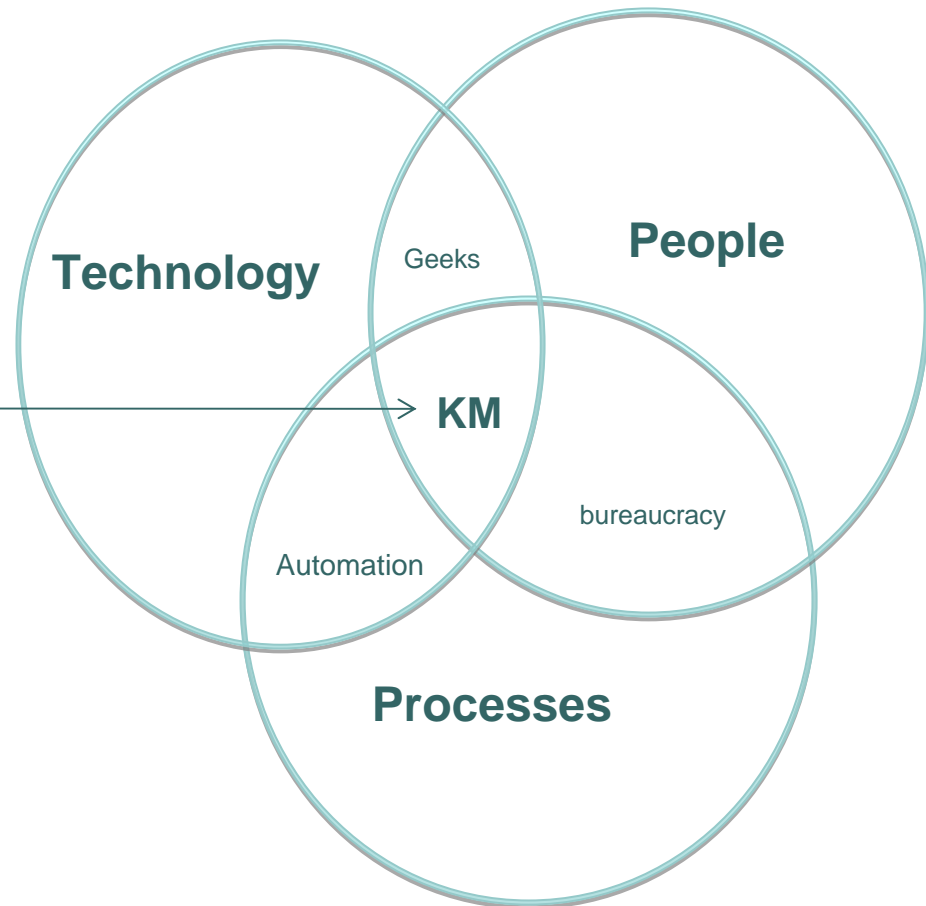


# So Where is the Problem

- **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**

# People Dynamics

- Communication
- Competence
- Culture





# **KM 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**



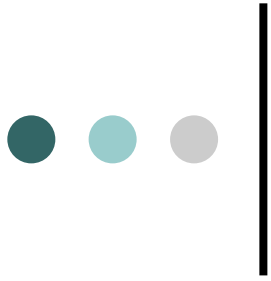
# Locally Available Education Programs

- **Master of Science in Knowledge Management**

<http://www.ou.edu/cas/slis/NewSite/Programs/MSKM.html>

- **Master of Science in Architectural Urban Studies**

<http://tulsagrad.ou.edu/studio/degpro/degmsauscur.htm>



# Questions?