

MARCH 2022



INTERNAL STRATEGIC PLAN

GLOBAL DISTRICT, TULSA

YARD & COMPANY

This document is the outcome of a strategic internal planning process that is intended to better define and focus the organization's energy and resources in the Global District.



The lightning bolt symbol will be used throughout the document to denote a recommendation.

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GOVERNANCE

MISSION + VISION

Mission

To serve all East Tulsa residents, entrepreneurs and small business owners by fostering connection, economic opportunity, education and advocacy through inclusion and celebration of multicultural diversity.

Vision

East Tulsa will be a safe, welcoming, and vibrant neighborhood, a destination for inclusive economic opportunity, and an international model for celebrating cultural diversity.



Recommendation:
Found several versions,
be consistent.



CURRENT STRUCTURE

Entity

The organization is a 501c3 non-profit corporation.

Organizational Chart



REVISED STRUCTURE

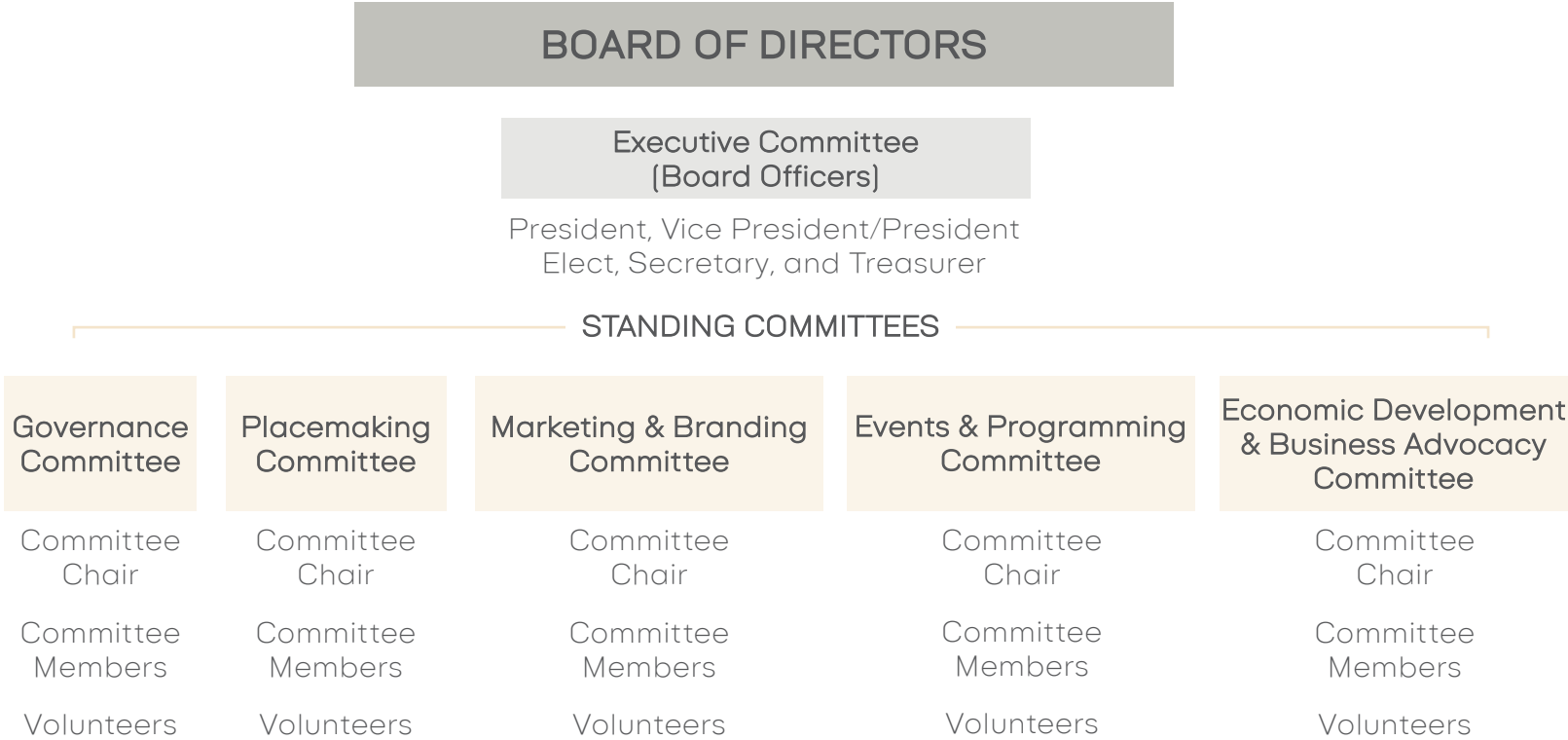
Entity

The organization is a 501c3 non-profit corporation.



Recommendation:
Adopt revised
Organizational Chart.

Organizational Chart



BYLAWS

Board of Directors

- » 9 to 19 members, must always be comprised of an odd number
- » Three-year terms (evenly staggered) starting at beginning of the fiscal year on July 1
- » Cannot serve more than two consecutive terms; must vacate for one term before re-election
- » Directors are elected by majority vote of directors present
- » Must meet at least eight times during a fiscal year
- » Majority vote constitutes a quorum
- » Must hold an annual meeting during the last quarter of the fiscal year
- » Ex Officio Directors include Executive Director and Destination Districts Manager who serve without voting rights and District 6 City Councilor with voting rights

ROSTER

President: Amairani Perez Chamu
Vice President: Jessica Lozano-Alvarez
Treasurer: Yamila Pons
Secretary: Vacant
Ana Ibarra
Sara Martinez
Elizabeth Andaverdi Nave
Mimi Martinez
Irma Chajecki
Mauricio Dominguez
Tracy Scott
Jennifer Fought
Amanda Yuen
Maria Chajecki
Ex Officio: Luisa Krug, Connie Dodson, Samantha Extance

Board Officers

- » Officers are President, Vice President, Secretary, Treasurer, and Immediate Past President
- » Officers serve one-year terms
- » Officers are elected at annual meeting by majority vote of directors present
- » Officer terms commence on the first day of the fiscal year on July 1
- » Cannot serve more than two consecutive terms; unless 3/4 of Board votes otherwise

ROSTER

President: Amairani Perez Chamu

Vice President: Jessica Lozano-Alvarez

Secretary: Vacant

Treasurer: Yamila Pons

Immediate Past President: Unknown

Standing Committee

- » Created by the President
- » Duties and authority defined by the President
- » Chairpersons are Board members appointed by the President
- » Membership is open to non-board members
- » Minutes of all meetings must be kept and provided to board

EXISTING STANDING COMMITTEES

- » Executive
- » Board Development and Governance ⚡
- » Governance and Recruitment Committee ⚡
- » Organization ⚡
- » Promotion ⚡
- » Design ⚡
- » Economic Vitality ⚡

Standing Committee, Continued



Recommendation:

Expand standing committee structure to match new organizational chart.

PROPOSED NEW STANDING COMMITTEES

- » Governance
- » Marketing
- » Placemaking
- » Events & Programming
- » Economic Development & Business Advocacy



Ad Hoc Committee

- » Created as needed to complete specific tasks or projects by the President
- » Duties and authority defined by the President
- » Chairpersons are Board members appointed by the President
- » Membership is open to non-board members
- » Minutes of all meetings must be kept and provided to board

EXISTING AD HOC COMMITTEES

- » None

COMMITTEES

EXECUTIVE

ROLE

- » Exercise the duties of the board of directors between director's meetings and in emergency situations
- » Has the full authority in the board's absence
- » Meet at the call of the President or at the request of the board
- » Make decision by quorum

GOVERNANCE

ROLE

- » Recommend a slate of candidates to the board of directors to fill vacancies on the board
- » Provide a slate of candidates for officers at the Annual Meeting
- » Meet at the request of the President or of the full board

NEXT 12 MONTHS

- » Form the committee
- » Evaluate existing board members, their contributions and skill sets
- » Identify skill set gaps, opportunities for stronger cultural representation
- » Provide Board training and team building (expectation packet)
- » If necessary, remove under-performing Board members
- » Recruit new Board members that meet organization's needs and desire for representation

SKILL SETS

- » Ability to identify talent
- » Ability to attract community members to serve
- » Experience with board development, or ability to find external resources to assist



MARKETING & BRANDING

GOAL

Raise awareness of the Global District within the district and regionally.

NEXT 12 MONTHS

- » Form the committee
- » Work towards a robust digital presence with informative website and engaging social media
- » Launch newsletter summarizing the organization's work and distribute quarterly to stakeholders and partners
- » Build relationships with regional, state, and local tourism organizations to raise awareness of the district
- » Promote businesses and events in the district

SKILL SETS

- » Understanding and competence in social media marketing and advertising
- » Storytelling
- » Branding
- » Photography and videography
- » Graphic design
- » Copy writing



EVENTS & PROGRAMMING

GOAL

Draw people into the district with memorable experiences that authentically showcase the cultural richness and diversity of the area.

NEXT 12 MONTHS

- » Form the committee
- » Begin building relationships with necessary partners
- » Develop a programming schedule for The Square at Nam Hai
- » Develop a budget and fund raising strategy
- » Raise funds
- » Host programs

SKILL SETS

- » Ability to lead and motivate others
- » Event planning
- » Volunteer management
- » Project management
- » Relationships with artists, musicians, and vendors



PLACEMAKING

GOAL

Create a unique and distinctive place that is comfortable and safe to walk and bike within and that offers vibrant and exciting streetlife with surprises around every turn.

NEXT 12 MONTHS

- » Form the committee
- » Incrementally add elements to make The Square at Nam Hai more dynamic, flexible, and permanent
- » Start a database of locations for projects (public art, beautification, greening, facade improvements, etc.) and work with Economic Development and Business Advocacy committee for site access
- » Improve signage and wayfinding

SKILL SETS

- » Ability to lead and motivate others
- » Ability to advocate to City officials
- » Understanding of complete street design
- » Understanding of creative placemaking and tactical urbanism
- » Carpentry and painting

ECONOMIC DEVELOPMENT & BUSINESS ADVOCACY

GOAL

Create a supportive environment for businesses to open and succeed in the district, with special intention towards creating sustainability among immigrant-owned and long-standing businesses in the area and for creating ownership opportunities that create inclusive community and generational wealth.

NEXT 12 MONTHS

- » Form the committee
- » Begin building relationships with the business community and property owners
- » Start a database of commercial spaces, collect data, and record property ownership and their desire to work together
- » Get to know the needs of the business community and the resources available to address those needs

SKILL SETS

- » Understanding of small business and economic development programs
- » Connections with property owners, businesses, and small business support organizations
- » Up-to-date on real estate transactions in the area
- » Research



CONSIDERATIONS

ADMINISTRATIVE CONSIDERATIONS

NEXT 12 MONTHS

- » Consider staffing up - As soon as possible, the organization should expand its staff by hiring an Events and Marketing Coordinator and Business Outreach Coordinator (in that order). Job descriptions are provided on page 26. Until the funding is secured to support the new positions, the roles can be filled by committees and/or interns.
- » Office and storage space - The organization should begin looking for adequate office and storage space.

TOOLS & RESOURCES

JOB DESCRIPTIONS

Board Member

- » Provide strategic direction and leadership
- » Implement programs and initiatives (“working board”)
- » Adhere to rules and regulations
- » Ensure broad community engagement
- » Chair or serve on at least one committee

Officers

- » President: Preside at meetings of the executive committee and board of directors; spokesperson for the board
- » Vice President: Perform president duties if President cannot, ascends to presidency
- » Immediate Past President: Participate on executive committee and perform duties as assigned
- » Secretary: Keep record of meeting minutes and acts of the board; ensure notices are given
- » Treasurer: Safeguard all funds and ensure their proper disbursement; keep detailed set of books on behalf of board and Present monthly financial report to the board; prepare annual budget

JOB DESCRIPTIONS, CONTINUED

Committee Chair

- » Responsible for achieving goals set by board
- » Delegate tasks to committee members
- » Project manage
- » Volunteer manage
- » Report to the board

Committee Member

- » Complete tasks as assigned by committee chair
- » Attend committee meetings
- » Report to Committee Chair

Volunteer

- » Complete tasks as assigned
- » Perform shift- and project-based work
- » Report to supervisor, which may be the Executive Director or Committee Chair depending on the assignment

JOB DESCRIPTIONS, CONTINUED

Executive Director

- » Manage day-to-day affairs of the corporation
- » Implement goals and policies established by the Board
- » Hire, supervise, and, if necessary, terminate the corporation's other employees and contractors

Events & Marketing Coordinator

- » Manage coordination of Global District events and programs
- » Manage organization communications via quarterly newsletter
- » Market events, businesses, and activities in the district through the organization's website and social media pages, and media coordination

Business Outreach Coordinator

- » Build relationships with the business community
- » Connect business community to resources
- » Cultivate desired business mix by managing tenant attraction and retention activities




PROCESSES & RESPONSIBILITIES

RESPONSIBILITIES	BOARD OF DIRECTORS	COMMITTEES
Regular Meeting Monthly	Required By Bylaws	Recommended for Standing; As needed for Ad Hoc
Agenda Items Tied to Strategic Plan	Recommended	Recommended
Minutes Recorded for Each Meeting	Required By Bylaws	Recommended
Agendas and Meetings Saved to a Shared Drive	Recommended	Recommended
Track Volunteer Hours	Recommended	Recommended
Maintain Roster	Recommended	Recommended
Adopt Annual Budget	Required By Bylaws	Recommended
Vote on Officers Annually	Required By Bylaws	N/A
Make Decisions by Quorum	Required By Bylaws	N/A
Host an Annual Meeting	Required By Bylaws	N/A
Produce Full and Detailed Report of Acts and Financials Annually	Recommended	N/A

NEEDED RESOURCES

- » Google Drive
- » Agenda template
- » Annual Budget template
- » Annual Report template
- » Contribution Form
- » Governance Compliance Audit
- » Minutes template
- » Partner Form
- » Roster template
- » Volunteer Hour Log
- » Volunteer Interest Form
- » 12-month Implementation Spreadsheet





THE YARD IS MEMORABLE
THE YARD IS WHERE THINGS HAPPEN
THE YARD BRINGS PEOPLE TOGETHER
THE YARD GROWS AND CHANGES
THE YARD IS A MEASURING STICK
THE YARD IS HUMAN PACED

Build with YARD

YARD & COMPANY
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