COUNCIL WORK SESSION AGENDA
MONDAY, JULY 14, 2025
5:45 P.M., Council Chambers

1. **Joplin Animal Outdoor Housing**

   Documents:

   JOPLIN ANIMAL HOUSING 5.19 (1).PDF

2. **Mid-Alley Streetlight Metrics Discussion**

   Documents:

   STREETLIGHT MIDALLEY 4.29.25.PDF

3. **Proposed Stormwater Policy Discussion**

   Documents:

   PROPOSED STORMWATER ORDINANCE UPDATES-FINAL.PDF

4. **Public Works Operational Assessment**

   Documents:

   JOPLIN, MO - COUNCIL PRESENTATION_6.27.25 (1).PDF

Notice posted at 12 p.m. on this the 10 th day of July 2025 (RSMo 610.020)



Joplin Animal Outdoor Housing

Joplin Health Department

By City of Joplin | May 19, 2025

Joplin Animal Outdoor Housing

Objectives:

1. Review relevant Joplin City Ordinance for animals in outdoor shelters
2. Review sample codes and ordinances from other jurisdictions
3. Discuss recommended updates to Joplin City Ordinance
4. Answer questions and receive guidance from Council

Joplin Code Allows Removal Without Owner's Consent

Situations must be provable, substantial and immediate

1. Animal in immediate danger from neglect or abuse and in substantial harm
2. Animal in immediate danger due to sickness or injury
3. Neglect from lack of adequate care as defined by code
    a) Housing doesn't meet code minimums; not suitable to age, species, condition of animal
    b) Food, water, vet care not provided at adequate intervals
4. Animal abandoned by definition (three days)
5. When in pursuit of animal in violation of code

When Joplin Code Allows Tethering

Tethering
18-145

Tethering is **not** allowed, *expect* in the following situations:

1. Temporary not to exceed 30 minutes
2. When in vehicle in transit
3. Law enforcement, service dogs, veterinary, USDA

If tethered under above exceptions, then:

1. Non-choke collar
2. Minimum tether length is three times body length of animal
3. Free of objects that can tangle or strangle
4. Tether shall weigh no more than 1/8 of body weight of animal
5. Not in periods of extreme weather

Animal Abuse Neglect Ordinance

Joplin City Ordinance Sec. 18-5 (c)(1)

"(c)(1) Animal neglect and abandonment—Penalties.

A person is guilty of animal neglect when he has custody or ownership or both of an animal and fails to provide adequate care or adequate control, which results in substantial harm to the animal to include:"

What Qualifies As Adequate Housing? Neglect

Joplin City Ordinance Sec. 18-5 (c)(1) *Continued*

"(c)(1) a. A structurally sound, properly ventilated, sanitary, dry and weatherproof shelter suitable for the species, age and condition of the animal, which is free of litter or hazardous substances and objects, and which provides access to shade from direct sunlight and regress from exposure to inclement weather conditions. The shelter shall have at a minimum a floor, walls with an opening suitable for the size of the animal and a roof. Unacceptable shelter includes but is not limited to barrels, crates, cardboard boxes and tarpaulins;"

Minneapolis, MN

Minneapolis, MN
Chapter 64.70
(Ord. No. 2016-009, § 1, 2-12-16)

"64.70. Dog house or enclosure.
(a) A person in charge or control of any dog which is kept outdoors or in an unheated enclosure shall provide the dog with shelter and bedding as prescribed in this section as a minimum.
(b) The shelter shall include a moisture proof and windproof structure of suitable size to accommodate the dog and allow retention of body heat. It shall be made of durable material with a solid, moisture proof floor or a floor raised at least two (2) inches from the ground. The structure must have a windbreak at the entrance.
(c) The structure shall be provided with a sufficient quantity of suitable bedding material consisting of hay, straw, cedar shavings, blankets, or the equivalent, to provide insulation and protection against cold, heat, and dampness and enable the animal to regulate and maintain normal body temperature.
(d) Shade from the direct rays of the sun, during the months of May to October shall be provided.
(e) All shelters required by this section shall be subject to all building or zoning regulations of the City of Minneapolis, in addition to any other applicable law."

Kansas City, MO

Kansas City, MO
Section 14-1

"Adequate shelter means a structurally sound, properly ventilated, sanitary and weatherproof shelter suitable for the species, condition and age of the animal which provides access to shade from direct sunlight and regress from exposure to inclement weather conditions. The condition of the shelter should be such as to not exacerbate existing weather conditions, e.g., a metal doghouse in the hot sun."

Nashville, TN

Nashville, TN
8.12.030

"B. No person shall allow pregnant animals, nursing females, or animals less than six months old to remain outdoors during periods of inclement weather unless such animal is accompanied by a custodian, keeper or handler. For purposes of this subsection, inclement weather conditions shall mean freezing temperatures, a heat index of ninety-five degrees Fahrenheit (95°F) or above as determined by the National Weather Service, thunderstorms, or tornados."

Nashville, TN

Nashville, TN
8.12.080

"Adequate shelter means a structure or enclosure which provides an animal with protection from the elements (weather), which structure or enclosure must have a roof, floor and three sides, and be of sufficient size as to allow each animal to stand up, lie down and turn around in a natural position."

O’Fallon, MO

O’Fallon, MO
210.040

“Protection From Temperature Extremes.

7. An owner may not leave an animal outside and unattended in the case of severe weather conditions, during weather or when a heat advisory or cold advisory has been issued by a local or State authority or jurisdiction, or where temperatures and/or heat and cold indices fall below thirty-two degrees Fahrenheit (32°F.) or above eighty-five degrees Fahrenheit (85°F).

8. An owner may not leave an animal inside where temperatures and/or heat and cold indices fall below thirty-two degrees Fahrenheit (32°F.) or above eighty-five degrees Fahrenheit (85°F.), including, but not limited to, confinement in garages and basements.”

O’Fallon, MO

O’Fallon, MO
210.020

“Adequate Shelter.

Structurally sound, properly ventilated and weather-proofed housing which is large enough to let the animal housed in it stand up, turn around and lie down; equipped with bedding that will not absorb water and/or freeze; and will not exacerbate existing weather conditions by, for example, absorbing heat on hot sunny days or excessive size which would not retain body heat in winter. Suitable drainage must be provided so that water is not standing in or around shelter.”

State of Missouri

State of Missouri
Division 30 Ch. 9
Animal Health

"(D) Outdoor Housing Facilities.

1. Restrictions. The following categories of animals must not be kept in outdoor facilities, unless that practice is specifically approved by the attending veterinarian:

   A. Animals that are not acclimated to the temperatures prevalent in the area or region where they are maintained;

   B. Animal breeds that cannot tolerate the prevalent temperatures of the area without stress or discomfort (such as short-haired breeds in cold climates);

   C. Sick, infirm, aged, or young animals; and

   D. When their acclimation status is unknown, animals must not be kept in outdoor facilities when the ambient temperature is less than fifty degrees Fahrenheit (50°F) or ten degrees Celsius (10°C)."

State of Missouri

State of Missouri
continued

"2. Shelter from the elements. Outdoor facilities for animals must include one (1) or more shelter structures that are accessible to each animal in each outdoor facility and that are large enough to allow each animal in the shelter structure to sit, stand, lie in a normal manner, and to turn about freely. In addition to the shelter structures, one (1) or more separate outside areas of shade must be provided by means of trees, permanent awnings, or suspended shade cloth or heavy duty tarps in good repair and firmly secured to a frame, large enough to contain all the animals at once and protect them from the direct rays of the sun. Tarps kept firmly secure and in good repair may be used as windbreaks. Shelters in outdoor facilities for animals must contain a roof, four (4) sides, and a floor and must:"

State of Missouri

State of Missouri
continued

"A. Provide the animals with adequate protection and shelter from the cold and heat;

B. Provide the animals with protection from the direct rays of the sun and the direct effect of wind, rain, or snow;

C. Be provided with a wind break and rain break at the entrance; and

D. Contain clean, dry bedding material if the ambient temperature is below fifty degrees Fahrenheit (50°F) or ten degrees Celsius (10°C). Additional clean, dry bedding is required when the temperature is thirty-five degrees Fahrenheit (35°F) or one and seven-tenths degrees Celsius (1.7°C) or lower."

State of Missouri

State of Missouri
continued

"3. Construction. Building surfaces in contact with animals in outdoor housing facilities must be impervious to moisture. Metal barrels, cars, refrigerators or freezers, and the like must not be used as shelter structures. The floors of outdoor housing facilities may not be of bare dirt or sand; must have adequate drainage; and must be replaced if there are any prevalent odors, diseases, insects, pests, or vermin. All surfaces must be maintained on a regular basis. Surfaces of outdoor housing facilities, including houses, dens, and the like, that cannot be readily cleaned and sanitized, must be replaced when worn or soiled. If aggregate or fine gravel is used for flooring, it must be appropriate to the size of the dog."

State of Missouri - Summary

State of Missouri
continued

- Requires animal to be in good health & body condition, not aged or young
- Requires animal to be acclimated to local weather
- Breed must be tolerant to conditions
- Shelter per animal and sized to allow animal to turn, lay and sit naturally
- Requires shade that is durable, good repair, and large enough for animal
- Shelter must contain roof, four sides, floor, protection from elements
- Windbreak provided at shelter entrance
- Dry bedding if ambient temp below 50°F; additional bedding if 35°F or below
- Excludes barrels, appliances, and similar as acceptable shelters
- Enclosure floor cannot be bare dirt or sand; must drain

Joplin Health Department Recommendations

Suggested Updates to Current Ordinance

1. Update Joplin City Ordinance to meet the standards of State of Missouri
2. These are recommendations that we currently provide to citizens
3. The update would:
   a) Define shelter size to allow animal to sit, stand, turn and lie in normal manner
   b) Require bedding material if forecasted temperature is 50°F or below, plus nestable bedding at 35°F or below
   c) Require wind/rain break at shelter entrance
   d) Further define "suitable" for size and condition of animal to include species, age, health conditions
   e) Define acceptable bedding material (non-absorbent)
   f) Define size of shade to be sized for animal to fit entire body
   g) Require a minimum of one (1) shelter per animal

The End

Questions?

Guidance from Council

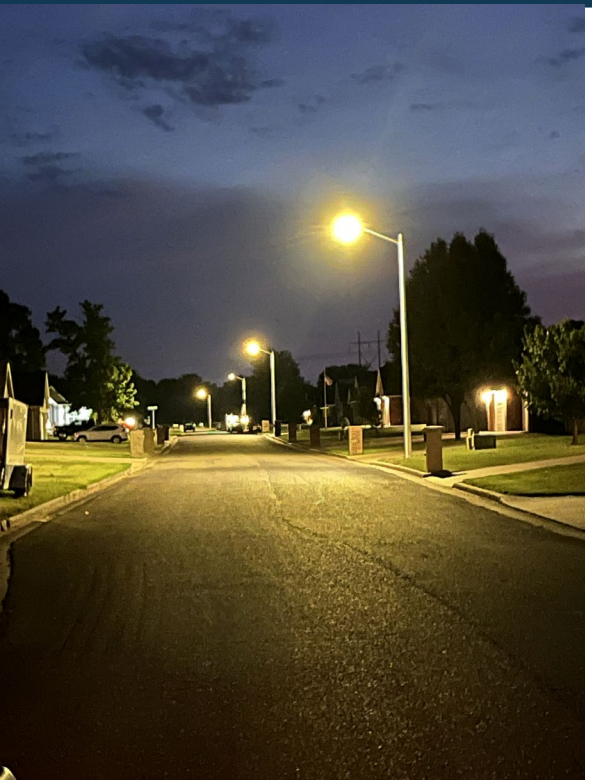


MID-ALLEY STREETLIGHT METRICS DISCUSSION

Public Works | July 14, 2024

City Council Presentation

Mid-Alley Streetlights



Staff were tasked to investigate a metric for mid-alley areas of concern for streetlight install considerations.

Currently streetlights are installed at intersections and every 300’ as conditions allow: power availability, topography, costs, etc.

Mid-Alley Streetlights

In 2006, the citizens of Joplin imposed a ½ cent Public Safety Sales Tax to fund various public safety enhancements. Key among those was the addition of police officers, firefighters, two fire stations, the Public Safety Training Center, and streetlights.

- TST streetlights are placed at intersections along arterials (transportation focused and funded)
- PSST streetlights are placed at mid-block for safety purposes
- In the original program, mid-alley lighting was not considered due to projected resources available
- PSST currently has little available funding capacity as ongoing revenue.
- Covers current costs for PSST obligations
- Citizens continue to place private lighting in alleys on property; and can also work with Liberty.

Mid-Alley Streetlights

In late 2023, staff provided a cost estimate to install mid-alley lights citywide

Recent analysis for citywide mid-alley coverage identified approximately 820 possible light locations.

- Considered basic existing infrastructure and power adjacency
- Estimating average approximately a $20/month charge per light
- This equated to $16,380/month or $196,560/year
- No action was considered

Proposed Assessment & Scoring Matrix

A complaint driven metric has been developed for targeted area installations by need

The following matrix evaluates mid-alley locations based:

- crime prevention
- pedestrian and traffic safety
- environmental visibility
- community input

Factors gathered utilizing various methods: Complaints, SeeClickFix reporting system, Neighborhood Services, Fire Dept., Police Dept., Park Rangers, or other.

Areas scoring above 70 points are prioritized for lighting improvements. Mid-alley light placement will be considered on following factors and weight, as well as power availability, site conditions, neighbors support, and costs.

Proposed Assessment & Scoring Matrix

* Indicates possible priority consideration

Scoring Thresholds:

- ≥ 70 points: Recommend installation.

Example for Conditions met:
Location *X* with ≥ 3 documented public safety incidences or property crimes within 12 months, combined with Environmental Obstructions, qualify for Conditions met with an overall score of 70% for the scoring matrix.

Adjacent properties: 51% of adjoining neighboring properties are required for approval of an install.

Factor	Weight (%)	Description / Notes
Crime Incidents Documented *	25%	3 crimes in last 12 months within 500 ft radius.
Community Complaints Reported *	15%	3 complaints in last 12 months related to lighting, crime, or safety.
Traffic Safety Risk Factors *	15%	Low visibility due to topography, dense tree cover, curves, hills, etc.
Repeat Safety Incident (Non-Crime) *	15%	3 documented safety incidents in last 12 months (trips, near misses, pedestrian conflicts).
Land Use / Vulnerable Populations *	10%	Within 1 block of schools, parks, senior housing, or transit hubs.
Environmental Obstructions	10%	Alleys, overgrowth, fencing, or other barriers affecting visibility.
Pedestrian Traffic Complaints	10%	Nighttime pedestrian traffic observed or projected.

Questions?





JOPLIN
MISSOURI

Creating a Stormwater Management Chapter in the City Code

Purpose

- Proposal for implementation of a centralized stormwater management section within City of Joplin Code.
- Improve MS4 compliance, clarity, and accessibility.
- Explanation of benefits to the City and the Public.
- Incorporate and reference Aesthetics and Design Standards found through the Comprehensive Plan zoning regulations, subdivision codes, and land development requirements.
- Ensure appropriate incorporation of Complete Street Standards, Planned Development Corridors, and Infill Development.

CURRENT STATE OF STORMWATER CODE

Chap. 26. - Building and Building Regulations
Article 11. – **Floodplain Management**

Chap. 118. - Utilities
Article 2. – Sewers and Sewage Disposal
Division 9. – **Illicit Discharge Detection and Elimination**.

Appendices
Appendix 29E. – **Stormwater Management Regulations**
Appendix 29F. – **Erosion and Sediment Control Regulations**

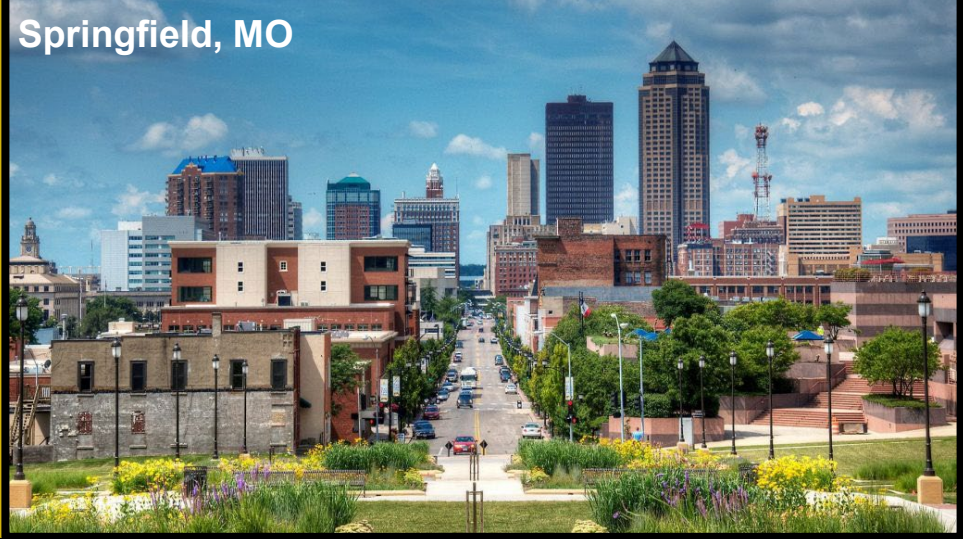
That’s 4 different locations for answers to potential stakeholder questions!

(One of which references another document)

Why a Dedicated Chapter is Needed

- Transparency: Simplify navigation for developers, city staff, and the public.
- Consistency: Reduce conflicting language across code sections.
- Compliance: Recommended by AMA through our MS4 Work Authorization for DNR reporting.

OTHER COMPARABLE COMMUNITIES







OTHER COMPARABLE COMMUNITIES

Springfield, MO

Chap. 96 – Storm Water
Article 1. – Flood Control and Water Quality Protection
Article 2. – Discharge of Pollutants
Article 3. – Land Disturbance Activity

Columbia, MO

Chap. 12A – Land Preservation
Article 2. – Land Disturbance Permit Requirements
Article 4. – Erosion Control Requirements
Article 5. – Stormwater Management
Article 8. – Stormwater Utility
Article 9. – Detection and Elimination of Illicit Discharge
Article 10. – Stream Buffer Requirements.

Some articles were omitted for brevity

Fayetteville, AR

Chap. 168 – Flood Damage Prevention Code
Chap. 170 – Stormwater Management and Drainage
Chap. 179 – Low Impact Development

Benefits to the City

- Improved clarity for staff, developers, and citizens.
- Streamlined enforcement and review.
- Increases audit readiness for DNR/EPA inspections.
- Legal defensibility of enforcement procedure.
- Support of long-term infrastructure health.
- Ensure Aesthetics and Beautification Design Standards of the Comprehensive Plan are incorporated into infrastructure projects.

Next Steps?

- AMA has a draft of suggested changes to our ordinance to increase compliance with DNR/EPA guidelines.
- AMA is on retainer to support amending and modifying our stormwater and MS4 ordinances underneath an existing work order.
- Authorizing this process will count as a positive mark on our yearly MS4 report.

Jasper County Floodplain Remapping

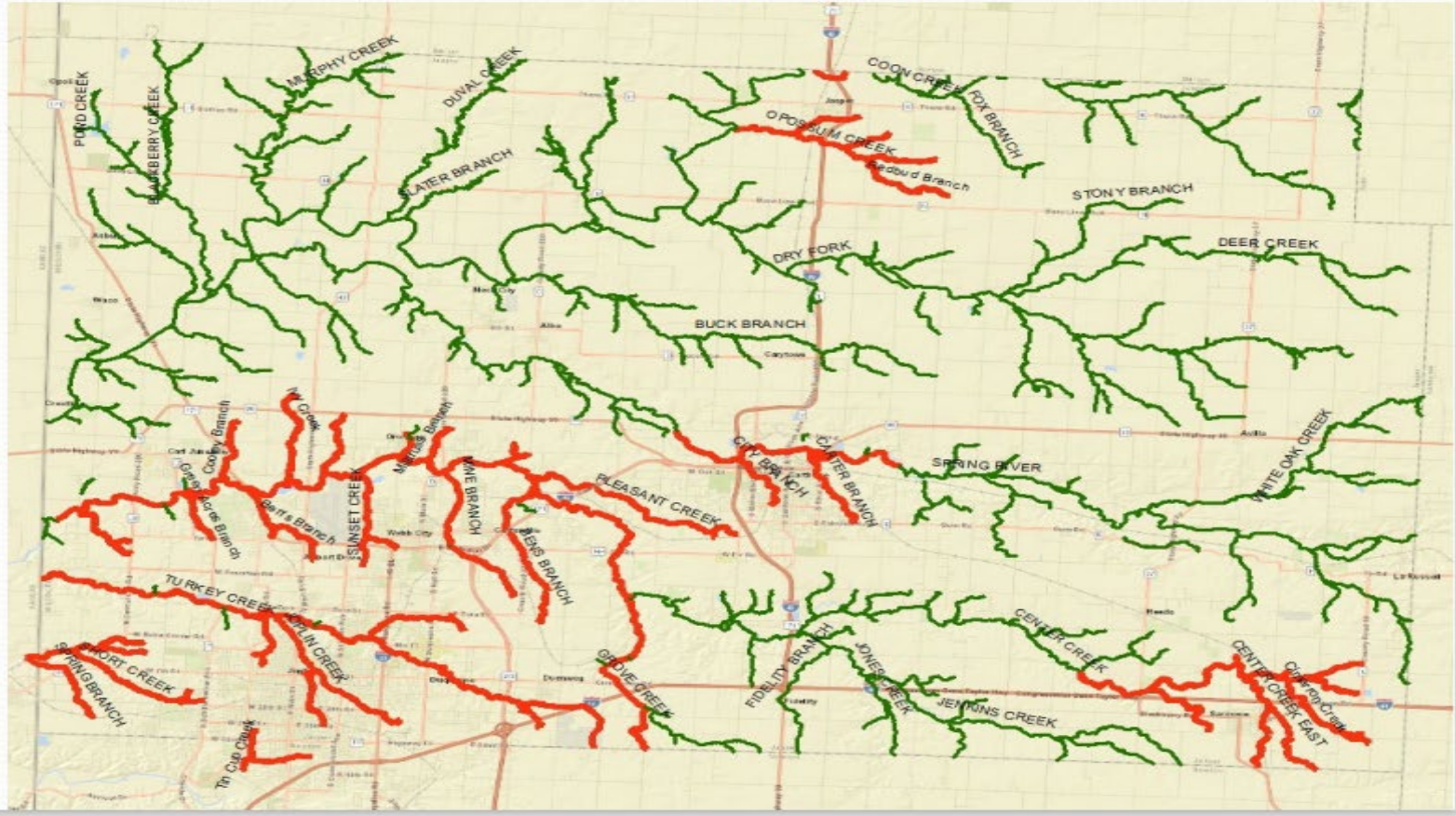
Council Update

Project Goals

Mapping 604 miles of streams

Red indicates Detailed studies with Zone AE designation

Green indicates Approximate studies with Zone A designation



Why 2D Modeling?

- Two-Dimensional (2D) modeling is the **new industry standard** for riverine modeling.
- Advances in computer technology along with increased **accuracy** of data have driven this change.
- The goal of the hydraulic model is to accurately simulate actual flow paths, storage and depths.
- Less assumptions are made resulting in improved accuracy.
- High visual graphic output of 2D models enhances communication.
- Accurate representations for complex conditions where water does not travel directly downstream.

Benefits of 2D Hydraulic Modeling

Hydraulic Variables	One-dimensional (1D) Modelling*	Two-dimensional (2D) Modelling*	Stream Near You
Flow direction	***Assumed*** by user	***Computed***	
Flow paths	***Assumed*** by user	***Computed***	
Channel roughness	***Assumed*** constant between cross sections	***Assumed*** at each element	
Ineffective (blocked) flow areas	***Assumed*** by user	***Computed***	
Flow contraction and expansion through bridges	***Assumed*** by user	***Computed***	
Flow velocity	***Averaged*** at each cross section ***Assumed*** in one direction	Magnitude and direction ***Computed*** at each element	
Flow distribution	***Assumed*** based on conveyance	***Computed*** based on continuity	
Water surface elevation	***Assumed*** constant across cross sections	***Computed*** at each element	
Momentum	Not accounted for	***Computed*** at each element	

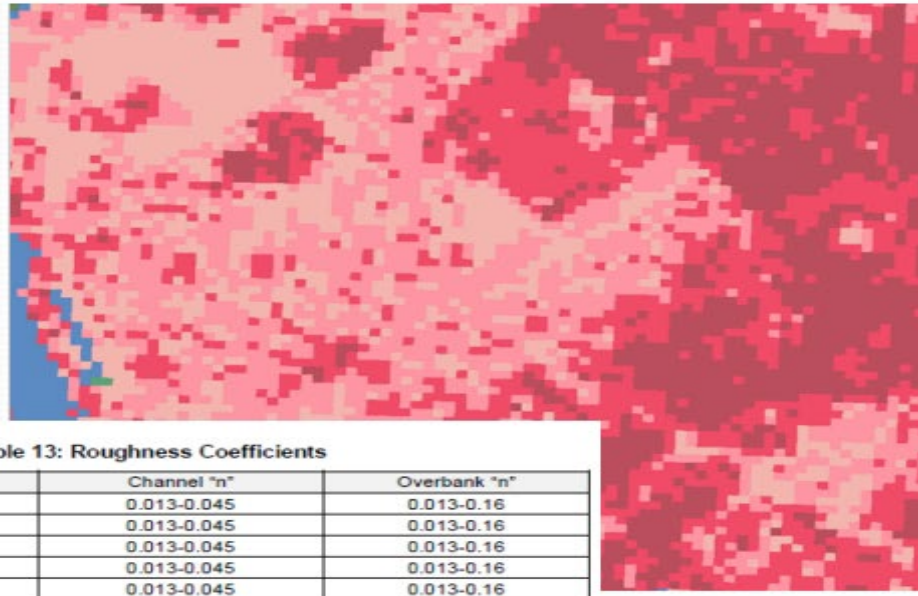
Detailed Landuse

Model Landuse Layers for CN per Mesh

Detailed per New Aerials



National Landuse Layer

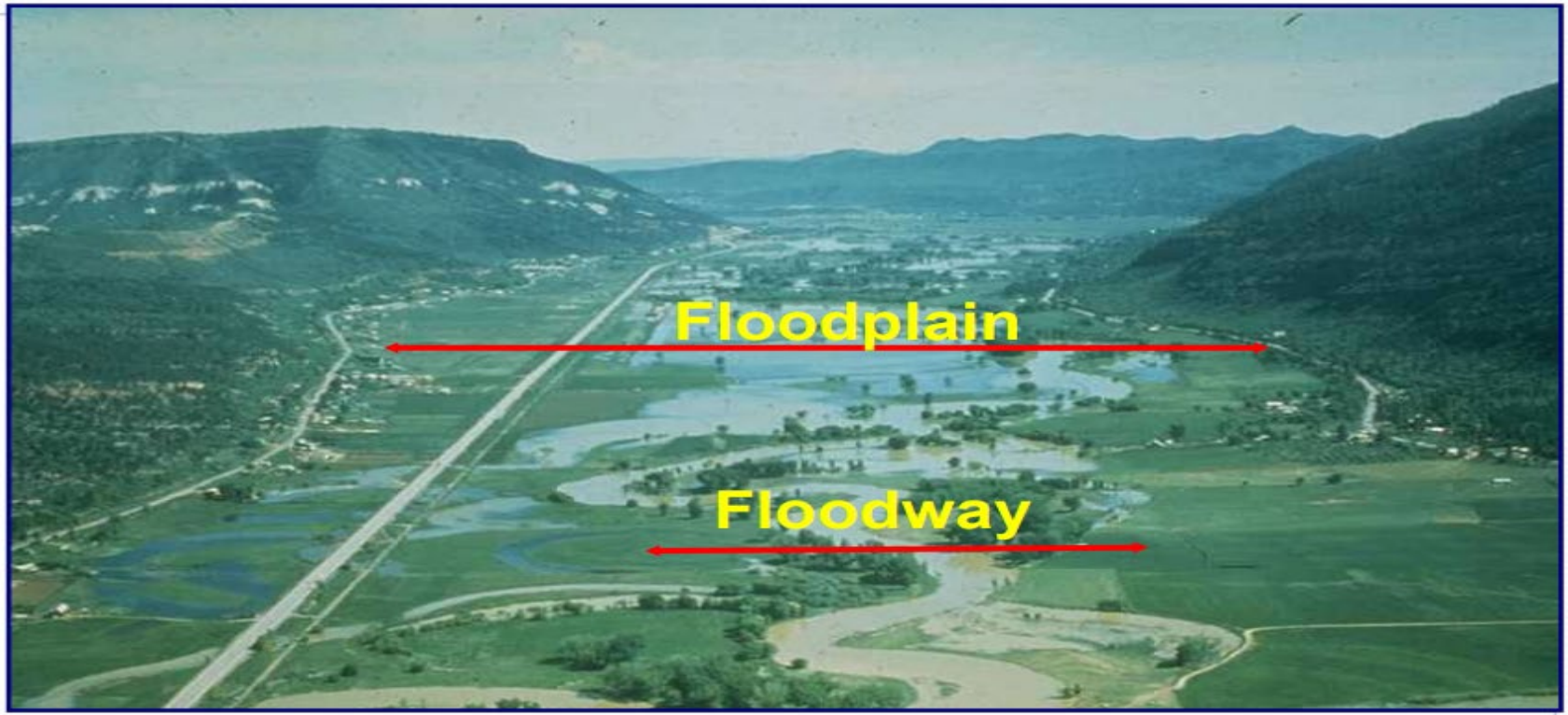


Examples

Table 13: Roughness Coefficients

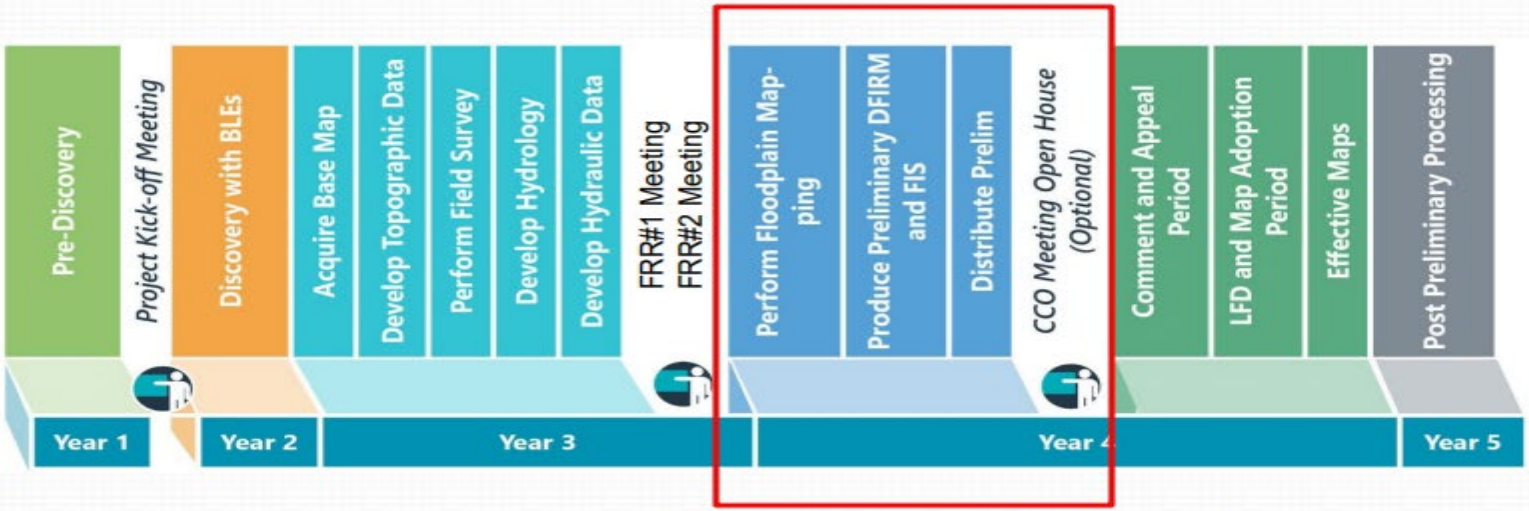
Flooding Source	Channel "n"	Overbank "n"
Bear Creek	0.013-0.045	0.013-0.16
Bear Creek Tributary 20	0.013-0.045	0.013-0.16
Bear Creek Tributary 22	0.013-0.045	0.013-0.16
Bear Creek Zone A Streams	0.013-0.045	0.013-0.16
Big Creek	0.013-0.045	0.013-0.16
Davis Branch	0.013-0.045	0.013-0.16
East Middle Chariton Watershed Zone A Streams	0.013-0.045	0.013-0.16
Fabius Watershed Zone A Streams	0.013-0.045	0.013-0.16

Floodplain vs. Floodway



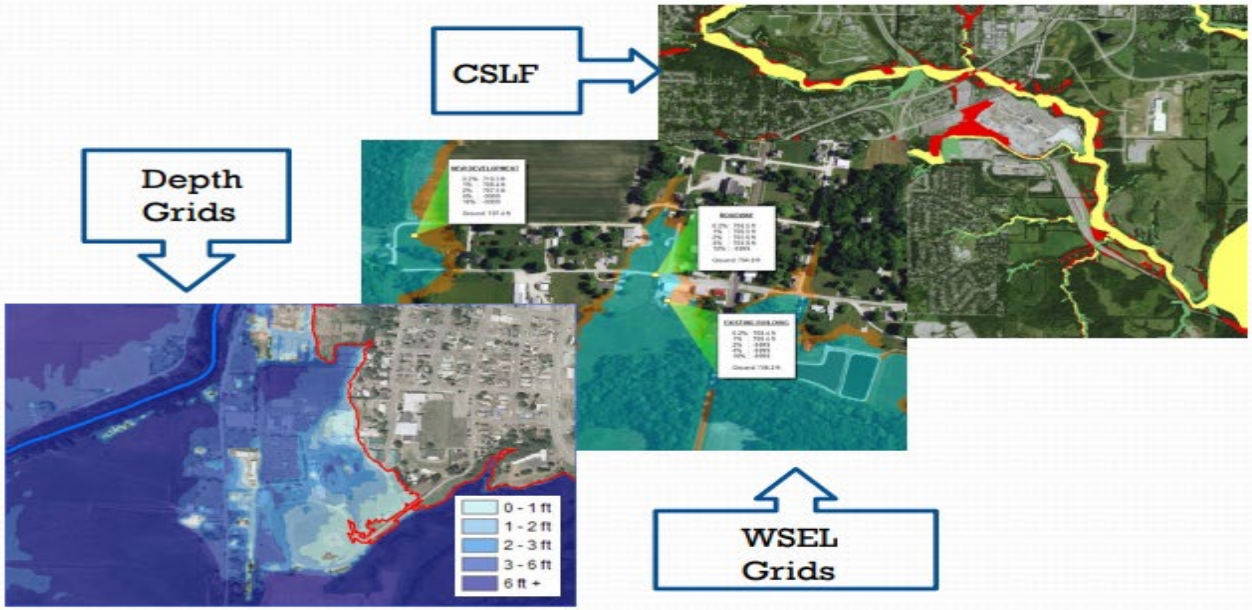
Red streams will have a Floodway

Preliminary Map Products and Communications



Fall 2025 and Winter 2025/2026

Flood Risk Products



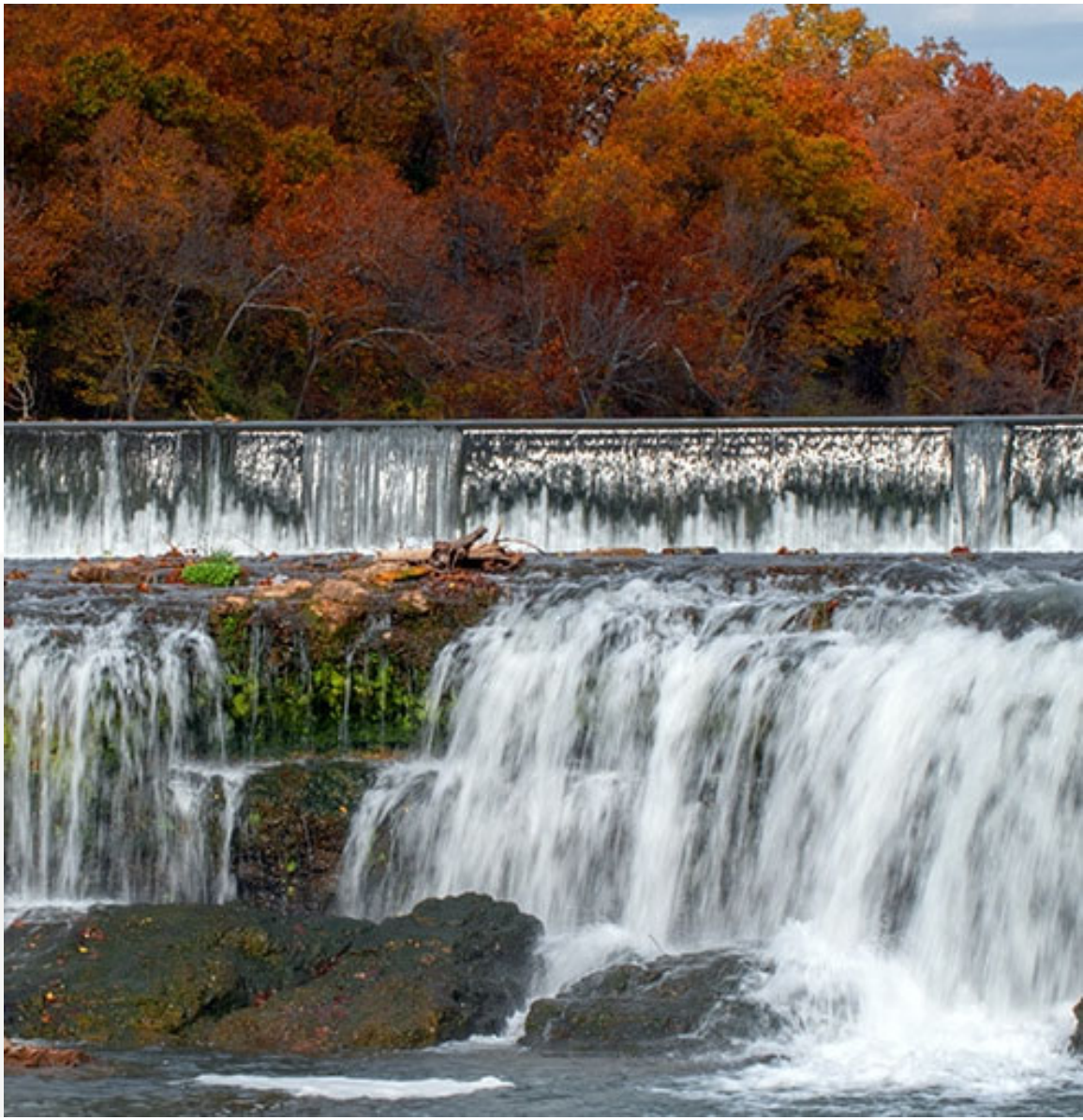
- Depth Rasters
- Water Surface Elevation Rasters
- Changes Since Last FIRM
- Percent Annual Chance Raster
- 30 Year Percent Chance Raster
- Freeboard Rasters

Questions?

bakertilly

City of Joplin

Public Works Department
Management and Operations Assessment



CITY OF JOPLIN

Project Objectives



- Identify opportunities for improvement and streamlined workflow, review current organizational structure to meet the Department's needs, and create recommendations for aligning the processes and organizational structure



- Review the American Public Works Association (APWA) accreditation requirements and document the City's progress towards meeting those standards



- Evaluate the division's organizational structure, staffing levels, and efficiency of staff roles and responsibilities.



- Compare the staffing levels and procedures to similar cities in the region.

Project Approach

PROJECT SCOPE

- Process Documentation &Evaluation
- Operational Analysis
- Organizational Assessment
- APWA Accreditation Assistance

City of Joplin Public Works Divisions	Reviewed in this Assessment
Engineering	Yes
Facilities	Yes
Infrastructure Maintenance	Yes
Wastewater Treatment	No
Airport	No
Solid Waste/ Recycling	No
Transit	No
Central Garage	No

ANALYZING DATA

- Information Request
- Interviews and Focus Groups
- Retirement Analysis
- Peer Benchmark Survey
- Best Practice Research

City of Joplin Ongoing Initiatives

The City of Joplin has current ongoing strategic initiatives as part of the City's 2021 Action Plan:

- **Central Square EAM System:** The City of Joplin proactively recognized the need for decision making driven by metrics and data. As part of this strategy, the City secured a new asset management and workorder software solution.
- **APWA Accreditation:** The City of Joplin has already mobilized the Public Works Department and initiated the policy and procedure documentation required for accreditation.
- **Organizational Alignment:** Focused staffing additions in strategic divisions to enhance service delivery. Four vacant positions throughout the department were filled during the course of this project.



Project Observations

Baker Tilly organized its observations into 4 key focus areas to provide the City of Joplin with a comprehensive evaluation of its Public Works Department.

- **APWA Accreditation:** To support the City's goal of achieving APWA accreditation, Baker Tilly reviewed the accreditation criteria from the 11th edition APWA manual and assessed the City's current documentation against these standards.
- **Peer Learning:** Baker Tilly conducted a benchmarking survey of 11 peer organizations to identify best practices and performance standards in key operational areas, including staffing, technology, resource allocation, and performance metrics.
- **Retirement Analysis:** A workforce analysis was conducted to evaluate potential retirements over the next five years.
- **Process Mapping:** Through interviews and departmental engagement, Baker Tilly identified 14 critical operational processes in need of review, ranging from work order management and capital project oversight to permitting and inventory management.

Collectively, these 4 assessment areas formed the foundation of Baker Tilly's observations and recommendations. The evaluation highlighted both strengths and improvement opportunities in Joplin's current public works operations, with a particular focus on policy alignment, process efficiency, organizational structure, and workforce sustainability.

CITY OF JOPLIN

APWA Accreditation

- Baker Tilly compiled a list of APWA's accreditation criteria from the 11th edition manual
- Of the 40 chapters of practices outlined in the APWA manual, nine chapters are not applicable to the operations of the City of Joplin's Public Works Department.
- For the 31 chapters that the City is required to provide documentation on in order to receive APWA accreditation, Baker Tilly has compiled the City's existing documentation that complies with APWA requirements and mapped out the gaps between the City's existing documentation and what is needed for accreditation.
- As an additional deliverable, Baker Tilly will provide a full spreadsheet comparing the City's current policies and procedures against APWA requirements as well as a zip drive, organized by APWA chapter, of the existing information.

	Chapter Name	Documentation Required	City of Joplin Existing or Partial Documentation
1	Organization and Strategic Planning	7	6
2	Human Resource Management	36	22
3	Occupied Facilities	12	11
4	Finance	19	4
5	Risk Management and Legal Review	9	1
6	Communication	14	2
7	Information Technology and Telecommunications	12	
8	Emergency Management	16	1
9	Safety	10	1
10	Asset Management System	5	1
11	Infrastructure Planning	9	1
12	Building Code Enforcement	Not Applicable	
13	Engineering Management	19	1
14	Bid Process	6	1
15	Construction Management	14	
16	Right-of-Way Management	8	5
17	Utility Coordination	7	
18	Facilities Management	16	14
19	Equipment and Fleet management	Not Applicable	
20	Parks, Grounds, and Forestry	Not Applicable	
21	Solid Waste Management	5	1
22	Solid Waste Collection	7	
23	Solid Waste Recycling and Reuse	16	16
24	Solid Waste Disposal		
25	Street Maintenance	10	3
26	Street Cleaning	8	2
27	Snow and Ice Control	14	1
28	Stormwater and Flood Management	18	17
29	Vector Control	Not Applicable	
30	Drinking Water Distribution System	Not Applicable	
31	Water Treatment	Not Applicable	
32	Wastewater Collection and Conveyance	13	12
33	Wastewater Treatment and Disposal	13	13
34	Traffic Operations	17	14
35	Parking	10	6
36	Cemeteries	Not Applicable	
37	Airports	11	10
38	Transit Operations	24	4
39	Bridges	5	
40	Beach Management	Not Applicable	

Peer Benchmarking

Baker Tilly developed a benchmark survey to gather detailed operational information and identify best practices to enhance the City's operational efficiency. The peer benchmarking survey focused on key operational areas, including staffing, resource allocation, technology use, maintenance practices, and performance metrics.

Organizations	Population	Public Works Dept FTE
City of Joplin, MO	53,095	121
City of Chesterfield, MO	49,166	56
City of Lee's Summit, MO	104,184	95
City of Lenexa, KS	58,536	Not provided
City of Cedar Rapids, IA	135,958	263
City of Springfield, MO	170,188	269

Retirement Analysis

Baker Tilly conducted a retirement analysis for the Public Works Department to determine the number of employees eligible for retirement between 2025 and 2030. Our analysis indicates that roughly 50% of the department's workforce will become eligible for retirement by 2030.

Divisions	Number of Eligible Employees	Total Number of Division Employees	Percentage of Staff Eligible per Division
Airport	7	10	70%
Engineering	10	23	43%
Infrastructure Maintenance	15	37	41%
Transit	14	18	78%
Wastewater Treatment	15	33	45%
Grand Total	**61**	**121**	**50%**

* Our retirement analysis was pulled from January 2025 census data. The divisions above were combined to correspond with the organization charts within the report. A full table of the data and title-specific retirements will be provided to the client.

High Priority Recommendations

No.	Recommendation	Implementation Order
Process and Policy		
1	Review and Update City-Wide Standardized Operating Procedures (SOPs) and Polices	-
2	Potential Process Improvements Recommendation	-
3	Update Inventory Management Practices	-
4	Evaluate Alternative Leaf Pick Up Strategies	-
Technology		
5	Provide Crew Leads Mobile Field Devices	-
6	Create Implementation Plan for Central Square EAM and Work Order Management System	-
Staffing and Structure		
7	Hire a Fleet Manager and Move the Central Garage Division	2
8	Align Engineering and Operations Division Functions	5
9	Hire Engineering Manager	3
10	Develop a Workforce Development Plan	-
11	Formalize Crew Lead Positions	1
12	Hire a Facilities Manager and Centralize Facilities Management Functions	4
13	Hire a Public Works Management Analyst	-
14	Hire a GIS Specialist Position	-

Potential Process Improvements

Process Map	Recommended Improvement
Stakeholder complaints and public inquiries	Work with information technology to update listed phone numbers to reduce frustrations and incorrect forwarding. Additionally, streamline the process by making listing accurate to avoid transfers to the incorrect area (i.e., handling calls forwarded from Utility Billing in Finance).
Work order process assignment and logging	Standardize the record-keeping process for Sign and Traffic Signal Technicians by requiring all maintenance records to be added to OneDrive. Eliminate duplicated work by having field employees and/or their supervisor directly enter their worklogs into SeeClickFix.
Inventory management and purchasing • Project management – post bidding • Credit card purchases • Purchase order approval • New vendor • Invoicing receiving and processing • Consulting agreements • Construction contracts • Capital purchases • Supplies and materials	Currently, wet signatures are required, necessitating printing, signing, and uploading documents. The Department lacks the software for secure electronic signatures, such as DocuSign. While other City Departments have adopted this technology, it has not yet been implemented in Public Works. Standardize inventory management across the Garage, Streets/Sewers, Lights, and Engineering Divisions by implementing a unified system that does not rely on visual estimates. The invoicing processing and receiving approvals process can be done entirely through Navaline with no need for physical initialing by each approver in Public Works. For invoicing processing and receiving for capital projects, there have been updates and loosening of purchasing policies which can streamline this process to expedite the council approval process.
Construction bidding	Enhance accessibility by offering online access to public bid opening meetings. Implement secure electronic signature software, such as DocuSign, to eliminate the need for printing, signing, and uploading documents.
Special events permitting and coordination	Create a clear set of guidelines for citizens to determine the appropriate form for their event. Establish a shared special event tracker and note system between the Public Works and Police Department. Ensure other departments typically involved have access. Establish clear guidelines for invoice payment due dates and standardize the process across all events. Additionally, offer online payment options to improve efficiency and save citizens' time.

Potential Process Improvements Continued

Process Map	Recommended Improvement
Capital projects management/Project beautification	Provide Construction Inspectors with additional field devices to enable direct digital note-taking during site visits. Develop a standardized process for final documentation of record drawings and as-built plan specifications.
Permitting and plan review	Consolidate the review process by generating a single, compiled Letter of Comment (LOC) that includes input from all required Departments.
Recruitment with Human Resources Department	Implement an applicant tracking system to compile candidate data before sending it to the Hiring Supervisor. Delegate the task of contacting candidates and coordinating interviews with HR professionals or administrative personnel. This will allow Hiring Supervisors to focus on their primary responsibilities and improve the efficiency of the hiring process.
Streetlights, banners and sign maintenance	Develop a notification system that allows Liberty Utilities access to ensure the Department is informed upon the resolution of work orders. This will allow for timely closure of work orders and reduce the need for follow-up by the Traffic Engineer.
GIS Mapping	Provide GIS accounts and update access for the Engineering Department to facilitate timely updates. Develop a Progress Tracking sheet for the Engineering and IT Departments to jointly monitor the status of GIS map update requests. Grant the Engineering Department access to update GIS files directly.
Utility Permit Cuts	Establish a notification system that allows immediate interaction with third-party utility companies to ensure the City is informed before work begins. Equip the Utility Coordinator with a portable device that can access GIS in real time. This will streamline the process by allowing for immediate and accurate recording of utility permit cut locations during initial inspections.
Sanitary Flow Blockage or Backup Response	As the Central Square system is implemented, information can be input into the asset management system directly.

CITY OF JOPLIN

Recommended Position Changes

- Fleet Manager (+1 FTE)
- Engineering Manager (+1 FTE)
- Crew Leads (+0 FTE)
- Facilities Manager (+1 FTE)
- Management Analyst (+1 FTE)
- GIS Specialist (+1 FTE)

Long Term vs Short Term Strategies

Short Term

- Central Square EAM implementation
- APWA Accreditation
- Formalize Crew Lead Position
- Hire a Management Analyst
- Increase mobile field technology usage

Long Term

- Organizational and structural alignment as recommended in this report
- Succession and workforce development planning
- Process improvement recommendations


Questions?