Joplin Tourism & Hospitality Master Plan Scope of Work

December 27, 2016 - Revised February 14, 2017, with Timeline Revised April 25, 2017 (page

The following narrative describes a comprehensive list of services required to prepare a Tourism and Hospitality Master Plan for the City of Joplin. Efficiently organizing the work will be essential to completing the project in a timely fashion. While the following narrative is organized in a linear manner, many of the sub-tasks may proceed in a parallel or concurrent fashion. The scope of work outlines interim deliverables, roles and responsibilities.

Tasks and deliverables for this project are outlined in three main phases:

PHASE I: DEVELOPING THE CONTEXT

PHASE II: DEVELOPING RECOMMENDATIONS

PHASE III: DOCUMENTING AND COMMUNICATING THE PLAN VISION

The scope of work to be performed by Design Workshop (DW) in connection with this agreement is as follows:

PHASE I: DEVELOPING THE CONTEXT

TASK 1.1 – PROJECT STARTUP AND ORGANIZATION

Forming a Tourism Working Group (TWG) will be one of the first steps in launching the project. This group should include a range of stakeholders representing the JCVB, Chamber of Commerce, City, economic development, lodging, hospitality, attractions, recreation, and sports interests. Design Workshop will provide direction for their roles, prepare meeting agendas and facilitate meetings, starting with the project kick-off.

We will utilize a Strategic Kickoff (SKO) work session to effectively launch the project and organize the team which will include key JCVB staff members and leadership. The purpose of the meeting will be to:

- Define roles, responsibilities and communications procedures
- Confirm a detailed project schedule and document review process
- Identify resources that may be useful to the plan creation process
- Discuss past accomplishments
- Define topics for additional research and evaluation
- Establish project goals and desired outcomes
- Review the Work Group Engagement Plan, confirming responsibilities and resources

Design Workshop will review past reports, studies, and plans and create a memo to summarize their relevant goals, initiatives, and findings. We anticipate reviewing the following document (among others that may be suggested by the Tourism Working Group - TWG):

2012: City of Joplin Comprehensive Plan

2015: MO Department of Tourism Annual Report

2015: MO Economic Report

2016: Joplin Historic Preservation Plan

City Long-term and Annual Community Development Plans including the Consolidated Plan, Neighborhood Redevelopment Plans, and Action Plans

DMAI Destination NEXT and TwoSix Digital Marketing Survey

DELIVERABLES

1. One (1) day of meetings with the project manager and staff, facilitated workshop with the Tourism Working Group, and a site tour to become familiar with major attractions and opportunities
2. Detailed project schedule
3. Internal project communication plan
4. Critical success factors, dilemma, thesis and project goals documentation
5. Summary of relevant past reports, studies, and plans
6. Work Group Engagement Plan

TASK 1.2– SITUATIONAL ANALYSIS

The purpose of the Situational Analysis is to describe the current condition of and trends in national tourism dynamics, regional/local tourism development and operations, and community development. The result will be an understanding of the macro level travel industry and how Joplin fits into it. Design Workshop will complete the following:

- An understanding of existing facilities in important is assessing future needs. Design Workshop will prepare a worksheet of visitor infrastructure items such as number and quality of hotel rooms, meeting space, event and sports venues, etc. CVB staff will be utilized to help complete the inventory. Design Workshop will express locations of existing and planned Joplin area tourism and hospitality resources in a diagram/map for communication purposes.
- Examine Joplin tourism and hospitality development trends, changes in travel patterns, trends in visitor statistics, duration/time of stay, etc.
- Delineate local travel patterns, visitor demographics, visitor services, tourism infrastructure, etc. that can be assimilated from existing reports, studies, and plans.
- Define strengths, weaknesses, opportunities and threats (SWOT) as they relate to Joplin's tourism and hospitality sectors.
- Identify what entities, agencies, businesses, etc. are doing relating to visitor services and tourism development (i.e., where are the overlaps and the gaps?)

DELIVERABLES

1. Existing Joplin tourism/hospitality areas, visitor services, and tourism infrastructure assessment and diagram/map
2. Tourism and hospitality trends, visitor demographics and travel patterns report
3. Visitor infrastructure inventory worksheet
4. SWOT memorandum

TASK 1.3 –WORKING GROUP MEETINGS AND WORKING PAPERS DEVELOPMENT

The Design Workshop team will engage the TWG (formed at the project start-up) to draw out their collective knowledge and develop an understanding of their various perspectives. We will facilitate three (3) meetings throughout the project schedule. We will rely on the members and perhaps work groups to participate in research, outreach, and evaluation steps between meetings. The three meetings Design Workshop will facilitate in-person include:

1. Project Startup
2. Evaluating Initial Recommendations and Prioritization/ Review of White Paper findings
3. Draft Plan Review (corresponding with a public meeting)

One of the tasks will be to direct the TWG to develop Working Papers on various topics that will inform the Tourism & Hospitality Master Plan. The Working Papers will be data driven reports; including current conditions, challenges and opportunities. The Working Papers are intended to be succinct and may be included in the appendix of the final report. There are many topics that could be included, but at a minimum, we would like to more fully understand:

- Lodging and hospitality
- Redevelopment and economic strategic plans and projects
- Market position and strategy (including branding, identity, wayfinding)
- Marketing, advertising, communication
- Visitor services and facilities
- Transportation
- Recreation, sports, culture and arts
- Institutional and management structure
- Finance and funding

If the TWG or CVB staff is unable to produce a Working Paper for any of these topics (or supplementary information is needed) the consultant team will conduct interviews, research, and prepare the documents as an Additional Service.

DELIVERABLES

1. Three (3) facilitated meetings occurring at project milestones
2. Meeting agendas and meeting notes
3. Working Papers review, formatting and editing for consistency

TASK 1.4 – COMPETITIVE AND COMPARABLE ANALYSIS

The purpose of the Competitive Analysis is to answer these questions: What are competitive cities' tourism strategies, identity, and message? What public investments have been made in these cities? What are their sources and amount of funding? What is their market positioning? Who is their primary market? Where do they see the future for their city? What are their biggest issues and how are they dealing with them? The result of this analysis will be an understanding of how Joplin compares to other competitive destinations.

Design Workshop will provide a comparison of the Joplin tourism market to surrounding larger markets within an approximately 2-hour drive (i.e., Springfield, Tulsa, Kansas City, Wichita, Oklahoma City, Fayetteville, Branson) highlighting the factors which impact tourism and hospitality infrastructure.

Design Workshop will profile two cities with comparable attributes to Joplin but are not competing in the same market. These profiles serve as case studies and provide lessons learned that may be applicable to creating opportunities for Joplin.

DELIVERABLES

Competitive and Comparable Analysis Report profiling up to five (5) competitive cities and two (2) comparable cities.

PHASE II: DEVELOPING RECOMMENDATIONS

TASK 2.1– RECOMMENDATIONS, PRIORITIZATION, RESOLUTION OF CONFLICTING GOALS

The purpose of Task 2.1 is to provide recommendations for investing in the enhancement of Joplin and the tourism economy. Goals and criteria for prioritization will be reviewed with the TWG for refinement.

Design Workshop will develop information for the following evaluation criteria:

- Investment choices will be projected and their potential outcomes assessed
- Lodging/hotel long-range capital improvement needs
- Facilities and infrastructure improvement needs
- Economic impact analysis (ROI estimates) for top priority recommendations
- For marketing, funding, and delivery of visitor services purposes, identify partnerships needs among industry members, the private sector, local institutions, and neighboring municipalities

DELIVERABLES

1. Evaluation criteria matrix
2. Goal statements informed by TWG input
3. Initial recommendations and key initiatives report
4. Short-term and long-term priorities list, refined with TWG input
5. ROI estimate for top priority recommendations

TASK 2.2- PUBLIC MEETING AND QUESTIONNAIRE

In addition to the TWG weighing in on the priorities and recommendations of the plan, Design Workshop will conduct a meeting a wider-set of stakeholders and inform the public regarding the plan direction. This will include preparation of a presentation with keypad polling questions to gain instant quantitative feedback, the keypad polling questions will be provided to CVB staff to conduct a duplicate online survey for people unable to attend the meeting. This meeting will be timed to correspond with Work Group Meeting #3 in order to minimize travel time and expenses. CVB staff will be responsible for meeting advertisement and setup logistics.

DELIVERABLES

1. Public meeting presentation materials
2. Meeting planning worksheet
3. Keypad polling questions (1 draft and 1 final questionnaire)
4. Exhibit boards

PHASE III: DOCUMENTING AND COMMUNICATING THE PLAN VISION

TASK 3.1 - DRAFT MASTER PLAN

Design Workshop will produce a detailed document outline for review and input from the client group and the TWG. This outline will include organizing concepts and a listing of anticipated topics. In general, we anticipate the Master Plan document to include:

I. Joplin Tourism Vision (a stand-alone inspirational and graphic document to briefly explain the concepts of the plan to the general public)

II. Summary of background data and context for the plan, including the analysis of data that led to specific conclusions

III. Policy and methods for the development of tourism with a sustainable future, both to the natural environment, as well as long-term sustainability applied to the economy of tourism

IV. A general projection of revenues to be derived from the investment approach selected and the relative returns that are projected as direct or indirect benefits to Joplin.

V. A list of short-term and long-term priorities for investment in tourism. This might include marketing, program development, new facilities, environmental preservation, operational opportunities, event development, management structure and infrastructure components (such as transportation improvements and recreational facilities)

VI. Specific recommendations for the improvement of the built environment, especially redevelopment opportunities, will be provided and will deal with land use, scenic quality and new facilities that have destination tourism qualities

VII. Visitor services and facilities needed to capture target market (both services and capital investment)

VIII. Target market

IX. Funding and financing models

X. Appendices: Process Materials and Working Reports

DELIVERABLES

1. Draft document outline (framework)
2. Writing style guide and sample, with document graphic design boards for approval
3. Draft document (80 percent completed without appendices) in pdf format
4. One (1) revision cycle of the Framework Document

TASK 3.2 - FINAL MASTER PLAN DOCUMENT & LEADERSHIP MEETING

The Master Plan will serve as a guiding document to inform future tourism and hospitality decisions and direction. It will also communicate to the public and community organizations about services, offerings, and future plans.

DELIVERABLES

1. Second document revision cycle: 90% complete (formatted graphic document)
2. Final Master Plan Document in pdf format
3. In-person joint meeting with the CVB Board, City Council and others to be determined

FEES AND EXPENSES

Compensation to Design Workshop for the services described herein and in accordance with the conditions of this agreement shall be for a lump sum fee of $73,640.

PHASE I: DEVELOPING THE CONTEXT		**$28,500**
1.1	Project Startup and Organization	$6,420
1.2	Situational Analysis	$6,700
1.3	Working Group Meetings and Working Papers	$9,400
1.4	Competitive and Comparable Analysis	$5,980
PHASE II: DEVELOPING RECOMMENDATIONS		**$18,080**
2.1	Recommendations, Prioritization, Resolution of Goals	$11,440
2.2	Public Meeting and Questionnaire	$6,640
PHASE III: DOCUMENTING AND COMMUNICATING THE PLAN VISION		**$20,460**
3.1	Draft Master Plan	$12,000
3.2	Final Master Plan & Leadership Meeting	$8,460
TOTAL LABOR COST:		**$67,040**
REIMBURSABLE EXPENSES		
Travel Expenses: 4 trips total. (4 for Zimmermann and 2 for Laybourn)		$4,300
Internal Printing		$800
Printed Meeting Materials: Boards, Maps + Handouts		$1,500
SUBTOTAL REIMBURSABLE EXPENSES		$6,600
TOTAL SUMMARY OF COSTS		**$73,640**

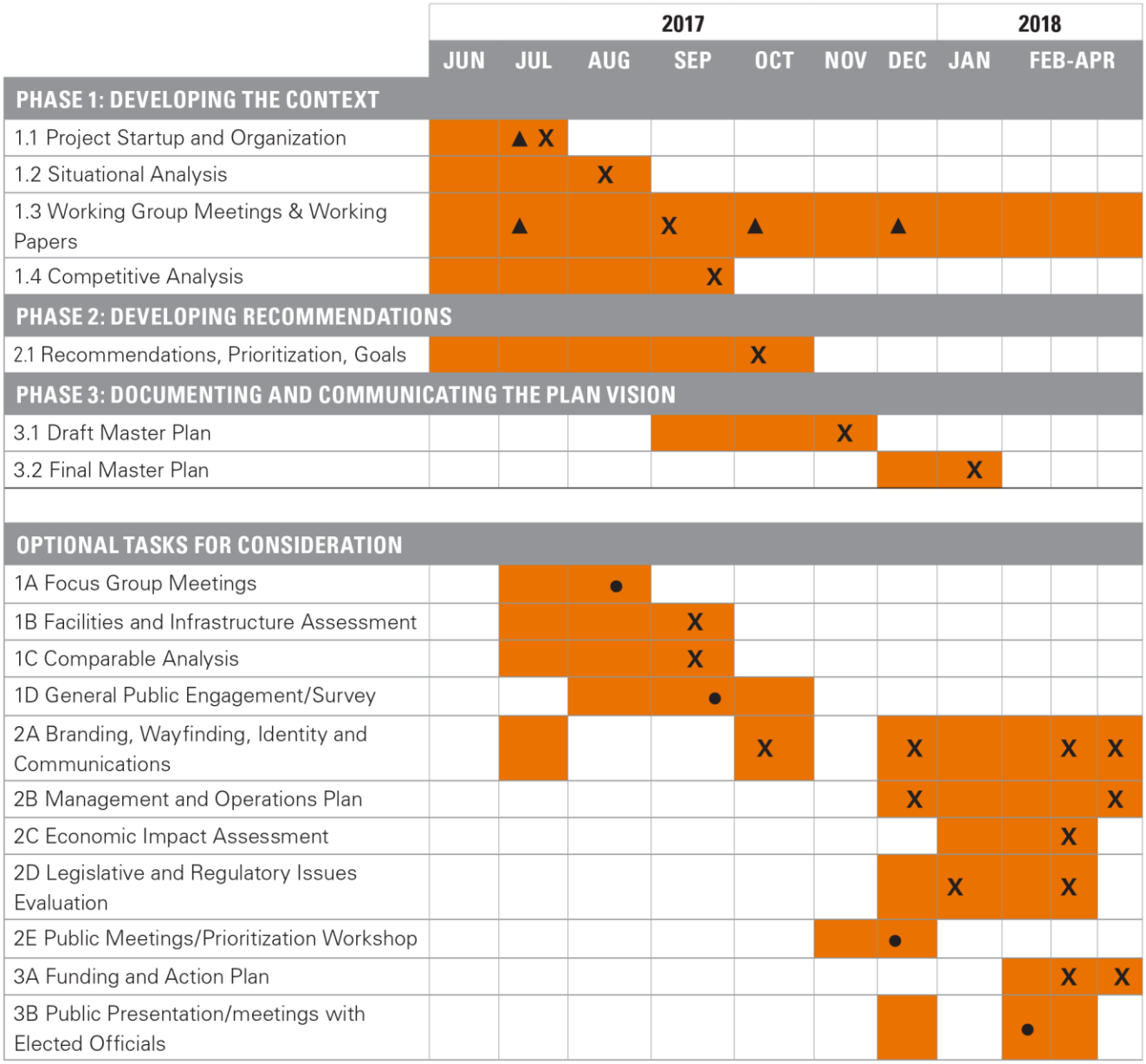
Reimbursable expenses are in addition to compensation for labor costs. Reimbursable expenses incurred by Design Workshop and consultants directly related to the project such as, but not limited to, travel (lodging, meals, transportation), telephone charges, technology charges, and printing expenses shall be billed at Design Workshop's cost. Reduced travel expenses and printing of materials will reduce reimbursable expenses charged.

SCHEDULE

Design Workshop is prepared (to begin services immediately) upon receipt of a signed copy of this proposal from an authorized owner's representative. The project budget is based on the expectation of a schedule not to exceed 11 months. Project management costs may need to be revaluated if the project duration is extended. Below is the revised generalized schedule:

SCHEDULE

Updated 04.24.2017



Milestones and Completion Dates

▲ = Client/Consultant in Person Meetings
● = Public Engagement Event
X = Completion Dates