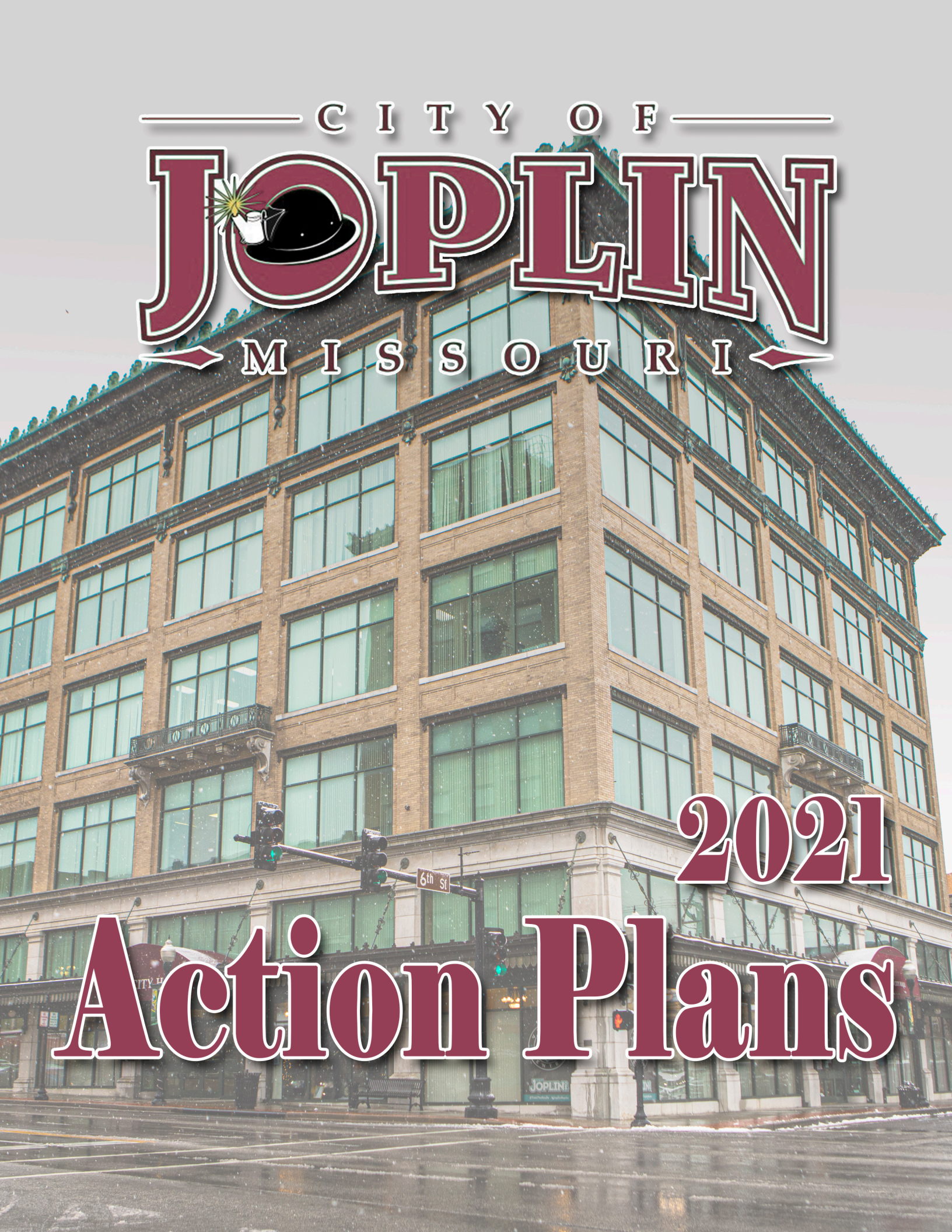
CITY OF

JOPLIN

MISSOURI



2021 Action Plans



JOPLIN missouri Strategic Priorities

Vision

Joplin, built on generations of people with grit and determination is a regional hub at the crossroads of America. Our diverse people and employers thrive because of our healthy lifestyles, exceptional neighborhoods, lifelong learning opportunities, and cultural & recreational amenities.

Our connected community benefits from world-class health care, reasonable cost-of-living, and economic opportunity for all.

Together we are ready for anything!

Ad Omnia Parata

Goals

- Improve community appearance, including public properties maintained by the city.
- Address declining neighborhoods.
- Increase economic opportunities for all.
- Address homelessness.
- Reduce crime and increase safety.
- Create and grow resilient revenue to improve city service levels and maintain infrastructure.

new house by Llisole | help by supalerk laipawat | Award by BomSymbols | Safety by Milinda Courey | Traffic Light by JunGSa | bar graph by cathy moser from the Noun Project
Photo from Visit Joplin, MO

2021 Action Plan Index

- **Improve Community Appearance**
  - Strategy 1: Adopt-A-Street Program
  - Strategy 2: Residence & Business of the Month
  - Strategy 3: Review Zoning Codes
  - Strategy 4: Review Signage Codes
  - Strategy 5: Review Building Codes
  - Strategy 6: Beatification Study
  - Strategy 7: Complete Streets Program
  - Strategy 8: Public Art Incentives
  - Strategy 9: Limb Drop Off Program
- **Address Declining Neighborhoods**
  - Strategy 1: Housing Revitalization Plan
  - Strategy 2: Neighborhood Improvement Zone
  - Strategy 3: Review Other City Codes
  - Strategy 4: Home Repair Program
  - Strategy 5: City Properties Maintained
  - Strategy 6: Reduce Number of Vacant & Dangerous Buildings
  - Strategy 7: Vacant Lot Inventory
  - Strategy 8: County Lot Transfer Program
  - Strategy 9: Joplin Homeowners Assistance Program
  - Strategy 10: Develop Phased Approach
  - Strategy 11: Rental Property Inspection & Permitting
  - Strategy 12: Litigation Tools
  - Strategy 13: Tenant Bill of Rights
- **Increase Economic Development**
  - Strategy 1: Annexation
  - Strategy 2: Operational Assessment
  - Strategy 3: Positive Marketing of City
  - Strategy 4: Smart Cities
- **Address Homelessness**

- Strategy 1: Donation Education
- Strategy 2: Maintain City Properties
- Strategy 3: Maintain Private Properties
- Strategy 4: Homeless Service Provider Dialogue

- **Reduce Crime & Increase Safety**
  - Strategy 1: Community Outreach and Education
  - Strategy 2: Traffic Safety
  - Strategy 3: Training and Assistance
  - Strategy 4: Community Engagement
  - Strategy 5: Police Visibility
  - Strategy 6: Technology
  - Strategy 7: Analytics
  - Strategy 8: Habitual Offender Identification
  - Strategy 9: Facilities
  - Strategy 10: Drug Enforcement
  - Strategy 11: Recruitment and Retention
  - Strategy 12: Environmental Design of Public Properties
  - Strategy 13: Fire Safety (Reduced Response Time)
  - Strategy 14: Park Security Position
  - Strategy 15: Adequate Staffing
- **Resilient Revenue**
  - Strategy 1: Modernize Revenue Sources
  - Strategy 2: Museum and Cultural District
- **Downtown Joplin Alliance**
  - Strategy 1: Downtown CID
  - Strategy 2: Business Accelerator Program

| | ACTION PLANS | | |

CITY OF JOPLIN
PROJECTED USE TAX COLLECTIONS
25-Jan-21

EST USE TAX	1% GF AMOUNT	1/2% PENSION AMOUNT	1/2% PS AMOUNT	1/4% PARKS/SW AMOUNT	1/2% TST AMOUNT	3/8% CIP AMOUNT	TOTAL EST USE TAX
$3,700,000	$1,184,000	$592,000	$592,000	$ 296,000	$592,000	$444,000	$3,700,000

CITY OF JOPLIN
ACTION PLAN SUMMARY
13-May-21

PRIORITY AREA	ACTION PLAN	TOTAL ADDTL FTE	ONE-TIME COSTS	STAFFING ANNUAL COSTS	PROGRAM ANNUAL COSTS	USE TAX FUND
Community Appearance	Strategy 1	0.10	1,000	5,600	3,000	General
Community Appearance	Strategy 2	0.10	1,000	5,600	3,000	General
Community Appearance	Strategy 3	-	-	-	-	General
Community Appearance	Strategy 4	1.25	2,500	80,000	5,000	General
Community Appearance	Strategy 5	0.75	1,500	50,000	5,000	General
Community Appearance	Strategy 6	0.25	100,000	16,250	TBD	General
Community Appearance	Strategy 7	0.10	1,000	6,600	TBD	TST/CIP
Community Appearance	Strategy 8	0.50	1,000	28,000	3,000	General
Community Appearance	Strategy 9		440			TST
Neighborhood Improvement	Strategy 1	1.00	2,000	58,500	5,000	General
Neighborhood Improvement	Strategy 2	2.25	5,000	165,000	25,000	General
Neighborhood Improvement	Strategy 3	-	-	-	-	General
Neighborhood Improvement	Strategy 4	-	-	-	TBD	General
Neighborhood Improvement	Strategy 5	4.00	-	170,000	80,000	TST/Parks/SW Sales Tax
Neighborhood Improvement	Strategy 6	0.50	1,000	35,000	3,000	General
Neighborhood Improvement	Strategy 7	-	-	-	2,000	General
Neighborhood Improvement	Strategy 8	0.50	1,000	39,000	2,000	General
Neighborhood Improvement	Strategy 9	0.50	1,000	35,000	TBD	General
Neighborhood Improvement	Strategy 10	4.25	8,500	305,000	25,000	General/Public Safety
Neighborhood Improvement	Strategy 11	3.25	6,500	231,500	15,000	General
Neighborhood Improvement	Strategy 12	-	-	-	1,000	General
Neighborhood Improvement	Strategy 13	TBD	TBD	TBD	TBD	General
Increase Economic Opportunities	Strategy 1	0.25	100,000	16,500	50,000	General
Increase Economic Opportunities	Strategy 2	-	85,000	-	TBD	General
Increase Economic Opportunities	Strategy 3	4.00	15,000	300,000	50,000	General
Increase Economic Opportunities	Strategy 4	1.00	TBD	66,000	TBD	General/TST
Homelessness	Strategy 1	-	15,000	-	6,000	General
Homelessness	Strategy 2	-	-	-	-	General
Homelessness	Strategy 3	0.50	1,000	32,500	5,000	General
Homelessness	Strategy 4	-	-	-	-	General
Increase Citizen Safety	Strategy 1	-	-	-	-	Public Safety
Increase Citizen Safety	Strategy 2	2.00	15,000	80,500	10,000	Public Safety
Increase Citizen Safety	Strategy 3	0.50	10,000	50,000	1,000	Public Safety
Increase Citizen Safety	Strategy 4	-	-	-	1,000	Public Safety
Increase Citizen Safety	Strategy 5	-	-	-	-	Public Safety
Increase Citizen Safety	Strategy 6	-	-	-	-	Public Safety
Increase Citizen Safety	Strategy 7	1.00	2,000	50,000	3,000	Public Safety
Increase Citizen Safety	Strategy 8	-	-	-	-	Public Safety
Increase Citizen Safety	Strategy 9	-	150,000	-	TBD	Public Safety
Increase Citizen Safety	Strategy 10	-	-	-	13,200	Public Safety
Increase Citizen Safety	Strategy 11	-	-	-	60,000	Public Safety
Increase Citizen Safety	Strategy 12	-	2,060,000		20,000	Parks/SW Sales Tax
Increase Citizen Safety	Strategy 13	18.00	3,555,000	1,615,500	150,000	Public Safety
Increase Citizen Safety	Strategy 14	2.00	2,000	107,000	5,000	Parks/SW
Increase Citizen Safety	Strategy 15	20.00	-	1,823,000	100,000	Public Safety
Resilient Revenue	Strategy 1	-	100,000	-	-	General

*Note: The estimated costs are for the stand-alone strategies. Depending on strategies advanced, the costs will change as actual anticipated staffing needs can be further identified. Additionally, more support staff will be evaluated once the final

strategies are identified. Depending upon the strategies advanced, staffing requirements will be combined, impacting the final costs. Finally, studies may result in additional ongoing costs.

Action Plan

Strategy 1-Adopt-A- Street Program

Version 2 from Community Appearance

Priority Area:
Improve Community Appearance

Goal/Objective:
Improve general appearance of city.

Strategy 1- Develop and implement Adopt-A-Street Project:

Action Steps:

a. Form workgroup of city staff to research past programs and similar programs in other communities. Have information from previous city/chamber project to review as example.
b. Inform potential stakeholders for input.
c. Develop program processes and procedures.

Resources Required:

1. Staff time to research and design program.
2. Funding for staffing to operate program with a 0.10 FTE for a Neighborhood Improvement Officer in the Planning, Zoning and Neighborhood Development Dept.
3. Funding for operational costs of program.

Total Plan Cost:
Total Additional FTE: 0.10
One-Time Costs: $1,000
Staffing Annual Costs: $5,600
Program Annual Costs: $3,000

Desired Benefit/Outcome:

- Improved appearance of community through reduction of litter present on City streets.
- Increased pride of residents in appearance of city.
- City is more attractive to new residents and business investment.

"Clean the trash off the streets… Clean up the actual trash all over the place." – Listening Tour Respondent

Action Plan

Strategy 2-Residence and Business of the Month Program

Version 2 from Community Appearance

Priority Area:
Improve Community Appearance

Goal/Objective:
Improve general appearance of city.

Strategy 2- Develop and Implement a Residence of Month and Business of the Month Program to recognize well maintained business properties and increase pride of appearance of community:

Action Steps:

a. Form workgroup of city staff to research similar programs in other communities. Have information from previous chamber/city program to use as template.
b. Inform potential stakeholders for input.
c. Develop program processes and procedures.

Resources Required:

1. Staff time to research and design program.
2. Funding for staffing to operate program with a 0.10 FTE for a Neighborhood Improvement Officer in the Planning, Zoning and Neighborhood Development Dept.
3. Funding for operational costs of program.

Total Plan Cost:
Total Additional FTE: 0.10
One-Time Costs: $1,000
Staffing Annual Costs: $5,600
Program Annual Costs: $3,000

Desired Benefit/Outcome:

- Improved appearance of community through better maintenance of structures and properties.
- Increased value of properties.
- Increased pride of residents in appearance of city.
- City is more attractive to new residents and business investment.

Action Plan

Strategy 3-Review Zoning Code for Additional Beautification Enhancements

Version 2 from Community Appearance

Priority Area:
Improve Community Appearance

Goal/Objective:
Improve general appearance of city.

Strategy 3- Review Zoning Code for additional beautification enhancements:

Action Steps:

a. Planning, Development and Neighborhood Services Dept. in process of conducting review and update of current Zoning Code. Review will include analysis for possible changes that can be made to enhance community appearance that include building design and landscaping requirements. This review will look at the possibility of including CEPTED principles in design of new buildings.
b. Bring draft of updates to council for public hearing and consideration.

Resources Required:

1. PDNS staff time to conduct or oversee review.

Total Plan Cost:
Total Additional FTE: Existing staff time.
One-Time Costs: $0.00
Staffing Annual Costs: $0.00
Program Annual Costs: $0.00

Desired Benefit/Outcome:

- Improve appearance of new private development.
- Identify opportunities to update zoning code.
- Consistency in quality of appearance throughout the city.

Action Plan

Strategy 4-Review Sign Code for Additional Beautification Measures

Version 2 from Community Appearance

Priority Area:
Improve Community Appearance

Goal/Objective:
Improve general appearance of city.

Strategy 4- Review Sign Code for additional beautification measures:

Action Steps:

a. Planning, Development and Neighborhood Services Dept. in process of conducting a review and update of current Sign Code for possible changes that can be made to enhance community beautification efforts. This review to include analysis of light pollution issues. Will review the use of options for small right-of-way signs, the increased use of monument signs, etc.
b. Meet with stakeholders to inform and seek input into changes.
c. Bring to city council for public hearing and consideration.
d. Reinstate sign code enforcement officer. Key components of any suggested changes will include efficient issuance of sign permits as well as improved enforcement of code. A significant education program for businesses on any changes will be required.

Resources Required:

1. PDNS staff time to conduct or oversee review.
2. Funding for Neighborhood Improvement Officer 1.0 FTE initially to bring sign issues into compliance, then estimated to be 0.50 FTE after that. 0.50 FTE can then assist with other code enforcement activities.
3. Funding for vehicle, office equipment, supplies.
4. Funding for additional court/prosecutor staff costs for additional citation activity. Estimated to be 0.25 FTE.

Total Plan Cost:
Total Additional FTE: 1.25
One-Time Costs: $2,500
Staffing Annual Costs: $80,000
Program Annual Costs: $5,000

Desired Benefit/Outcome:

- Improve quality of signage throughout the city.
- Increase staff capacity to enforce updated sign code.
- Increase safety, maintenance, and compliance of signs.

"*Maintain streets, side walks, street lights and signs in the entire city." – Listening Tour Respondent*

Action Plan

Strategy 5-Review Non-Residential Property Maintenance Code for Additional Building Maintenance Measures

Version 2 from Community Appearance

Priority Area:
Improve Community Appearance

Goal/Objective:
Improve general appearance of city.

Strategy 5- Review Non-Residential Property Maintenance Code for additional building maintenance requirements for structures:

Action Steps:

a. Planning, Development and Neighborhood Services Dept. to conduct review and update of current Non-Residential Property Maintenance Code for possible changes that can be made to enhance maintenance requirements of buildings. May consider updating current code with the International Property Maintenance Code (includes both residential and commercial).

   The current code and a possible International Property Maintenance Code address current structures, and do not address new construction. New construction is covered by the 2018 International Building Codes. As presented, review of compliance with code would consist of an exterior review to improve community appearance. Interior inspections would occur based on complaints or concerns raised by citizens or if concerns observed and reported by other city departments during other code required inspections (i.e. health department or fire department). New inspection could also be required upon a change of ownership of business (business license inspection).
b. Inform stakeholders for input in process.
c. Bring to city council for consideration.

Resources Required:

1. PDNS staff time to conduct or oversee review.
2. Funding for 0.50 FTE Building Inspector.
3. Funding for vehicle and equipment for staff position (unless combined with another).
4. Funding for 0.25 FTE additional court/prosecutor staff.

Total Plan Cost:
Total Additional FTE: 0.75
One-Time Costs: $1,500
Staffing Annual Costs: $50,000
Program Annual Costs: $5,000

Desired Benefit/Outcome:
Improved appearance of community through enhanced beautification requirements for ongoing maintenance of existing structures in city. Increased pride of residents and business owners in appearance of city. City is more attractive to new residents and business investment.

"Make absentee landlords responsible for maintaining their properties." – Listening Tour Respondent

Action Plan

Strategy 6-Beautification Study

Version 2 from Community Appearance

Priority Area:
Improve Community Appearance

Goal/Objective:
Improve general appearance of city.

Strategy 6- Conduct a comprehensive Community Beautification Study that results in a Community Beautification Plan:

Action Steps:

a. City council to appoint a Beautification Committee to conduct a Community Beautification Study of city. Study to analyze various community beatification efforts underway and make suggestions for additional projects to enhance community appearance. Report to include project list as well as estimates of cost associated with projects/initiatives. City staff to assist in the study design and implementation as well as overseeing future project development.

Resources Required:

1. Staff time to work with Beautification Committee to design and conduct study.
2. Funds for future implementation of projects. An initial budget of $100,000 is envisioned for miscellaneous committee costs as well as providing a budget for initial beautification projects. Other funding sources may be leveraged to enhance program (Hotel and Motel Tax, Parks and Stormwater Beautification initiative).
3. Funding for 0.25 FTE for a Neighborhood Improvement Officer in Planning, Development and Neighborhood Services Dept. to oversee program.

Total Plan Cost:
Total Additional FTE: 0.25
One-Time Costs: $100,000
Staffing Annual Costs: $16,250
Program Annual Costs: TBD

Desired Benefit/Outcome:

- Identify ways of enhancing community's appearance by increasing its aesthetic visual quality while welcoming visitors and enhancing quality of life for residents.
- Increased pride of residents and business owners in appearance of city.
- City is more attractive to new residents and business investment.

"Down the road, something that could be better is more green space: each new business coming in should be required to plant trees, shrubs, or flowers and beautify their space. Add to our parks - they are beautiful and many people use them." – Listening Tour Respondent

Action Plan

Strategy 7 - Complete Streets

Priority Area:
Improve Community Appearance

Goal/Objective:
Improve general appearance of city.

Strategy 7- Complete Streets Ordinance:

Action Steps:

a) Research and draft a Complete Streets ordinance to be adopted by the City of Joplin; assemble a staff team to review and tailor to Joplin's needs. (In progress)
b) Create an Active Transportation Committee made up of City staff to review new transportation projects for best practices and make recommendations to Public Works and City Council. (In progress)
c) Review the City of Joplin's Comprehensive Plan and Zoning Code for opportunities to implement Complete Streets principles, designs, and practices
d) Assess the City's existing on-road network to identify potential candidates for street redesign projects that promote beautification and alternative modes of transportation. (In progress – in contract review and will be submitting to Council ASAP)
e) Present Complete Streets ordinance to City Council for approval.
f) Conduct staff engagement, education and training specifically tailored to active transportation modes and project development. (In progress – part of Active Transportation Assessment contract with Olsson)
g) Develop phased plan to incorporate street redesigns, low-cost and high impact improvements, and beautification opportunities.
h) Work with community organizations to develop a street art program that could be implemented with street redesigns (e.g. colorful crosswalks, intersection art, temporary installations, etc.).
i) Public and stakeholder involvement and education throughout the initiative.
j)

Resources Required:

1. Staff time to participate in committee, assessment, and training.
2. Funding to implement projects.
3. Dedicated Complete Streets Program manager to oversee effort and implementation (estimate 0.10 FTE Planner average over a year). Could be in-house staff or contracted oversight.

Total Plan Cost:
Total Additional FTE: 0.10
One-Time Costs: $1,000
Staffing Annual Costs: $6,600
Program Annual Costs: TBD

" We have over-built roads that can easily be retrofitted for road diets and complete streets projects to connect our active transportation system." – Listening Tour Respondent

Desired Benefit/Outcome:

- Increase safety for alternative modes of transportation.
- Increase connectivity in the multimodal network in Joplin.
- Improve appearance of public streets.
- Increase community engagement in the planning process.

" We have over-built roads that can easily be retrofitted for road diets and complete streets projects to connect our active transportation system." – Listening Tour Respondent

Action Plan

Strategy 8-Public Art

Priority Area:
Improve Community Appearance

Goal/Objective:
Improve general appearance of city.

Strategy 8- Incentivize inclusion of Public Art in new and existing development projects including both public and private initiatives:

Action Steps:

a. PDNS and Parks Department staff to conduct research into similar projects developed in other communities.
b. Inform community stakeholders (C2C, Downtown Joplin, developers, etc.) to receive input into project development.
c. Develop program processes and procedures and possible code enhancements. This could include a Public Art Fee assessed as a percentage of new development or building permit fees. Fees generated to be utilized on development project or deposited in a Public Art Fund for use in future Public Art projects.
d. Create a secondary option of a not for profit public art fund in which artists and community donors could apply and contribute.

Resources Required:

1. Staff time to research and develop project.
2. Funding for 0.50 FTE in Planning, Zoning and Neighborhood Services for staff personnel to oversee the program.

Total Plan Cost:
Total Additional FTE: 0.50
One-Time Costs: $1,000
Staffing Annual Costs: $28,000
Program Annual Costs: $3,000

Desired Benefit/Outcome:

- Visually enhance areas of Joplin that are undesirable to the public.
- Provides the appreciate of all aspects of art at the same time educating our community.

Action Plan

Strategy 9 – Limb Drop-off Program

Priority Area:

Improve Community Appearance

Goals/Objectives:

Improve general Appearance of City.

Strategy 1 – Develop and Implement a Limb Drop-Off Project:

Action Steps:

a. Form working group of staff to research numbers of patrons using the existing drop-off site.

Resources Required:

1. Staff time to research and develop a plan.
2. Funding for additional staffing needs for manning the site to be determined by frequency. Minimum staffing of 1.00 Equipment Operator and FTE 1.00 Laborer I required.

Total Plan Cost:

Total Additional FTE: Existing staff time

One Time Costs: $0.00

Staffing additional cost: $400.00 per additional day/TST

Program Annual costs: $95,293.42

Desired Benefit/Outcome:

- Improved appearance of community through reduction of limbs cluttering neighborhoods.
- Increased pride of neighborhoods.
- City is more attractive to new residents and visitors.

"Neighborhood clean up. People taking pride in their homes, yards, businesses." – Listening Tour Respondent

Action Plan

Strategy 1- Housing Revitalization Plan

Priority Area:
Address Declining Neighborhoods

Goal/Objective:
Revitalize housing options

Strategy 1- Housing Revitalization Plan:

Action Steps:

- Using a portion of the general fund reserve balance, create a new revitalization fund with an initial funding of $1.0m
- Form a JHAP oversight committee comprised of city staff and citizens
- Incentivize the replacement of declining housing options at outlined by the following table:

MARKET VALUE		ASSESSED VALUE		AMOUNT OF INCENTIVE AVAILABLE
$ 274,999	$ 250,000	$ 52,249	$ 47,500	$ 40,000
$ 249,999	$ 225,000	$ 47,499	$ 42,750	$ 35,000
$ 224,999	$ 200,000	$ 42,749	$ 38,000	$ 30,000
$ 199,999	$ 175,000	$ 37,999	$ 33,250	$ 25,000
$ 174,999	$ 150,000	$ 33,249	$ 28,500	$ 20,000

a. Key Program Details:
   i. ~~i.~~ Must replace an existing single-family home ~~within the designated boundary. (see map)~~
   ii. Home design must complement existing neighborhood aesthetics
   iii. Incentive will be paid once the new home receives initial assessment by the County. The amount of incentive available will be determined by the assessed value. (Assessed Value is determined by the County Assessor)
   iv. Homes utilizing this incentive will be prohibited from becoming rental property for a 10 year period.
   v. The program will end once initial funds have been depleted or, after 3 years, whichever occurs first.

- Seek partnerships with construction companies/builders to allow for in kind contributions of resources to reduce property acquisition costs, demolition costs, and building costs
- Explore the use of the City's sales tax exemption to procure building materials at a lower cost.

Resources Required:

1. Program Manager: 0.5 FTE ($33,500)
2. Administrative Support: 0.5 FTE ($25,000)
3. Funding for one-time start-up costs (vehicles, office furniture, phones, etc.). ($2,000)
4. Funding for the incentive: $1.0m (general fund balance) TBD.

" The city could focus on infrastructure improvement,specifically empty houses and buildings. These degrade the whole quality of the community.– Listening Tour Respondent

Total Plan Cost:
Total Additional FTE: 1.0
One-Time Costs: $2,000
Staffing Annual Costs: $58,500
Program Annual Costs: $5,000

Desired Benefit/Outcome:

- Minimizes the long-term negative impact of underperforming real estate.
- Strengthens tax base to benefit local taxing jurisdictions.
- Improves housing supply
- Limits the amount of homes that could be controlled by predatory landlords.

" The city could focus on infrastructure improvement,specifically empty houses and buildings. These degrade the whole quality of the community.– Listening Tour Respondent

Action Plan

Strategy 2-Neighborhood Improvement Zone Project

Version 2 from Address Declining Neighborhoods

Priority Area:
Address Declining Neighborhoods

Goal/Objective:
Improve appearance of neighborhoods through maintenance of properties.

Strategy 2- Neighborhood Improvement Zone Project:

Action Steps:

a. Form workgroup of city staff to conduct research of program(s) for possible implementation. Review former program as well as conduct new research of similar programs to determine best program parameters to include in new initiative. Establish new processes and procedures for new project to include how to determine zones for focused efforts, neighborhood engagement meetings to receive citizen input into neighborhood concerns and possible solutions, etc. Ensure process design includes required continued dialogue with neighborhoods after new neighborhood zones are selected for focus (staying connected with neighborhoods already in program).
b. Re-establish relationships with neighborhood by working with One Joplin, churches, schools, and other neighborhood anchors active in neighborhood improvement.
c. Work with neighborhood councils to identify new initiatives to positively impact neighborhood ownership and pride (beautification initiatives i.e. house or yard of month, neighborhood clean up days, etc.).
d. Work with neighborhoods to identify city infrastructure needs to improve neighborhood appearance (street lights, sidewalks, street and curb/gutter improvements, etc.)
e. Work with neighborhoods to identify other neighborhood issues requiring city assistance (crime, animal control, etc.).
f. Expand existing and create new relationships with local non-profit and faith-based organizations active in homeowner assistance with home repairs and improvements (Habitat For Humanity, Fuller Housing, etc.). Work with these organizations to target home repairs in declining neighborhoods. Explore additional shared relationships with these organizations to leverage resources (see Action Plan 4- Strengthen Home Repair Program).

Resources Required:

1. Staff time for research of program and program needs.
2. Funding for annual cost (personnel, fringe) of employment of 2 staff (Neighborhood Improvement Officer and Neighborhood Improvement Supervisor)
3. Funding for annual operational costs $25,000.
4. Funding for one-time start-up costs (vehicles, office furniture, phones, etc.).
5. Funding for 0.25 FTE additional court/prosecutor staff.

"Clean up blighted neighborhood areas, address the dangers that these areas cause." – Listening Tour Respondent

Total Plan Cost:
Total Additional FTE: 2.25
One Time Costs: $5,000
Staffing Annual Costs: $165,000
Program Annual Costs: $25,000

Desired Benefit/Outcome:

- Stabilize property values.
- Enhance neighborhood pride.
- Improve communication between the City of Joplin and residents.
- Improve maintenance of structures and yards.

"Clean up blighted neighborhood areas, address the dangers that these areas cause." – Listening Tour Respondent

Action Plan

Strategy 3-Review Other City Codes

Version 2 from Addressing Declining Neighborhoods

Priority Area:
Address Declining Neighborhoods

Goal/Objective:
Improve appearance of neighborhoods through maintenance of properties.

Strategy 3- Review City Codes to identify corrections that would aid in code compliance:

Action Steps:

a. Form workgroup of city staff to review building, housing, health and fire codes for improvements that can be recommended to improve code compliance in neighborhoods to reflect changing trends and to address unique needs. Examples include the growing Airbnb market, and review of issues with deficient lodging establishments located in the city. Some of these reviews are already occurring (see Action Plans for review of Zoning Code, Non-Residential Property Maintenance Code, etc.).
b. Review codes and research other codes.
c. Discuss changes being considered with applicable stakeholders.
d. Present suggested changes to city council.

Resources Required:

1. Staff time to conduct research/review of existing codes.

Total Plan Cost:
Total Additional FTE: Existing staff time.
One-Time Costs: $0.00
Staffing Annual Costs: $0.00
Program Annual Costs: $0.00

Desired Benefit/Outcome:

- Eliminate possible code contradictions.
- Align adopted codes with neighborhood improvement vision.
- Update codes to improve efficiency, health and safety.

"Joplin build and rental codes, tenant rights need to be addressed. There are too many slum-lords permitted to profit from unsuitable and unsafe homes, often rented or leased at unreasonable cost, often to desperate families and single people." – Listening Tour Respondent

Action Plan-Version 2

Strategy 4 – Strengthen Home Repair Program

Version 2 from Addressing Declining Neighborhoods

Priority Area:
Address Declining Neighborhoods

Goal/Objective:
Improved appearance of neighborhoods through maintenance of properties.

Strategy 4 – Strengthen home repair program for income eligible home homeowner:

Action Steps:

a. Reallocate HUD HOME funds for the existing program with ESC to $200,000.00. Currently $110,000 (4-6 Substantial Rehabs per year). Increase in HOME commitment will increase projects to 7- 11 substantial Rehabs per year. *Note: this is HOME Consortium funding and many projects will be located outside the City of Joplin.
b. Allocate additional funds from the City that are not associated with federal HUD Funds to be used for more flexible and parallel home repair program used just inside of the city.
    i. Utilize these more flexible funds to address relatively small dollar improvements currently ineligible in the federally funded HUD HOME program. Program can be structured as a revolving fund with high degree of forgiveness to maximize available resources while still improving as many properties as possible including those unable to make repayment at time of loan or during term of homeowner agreement. The existing model for this program may be provided by Joplin Area Fuller Center for Housing. Average repair for Fuller program (identified highest need to improve homeowner quality of life) is approximately $1,000.00. Adding exterior improvement and landscaping would bring average costs to $2,500 to $3,000 per home participating.
    ii. Enter into agreement with existing non-profit homeowner repair provider, such as Habitat For Humanity, etc... Agreement allows for repairs to homes with income eligible homeowners in defined low-income areas of community. *Note: All expenditures resulting from this agreement will be located within the City of Joplin.
c. Investigate possible property tax abatement (Section 353 of state statutes) program as an option to incentivize property owners to invest in home repairs.

Resources Required:

1. Utilize existing staff to oversee program in Planning, Development and Neighborhood Services.
2. Additional funding for expansion of program.

Total Plan Cost:

"It is sad to see a city allow homes to deteriorate into disrepair. Better enforcement of city codes and possibly grants for home improvement." – Listening Tour Respondent

Total Additional FTE: Existing staff time.
One-Time Costs: $0.00
Staffing Annual Costs: $0.00
Program Annual Costs: $400,000 (half HOME Consortium fund, half general fund)

Re-occurring Costs: $400,000.00 *revolving fund with high degree for forgiveness.
This level of funding would result in approximately 65 property improvements which can be targeted to specific neighborhoods.
Increased HOME commitment of $90,000 reducing new construction allocation in favor of rehabilitation.

Desired Benefit/Outcome:

- Assist homeowners in identifying and repairing vulnerable properties.
- Establish revolving fund for home repairs.

"It is sad to see a city allow homes to deteriorate into disrepair. Better enforcement of city codes and possibly grants for home improvement." – Listening Tour Respondent

Action Plan

Strategy 5- City Properties Maintained

Priority Area:
Address Declining Neighborhoods

Goal/Objective:
Improved appearance of neighborhoods through maintenance of properties.

Strategy 5 - City to do better job maintaining city properties to set tone for improvement.

Action Steps:

a. Parks Dept. to fully implement all aspects of the Parks and Recreation Maintenance Plan/Standards in all parks and other public properties. Will require a dedicated beautification crew as well as utilizing targeted contracted landscape services. These activities to include parks, Main Street Planters (downtown and South Main), City Entryway Signs, city parking lots, etc.
b. Re-start Adopt-A-Park program. This program will be administered by a park caretaker whose is already in this role. So, no additional resources needed.
c. Public Works Dept. to adequately maintain all public properties under their care (frequent vacant lot mowing, cleaning ditches, etc.

Resources Required:

1. Funding for 4.0 staff and operational costs for new beautification crew in Parks Department (included in Parks Master Plan List for Parks/Stormwater sales tax renewal).
2. Ability to fully staff Public Works laborer positions or outsource mowing.

Total Plan Cost:
Total Additional FTE: 4.0
One Time Costs: Minimal
Staffing Annual Costs: $170,000
Program Annual Costs: $80,000

Desired Benefit/Outcome:

- Provides a continuous and timely effort of quality maintenance in parks and green spaces around the city.
- Provides community ownership in our park system.
- Enhances each park and green space for the community to enjoy.

"Grounds keeping. Our sidewalks look terrible. The road through Landreth Park has a weed problem that looks trashy." – Listening Tour Respondent

Action Plan

Strategy 6-Reduce Number of Vacant and Dangerous Buildings in Community

Version 2 from Addressing Declining Neighborhoods

Priority Area:
Address Declining Neighborhoods

Goal/Objective:
Reduce vacant and unsecured buildings in neighborhoods.

Strategy 6.1 – Develop vacant building inventory, tracking system (GIS System layer), and registry to use to monitor buildings:

Action Steps:

a. Identify method to be used for identifying vacant buildings.
b. Identify information to be collected and inventory vacant residential and commercial buildings.
c. Create a layer in city GIS mapping system for vacant structures.
d. Investigate code options requiring registration of vacant structures, and possible permit fees to cover costs of the inventory and registry. Code options to include maintenance of vacant structures (doors, windows, other exterior features), and property maintenance (yard, fences, etc.) while structure remains vacant.
e. Seek input into possible code options from community stakeholders.
f. Bring code option suggestions to council for consideration.

Resources Required:

1. Staff time to identify and inventory vacant structures.
2. Staff time to create GIS map layer.
3. Staff time to research code options and develop local code suggestions.

Total Plan Cost:
Total Additional FTE: Existing staff time.
One Time Costs: $0.00
Staffing Annual Costs: $0.00
Program Annual Costs: $0.00

Strategy 6.2 – Review Existing Legal Dangerous Building Ordinance for enhancements to improve property maintenance:

Action Steps:

a. Form work group for review.
b. Review ordinance for potential enhancements to incentivize property owners to maintain buildings and place them back in active use (code changes, increased dang. building fee,

dang. building bond, special assessment, impact fee, etc.). Fees may be additional source of funds for Building Board of Appeals related building demolition requirements. Current Dangerous Building code includes a section allowing certain dangerous buildings to remain if the owner applies for and receives a permit for a "Legal Vacant Dangerous Building". The permit includes a $200 semi-annual permit fee that can be renewed up to 3 additional 6 month periods.

c. Bring code changes to city council for consideration.

Resources Required:

1. Staff time for code review.
2. Funding for staff to implement vacant building inspection/monitoring program. 0.5 FTE Building Inspector.

Total Plan Cost:
Total Additional FTE: 0.50
One Time Costs: $1,000
Staffing Annual Costs: $35,000
Program Annual Costs: $3,000

Desired Benefit/Outcome:

- Removing vacant and dangerous structures could enhance the community's attractiveness and contribute to a safer community.
- Create a process to identify and track vacant and potentially dangerous structures.
- Stabilize identified properties to minimize the need for demolition.

Action Plan

Strategy 7 -Vacant Lot Inventory and Tracking System

Priority Area:
Address Declining Neighborhoods

Goal/Objective:
Reduce vacant and unmaintained city owned lots in neighborhoods.

Strategy 7 - Implement a vacant lot inventory and tracking system. To be tied to city GIS system. Use to monitor status of lots and ensure lots are maintained. Will work in tandem with the city's Surplus Land Policy and Procedure to encourage sale of city owned properties for infill development:

Action Steps:

a. Review current Land Bank list of City owned properties for completeness and accuracy.
b. Provide list to city GIS program staff for development of GIS layer.
c. Review current Surplus Land Policy and Procedure for any needed updates/changes that could be made to encourage sale of properties to infill builders (e.g. donation of property, sale at reduced rate, waiving certain fees, etc.).
d. Review current Surplus Land Policy and Procedure for needed changes to include steps for inclusion of city parcels in new GIS inventory and tracking system.
e. Ensure properties are maintained (mowing, etc.) during period of city ownership.

Resources Required:

1. Public Works, Planning and Zoning and Finance Departments all have roles in carrying out the city's Surplus Land Policy and Procedures. No additional staff are anticipated for this project.
2. City GIS staff time will be required to develop the initial map layer of surplus city lots and will then be required for regular maintenance of the layer.
3. Software to help identify and track vacant lots.

Total Plan Cost:
Total Additional FTE: Existing staff time.
One-Time Costs: $0.00
Staffing Annual Costs: $0.00
Program Annual Costs: $2,000

Desired Benefit/Outcome:

- Reduce City maintenance cost of vacant lots.
- Place vacant lots back into production.

Action Plan

Strategy 8- County Lot Transfer Program

Priority Area:
Address Declining Neighborhoods

Goal/Objective:
Reduce vacant and unmaintained city owned lots in neighborhoods.

Strategy 8 - Re-institute program where county participates with city for transfer to city properties held in trust.

Action Steps:

a. Contact Jasper and Newton County Assessor Offices to request implementation of program.
b. Develop aggressive program to clean titles and prepare lots for sale, additionally look at other methods to encourage infill development (donation of properties to non-profits, reduced sale price of properties, etc.).
c. Land acquisition must be in compliance with existing city Surplus Land Policy and Procedure.
d. Properties acquired to be disposed of in compliance with city Surplus Land Policy and Procedure.

Resources Required:

1. Public Works, Planning and Zoning and Finance Departments all have roles in carrying out the city's Surplus Land Policy and Procedures. 0.50 FTE additional Finance Dept. staff anticipated for this project.
2. City GIS staff time will be required to develop the initial map layer of surplus city lots and will then be required for regular maintenance of the layer.

Total Plan Cost:
Total Additional FTE: 0.50
One-Time Costs: $1,000
Staffing Annual Costs: $39,000
Program Annual Costs: $2,000

Desired Benefit/Outcome:

- Expedite and improve process of placing lots received from the county into production.

Action Plan

Strategy 9 -Joplin Homeowner Assistance Program

Version 2 from Addressing Declining Neighborhoods

Priority Area:
Address Declining Neighborhoods

Goal/Objective:
Reduce vacant and unmaintained city owned lots in neighborhoods.

Strategy 3 – Re-institute the JHAP model program to encourage infill development on vacant lots.

Action Steps:

a. Form work group for project.
b. Review JHAP program process for possible implementation for neighborhood renewal.
c. Develop processes and procedures necessary for re-implementation of program. This model utilizes same processes used in program after tornado to incentivize home buyers (paying some portion of down payment, closing costs, etc.). First focus of incentives could be limited to purchase of newly constructed homes. A second focus area to include purchase of existing homes to incentivize remodel of existing structures. They could also be tied to certain distressed neighborhoods.
d. Inform necessary stakeholders for input into program.

Resources Required:

1. Staff time for review and development of program.
2. Staff time for operation of program if implemented (new or existing) of 0.50 FTE in Planning, Zoning and Neighborhood Services.
3. Funding source for incentives for home buyers.

Total Plan Cost:
Total Additional FTE: 0.50
One-Time Costs: $1,000
Staffing Annual Costs: $35,000
Program Annual Costs: $1.0 M

Desired Benefit/Outcome:

- Incentivizes & encourages home ownership.
- Eliminate vacant and unmaintained lots.
- Improve attractiveness of neighborhoods.
- Enhance values of surrounding homes.

"Tear down empty buildings or incentivize renovating them." – Listening Tour Respondent

Action Plan

Strategy 10 -Develop Phased Approach to Bring Affected Housing Units into Code Compliance

Priority Area:
Address Declining Neighborhoods

Goal/Objective:
Eliminate non-code compliant apartments in neighborhoods.

Strategy 10 - Develop a phased approach to occur over a defined period of time to bring units into code compliance.

Action Steps:

a. Form work group to work on issue.
b. Review method(s) to identify non-compliant apartments. Create list of non-compliant properties.
c. Develop GIS map of non-compliant properties.
d. Review local codes to determine if contain sufficient authority for inspection of multi-family residential units.
e. Develop processes for program of compliance with codes including target time frames and tiers of priority for codes.
f. Inform affected stakeholders to obtain input.
g. Begin dialogue with community partners active in low-income housing availability regarding direction of new initiative to ensure housing options for those that might lose housing options due to program.
h. Notify owners of forthcoming inspection program.
i. Conduct inspection of properties for compliance with housing, building, fire, health, codes.
j. Permit properties and issue business license as appropriate.

Resources Required:

1. Staff time for review of codes.
2. Staff time develop processes for compliance.
3. Staff time for meetings with stakeholders.
4. Staff time to develop list of properties and GIS map.
5. Staff time for inspection of affected properties.
6. Staff time for issuance of permits, etc.
7. Funding for additional staff for inspection of properties (2.0 FTE for Building Inspection, 1.0 FTE for Fire Inspection), additional 1.0 FTE for code enforcement clerical staff, additional 0.25 FTE for court/prosecutor staff.

Total Plan Cost:
Total Additional FTE: 4.25
One-Time Costs: $8,500
Staffing Annual Costs: $305,000

"It is a disgrace and embarrassing to drive thru our town and see how not only homes but, businesses have been allowed to be maintained. (Or should, I say not maintained.)" – Listening Tour Respondent

Program Annual Costs: $25,000

Desired Benefit/Outcome:

- Bring multifamily housing into compliance with adopted city codes.
- Improve safety and appearance of multifamily housing.

"It is a disgrace and embarrassing to drive thru our town and see how not only homes but, businesses have been allowed to be maintained. (Or should, I say not maintained.)" – Listening Tour Respondent

Action Plan

Strategy 11 – Rental Property Inspection and Permitting Program

Priority Area:
Address Declining Neighborhoods

Goal/Objective:
Eliminate non-code compliant apartments in neighborhoods.

Strategy 11 - Implement a rental property inspection and permitting program for city.

Action Steps:

a. Form work group of city staff and local rental association members.
b. Conduct research of rental property inspection and permitting program options.
c. Develop processes and procedures for new permit and inspection program. This could involve either enforcing the existing Housing Maintenance Code on all rental units or adopting a new International Property Maintenance Code for this purpose. Decisions about which units would be included, frequency of inspection, permit fees, a phased period of implementation, etc. would need to be established.
d. Determine resource needs for new program (personnel and operational costs).
e. Identify funding source for new program.
f. Present to city council.

Resources Required:

1. Staff time to research programs, meet with stakeholders, develop new program.
2. New staff and operational needs (vehicles, IT needs, office furniture, etc.) for new program.
3. Staff time for issuance of permits, licenses.
4. 2.0 FTE for Building Inspectors, 1.0 FTE for Health Inspection, 0.25 FTE for additional court/prosecutor staff.

Total Plan Cost:
Total Additional FTE: 3.25
One-Time Costs: $6,500
Staffing Annual Costs: $231,500
Program Annual Costs: $15,000

Desired Benefit/Outcome:

- Create a rental inspection and licensing program.
- Increase safety and maintenance of rental properties.

"… have the building inspectors make "slum apartments" either clean up or tear down the slummy apartments off of 2nd street .... embarrassing eyesores." – Listening Tour Respondent

Action Plan

Strategy 12 – Property Maintenance Litigation Tools

Priority Area:
Address Declining Neighborhoods

Goal:
Improve appearance of neighborhoods through maintenance of properties.

Action Steps:

1. Complete research into property maintenance litigation tools available to private property owners and neighborhood associations to address deteriorated properties.
2. Develop educational tools for neighborhood associations and individuals on litigation tools available to them.
3. Make educational tools available through the Planning, Development, and Neighborhood Services Department.

Resources Required:

1. Staff time to develop and disseminate educational materials.

Total Plan Cost:
Total Additional FTE: Existing Staff Time
One Time Costs: $0.00
Staffing Annual Costs: $0.00
Program Annual Costs: $1,000

Desired Outcome/Benefit:

- Improved appearance of neighborhoods.
- Strengthening the ability of residents and neighborhood organizations to solve neighborhood issues.

Action Plan

Strategy 13 – Tenant Bill of Rights

Priority Area:
Address Declining Neighborhoods

Goal:
Establish well defined standards for rental housing.

Action Steps:

1. Review model practices and ordinances.
2. Determine if existing State regulations are sufficient.
3. Determine if there is a need to actively investigate or enforce state regulations or continue to defer to the state using the legal process.
4. If State regulations are insufficient, determine which regulations are necessary.
5. Codify new regulations.
6. Identify resources necessary to properly investigate and enforce regulations.
7. Develop educational material that addresses both landlord and tenant responsibilities.

Resources Required:

1. If the Council chooses to codify new regulations, additional personnel and equipment will be necessary.

Total Plan Cost:
Total Additional FTE: To be determined.
One Time Costs: TBD
Staffing Annual Costs: TBD
Program Annual Costs: TBD

Desired Outcome/Benefit:

- Establishes fair standards between landlords and tenants
- Improves the quality of housing
- Improves property value

"Keep neighborhoods clean and cared for, and don't let lots, rental properties, and buildings become overgrown and dilapidated." – Listening Tour Respondent

Action Plan

Strategy 1 – Annexation Program

Priority Area:
Increase Economic Opportunities

Goal/Objective:
Grow the city business and residential base.

Strategy 1- Develop Intentional Annexation Program that actively monitors metro area for annexation opportunities:

Action Steps:

a. City staff develop parameters for, and issue RFP for services from contractor to aid city in development a forward looking, intentional annexation program. Program to include analysis of potential properties adjacent to city that may be options for future annexation. Properties will include both commercial and residential properties and will include analysis of individual and grouped properties as well as potential opportunities for community mergers. Will include development of a component for ongoing analysis of long-term costs/benefits of annexation. Will include development of educational tools to be used in ongoing annexation opportunity discussions.
b. City staff to develop and issue RFP for ongoing annexation opportunity development consultation services. Services would provide consultant to regularly have discussions with potential property owners about annexation benefits as well as assisting staff with successful annexation project completion.
c. Develop plan for additional city staff needed to provide ongoing oversight to program.

Resources Required:

1. Funding for RFP for consulting services to develop annexation program.
2. Funding for consultation services for ongoing annexation opportunity development.
3. Funding for 0.25 FTE for a planner in Planning, Zoning and Neighborhood Services for oversight of annexation program.

Total Plan Cost:
Total Additional FTE: 0.25
One-Time Costs: $100,000
Staffing Annual Costs: $16,500
Program Annual Costs: $50,000

Desired Benefit/Outcome:

- Create an efficient and coordinated plan for annexation.
- Ensure continued growth and opportunities for the city.

"Aggressive effort to annex areas that bring/create room for higher end housing and amenity growth." – Listening Tour Respondent

Action Plan

Strategy 2 – Operational Assessment

Priority Area:
Increase Economic Opportunities

Goal/Objective:
Enhance internal services and activities supporting economic development.

Strategy 1- Conduct an operational assessment of economic development functions in city to determine possible enhancements to processes:

Action Steps:

a. Assemble work group of city staff to develop and issue an RFP for assessment consultant search. Assessment to include analysis of current internal economic development practices and procedures in the city. This will include a review of city permitting, licensing, inspection processes, etc. to identify opportunities for improvements to these processes that make them more user friendly. Assessment will look at best practices and suggest tools for improving processes.
b. Conduct search for consultant.
c. Bring results of search to city council for consideration.

Resources Required:

1. Staff time to develop, advertise RFP.
2. Staff time to review recommendations, submit to city council.
3. Funding for consultant.

Total Plan Cost:
Total Additional FTE: Existing staff time.
One-Time Costs: $85,000
Staffing Annual Costs: $0.00
Program Annual Costs: TBD

Desired Benefit/Outcome:

- Enhance process for entrepreneurial opportunities in the city.
- Improve the abilities of staff to conduct economic development activities.
- Increase destination value to residents, visitors, and potential residents.
- Streamline business development procedures in the city.

"The city could encourage entrepreneurial efforts within the city to increase new jobs." – Listening Tour Respondent

Action Plan

Strategy 3 – Increase positive messaging in promotion of City

Priority Area:
Increase Economic Opportunities

Goal/Objective:
Intentionally promote a positive image of city to current and prospective residents and businesses.

Strategy 3- Increase positive messaging in promotion of City:

Action Steps:

a. Conduct analysis of existing city messaging capabilities and determine where gaps exist.
b. Create plan for best methods of increasing capacity (i.e. additional staff and/or use of outside marketing expertise). Additional staff could include one or more positions in the Public Information area of the City Manager's Office, and skills sought would include a marketing emphasis (graphic design, website enhancement, video production). Along with the existing position of City PIO, could provide some redundancy in this area of city office. City could look to outside partners (university, school district, chamber, etc.) to coop message development and could utilize student interns for additional assistance.
c. Develop new job descriptions or develop RFP if necessary for marketing assistance.
d. Inform community partners in marketing effort to gain input and deliver coordinated message.
e. Determine marketing messages and format.

Resources Required:

1. Staff time for research and development of project.
2. Funding for new city staff position, equipment, etc. An additional 4.0 FTE for Public Information positions.
3. Funding for message production and placement.

Total Plan Cost:
Total Additional FTE: 4.0
One-Time Costs: $15,000
Staffing Annual Costs: $300,000
Program Annual Costs: $50,000

Desired Benefit/Outcome:

- Increased positive marketing presence for city.
- City is more attractive to new residents and business.

"An effort needs to be made to have a stronger positive presence about the community and the surrounding area along with accurate information being shared because of the amount of old and misinformation that gets shared freely." – Listening Tour Respondent

Action Plan

Strategy 4 – Smart Cities Initiative-Internet Connectivity

Priority Area:
Increase Economic Opportunities

Goal/Objective:
Make the City of Joplin more attractive to new residents and business through improving technology.

Strategy 1- Implement Smart City Initiative relating to internet/broadband connectivity to make the City more attractive to business development.

Action Steps:

a. Working with Guidehouse and US Ignite to formulate strategies for Smart City development for the City and identify potential project list to benefit the business community and its residents/workforce.
b. Established Smarter Joplin Steering Committee to advance community-focused Smart Cities development for the City
    1. Reviewing previously developed (and City Council approved) Joplin Smart Cities Roadmap.
    2. Established workgroup to function under the Steering Committee to identify internet/broadband connectivity issues and potential solutions.
    3. Undertake concurrent Smart Cities projects while awaiting completion of the recommended City of Joplin Internet/Broadband Gap Analysis Study.
c. At request of City of Joplin staff following input from the Joplin Smart Cities Steering Committee, partnered with Guidehouse to solicit an Internet/Broadband Gap Analysis Study. Responses to the RFP to undertake this study are due back to Guidehouse on 2/4/2021.
d. Complete survey for Steering Committee's Internet/Broadband Workgroup from various community resources seeking additional connectivity information based on the impact of the COVID-19 Pandemic.
e. Based on data received, assist the Workgroup and Steering Committee to select project(s) and funding sources that enhance internet capacity.

Resources Required:

1. Staff time for participation in initiative; 1.0 FTE in Planning, Zoning and Neighborhood Services as Guidehouse transitions off project. (All subject to results of Internet/Broadband Gap Analysis proposals for community improvement projects).

Total Plan Cost:
Total Additional FTE: 1.0
One-Time Costs: TBD
Staffing Annual Costs: $66,000
Program Annual Costs: TBD

"If we want young people and more tech oriented companies, which is the future, we must upgrade our internet capabilities and make our community more attractive to the demographic of modern America." – Listening Tour Respondent

Desired Benefit/Outcome:

- Improved technology capabilities in the City of Joplin to support sustainable economic development.
- Increase the community's ability to attract entrepreneurs, startup companies, and technology based businesses.
- Attract and retain youthful population and prevent "Brain Drain".

"If we want young people and more tech oriented companies, which is the future, we must upgrade our internet capabilities and make our community more attractive to the demographic of modern America." – Listening Tour Respondent

Action Plan

Strategy 1 – Community Education for Donations

Priority Area:
Address Homelessness

Goal/Objective:
Address transient issues in neighborhoods and overall homelessness problem of Joplin residents.

Strategy 1 -Partner with existing organizations who serve the homeless to develop a community education campaign for donations.

Action Steps:

a. Research programs used in other communities.
b. Meet with local homeless service providers, churches, etc. active in homeless services to discuss initiative.
c. Identify a scope of work and finalize a public service agreement
d. Design community education program (signs, social media, etc.).
e. Determine resources needed to implement program.
f. Begin implementation phase (print and install city street signs, implement social media campaign, etc.)

Resources Required:

1. Staff time to research programs used in other cities and develop local program.
2. Funding for street sign development and other methods of public education program.

Total Plan Cost:
Total Additional FTE: Existing staff time.
One-Time Costs: $15,000
Staffing Annual Costs: $0.00
Program Annual Costs: $6,000

Desired Benefit/Outcome:

- Reduce issues associated with panhandling at various locations in city through education of residents on effective ways of homeless service donations.
- Increase donations to effective community homeless service providers.

"The panhandling has got to stop. Maybe start an organization to help them or give current organizations more assistance so they have somewhere to get help. But the panhandling is getting out of control." – Listening Tour Respondent

Action Plan

Strategy 2 - Maintain City Properties

Priority Area:
Address Homelessness

Goal/Objective:
Address transient issues in neighborhoods and overall homelessness problem of Joplin residents.

Strategy - Maintain city properties to discourage illegal camping.

Action Steps:

a. Inventory city properties where tree/brush undergrowth is or may be encouraging transient or criminal activity.
b. Develop GIS map layer of properties.
c. Develop maintenance program processes and procedures for regular removal of underbrush and any debris found at sites as illegal camp sites are identified.

Resources Required:

1. Staff time to identify and inventory sites.
2. Staff time to develop GIS map layer.
3. Staff time to develop maintenance program process and procedures.

Total Plan Cost:
Total Additional FTE: Existing staff time.
One-Time Costs: $0.00
Staffing Annual Costs: $0.00
Program Annual Costs: $0.00

Desired Benefit/Outcome:

- Reduce unwanted negative effects of transient trespassing and camping on public properties.
- Allow citizens to feel safe and enjoy our parks.

Action Plan

Strategy 3 – Private Property Maintenance

Priority Area:
Address Homelessness

Goal/Objective:
Address transient issues in neighborhoods and overall homelessness problem of Joplin residents.

Strategy 4 - Develop program to encourage private property owners to maintain properties to discourage illegal camping.

Action Steps:

a. Inventory private properties where tree/brush undergrowth is or may be encouraging transient or criminal activity.
b. Develop GIS map layer of properties.
c. Review city ordinances to determine if proper authorities are present for requiring private property owners to maintain properties in a way to discourage transient or criminal activity.
d. Meet with municipal court staff and prosecutor's office to receive input into plan.
e. Develop processes and procedures for proactive code enforcement program to require private property owners to maintain properties.
f. Inform stakeholders of program development to seek input.

Resources Required:

1. Staff time to identify and inventory sites.
2. Staff time to develop GIS map layer.
3. Staff time to review ordinances for authorities.
4. Staff time to develop process and procedures for program.
5. Funding for additional 0.50 FTE for a Neighborhood Improvement Officer and operational costs for the program.

Total Plan Cost:
Total Additional FTE: 0.50
One-Time Costs: $1,000
Staffing Annual Costs: $32,500
Program Annual Costs: $5,000

Desired Benefit/Outcome:

- Reduce unwanted negative effects of transient trespassing and camping on private properties.

"I would love to see some of the abandoned buildings addressed. I believe Pittsburg had a process of giving building owners timelines to clean up the buildings or they become city property that is then either sold to a developer or torn down." – Listening Tour Respondent

Action Plan

Strategy 4 – Homeless Service Provider Dialogue

Priority Area:
Address Homelessness

Goal/Objective:
Address transient issues in neighborhoods and overall homelessness problem of Joplin residents.

Strategy - Participate in ongoing dialogue with Homeless Service Providers in community to develop and encourage long-term homelessness solutions for Joplin residents.

Action Steps:

a. Planning, Development and Neighborhood Services Dept. to participate in monthly Homeless Coalition meetings to provide opportunity for dialogue and planning.
b. By being an active participant in the coalition staff can support homeless initiatives that are both collaborative and accountable in their implementation.
c. City staff to encourage effective initiatives to address homeless issues of Joplin residents.

Resources Required:

1. Staff time of PDNS Dept. to participate in Homeless Coalition and other homeless initiative meetings.

Total Plan Cost:
Total Additional FTE: Existing staff time.
One-Time Costs: $0.00
Staffing Annual Costs: $0.00
Program Annual Costs: $0.00

Desired Benefit/Outcome:

- Establish regular dialogue with Homeless Service Providers.
- Encourage development and operation of effective programs to address homelessness issues of Joplin residents.

"Joplin could definitely do better in helping connect homeless citizens with resources, such as mental health and substance use counseling and treatment." – Listening Tour Respondent

Action Plan

Strategy 1- Community Outreach and Education

Priority Area:
Increase Citizen Safety

Goal/Objective:
Increase citizen safety within the city limits of Joplin.

Strategy 1- Community Outreach and Education: Establish an informational program to educate citizens on crime prevention, safety, and crime deterrence through social media and media outlets.

Action Steps:

a. Solicit feedback from community stakeholders regarding concerns and safety risk within the community.
b. Monitor and tailor responses to current trends concerning scams, cyber and online threats.
c. Work with local media resources and the city PIO to disseminate information and promote public safety announcements.

Resources Required:

1. Use existing resources, groups, and committees to accomplish engagement steps.

Total Plan Cost:
Total Additional FTE: Existing staff time.
One-Time Costs: $0.00
Staffing Annual Costs: $0.00
Program Annual Costs: $0.00

Desired Benefit/Outcome:

- Increase citizen, business, and community safety awareness through education and continued engagement.

Action Plan

Strategy 2- Traffic Safety

Priority Area:
Increase Citizen Safety

Goal/Objective:
Increase citizen safety within the city limits of Joplin.

Strategy 2- Traffic Safety: Focus on traffic enforcement to reduce the number of traffic fatalities, crashes and traffic violations within the City of Joplin.

Action Steps:

a. Continue to publish Traffic Tips to encourage driving safety.
b. Increase Hazardous Motor Vehicle (HMV) enforcement patrols (manpower dependent).
c. Apply for additional Missouri Department of Transportation grants for additional traffic officers and a supervisor.
d. Evaluate current shift schedule to maximize traffic enforcement.

Resources Required:

1. Apply for MODOT Grants for a traffic supervisor and a traffic officer. 100% reimbursement during the first year. 75% reimbursement during the second year and 50% reimbursement from year three onward.
2. Adequate staffing levels

Total Plan Cost:
Total Additional FTE: 2.00
*Costs shown depict year three reimbursement and onward.
One-Time Costs: $15,000
Staffing Annual Costs: $80,500
Program Annual Costs: $10,000

Desired Benefit/Outcome:

- Reduce traffic crashes and traffic violations within the city limits of Joplin.
- Reduce the number of yearly fatality crashes.

Action Plan

Strategy 3- Training and Assistance

Priority Area:
Increase Citizen Safety

Goal/Objective:
Increase citizen safety within the city limits of Joplin.

Strategy 3- Training and Assistance: Continue to provide aid and training with workplace violence, active threat, cyber security, and CPTED:

Action Steps:

a. Fill two officer positions who focus on Crime Prevention Through Environmental Design (CPTED).
b. Reimplement Crime Free and Crime Free Multi Housing programs (manpower dependent).
c. Partner with neighborhood groups to target specific area crime issues.
d. Develop a personal safety program for citizens.
e. Replace bailiff to return fulltime officer to regular duties.

Resources Required:

1. Fill 2 open Support Services officers (Budgeted) who administer the crime free programs.
2. Increase current part-time Bailiff to a fulltime Bailiff.
3. Adequate staffing levels.

Total Plan Cost:
Total Additional FTE: 0.50
One-Time Costs: $10,000
Staffing Annual Costs: $50,000
Program Annual Costs: $1,000

Desired Benefit/Outcome:

- Provide assistance and education to businesses and multifamily housing locations within the city limits of Joplin to reduce citizen risk and crime.
- Provide focused enforcement and planning for emergent crime trends and problems.

"Better judicial system; from having more law enforcement officers that have more training to judges that deliver stricter sentencing." – Listening Tour Respondent

Action Plan

Strategy 4- Community Engagement

Priority Area:
Crime Reduction

Goal/Objective:
Reduce property and violent crime within the city limits of Joplin

Strategy 4 -Community Engagement: Establish and maintain a strategy to provide information to our community regarding tactics and strategies, including the "how" and "why" used to target high crime areas or locations, or violent offenders.

Action Steps:

a. Solicit feedback from community stakeholders regarding programs, initiatives, and procedures.
b. Provide information to the community concerning technology, crime analysis, and offender identification and focus.
c. Establish working partnerships with neighborhood groups, coalitions, and others to support crime reduction and safety.

Resources Required:

1. Use existing resources, groups, and committees to accomplish engagement steps.
2. Communication and educational materials.

Total Plan Cost:
Total Additional FTE: Existing staff time.
One-Time Costs: $0.00
Staffing Annual Costs: $0.00
Program Annual Costs: $1,000

Desired Benefit/Outcome:

- Increase citizen and community involvement in assisting with the reduction of crime within the community.

"We also need to build a stronger sense of community not only within our city limits, but the surrounding community as well & engage our citizens in a hands on way." – Listening Tour Respondent

Action Plan

Strategy 5- Visibility

Priority Area:
Crime Reduction

Goal/Objective:
Reduce property and violent crime within the city limits of Joplin

Strategy 5- Visibility: Increase officer visibility and presence in schools, residential and commercial areas, and on roadways.

Action Steps:

a. Convert corporal and below vehicles assigned to Uniformed Services to marked units.
b. Increase visibility patrols (manpower dependent).
c. Limit plain clothes used to job specific duties when necessary.
d. Create a visible and engaged presence with schools and youth activities.

Resources Required:

1. LPR (License Plate Reader) System (Drug Forfeiture Fund)
2. Adequate staffing levels

Total Plan Cost:
Total Additional FTE: Existing staff time.
One-Time Costs: $0.00
Staffing Annual Costs: $0.00
Program Annual Costs: $0.00

Desired Benefit/Outcome:

- Increased officer presence and visibility to assist in crime reduction and citizen safety.

Action Plan

Strategy 6 -Technology

Priority Area:
Crime Reduction

Goal/Objective:
Reduce property and violent crime within the city limits of Joplin

Strategy 6- Technology: Ensure that the departments strategic and tactical needs are being met with current and future technological programs and assets.

Action Steps:

a. Utilize technology to prioritize deployment of resources based on current needs and crime trends (IMPACT/Analytics).
b. Acquire information of technology hardware and software in a manner to ensure against rapid obsolescence.
c. Ensure that technology has the capacity and capability that is actionable in real time.
d. Upgrade drone camera and controller.

Resources Required:

1. Drone Upgrade (Completed)
2. Adequate staffing levels
3. Future Analytics Purchase (Regular budget)

Total Plan Cost:
Total Additional FTE: Existing staff time.
One-Time Costs: $0.00
Staffing Annual Costs: $0.00
Program Annual Costs: $0.00

Desired Benefit/Outcome:

- Ensure proper technology is in place in order to stay current with industry standards and increase crime reduction capabilities.

Action Plan

Strategy 7 - Analytics

Priority Area:
Crime Reduction

Goal/Objective:
Reduce property and violent crime within the city limits of Joplin

Strategy 7 - Analytics: Utilize crime reduction analytical software and programs to track and predict crime, and to correlate crime trends.

Action Steps:

a. Utilize Critical Incident Analysis for emerging or immediate threats to public safety.
b. Explore the feasibility of facial recognition systems.
c. Invest additional resources in our crime analysis function and scope.
d. Utilize Leads Online and Power Plus system upgrades for more efficient tracking.
e. Utilize resource allocation study to assist in guiding future crime reduction efforts.
f. Establish a fulltime Crime Analysist.

Resources Required:

1. Full-time senior clerk position for crime free and CALEA accreditation management.

Total Plan Cost:
Total Additional FTE: 1.0
One-Time Costs: $2,000
Staffing Annual Costs: $50,000
Program Annual Costs: $3,000

Desired Benefit/Outcome:

- Increase use of analytical information to assist in identifying and tracking crime and crime trends.
- Allow current crime analysist to function in a fulltime analysis position to increase efficiency and information distribution.

"Crime, its out of control. We have not [sic] enough police officers to protect the city's population and the crime is running over into the other nearby cities." – Listening Tour Respondent

Action Plan

Strategy 8 -Habitual Offender Identification and Concentration

Priority Area:
Crime Reduction

Goal/Objective:
Reduce property and violent crime within the city limits of Joplin

Strategy 8 - Habitual Offender Identification and Concentration: Identify those individuals within our jurisdiction that are a violent, repeat, or prolific risk to the community and concentrate efforts for prosecution and incarceration.

Action Steps:

a. Pursue habitual offenders under Prior and Persistent Offender laws.
b. Utilize federal partnerships and task force officers to adopt federal cases against offenders.
c. Coordinate with Missouri Probation and Parole to seek revocation for repeat or persistent offenders.
d. Coordinate with county prosecutors to prosecution of offenders.

Resources Required:

1. Adequate staffing levels

Total Plan Cost:
Total Additional FTE: Existing staff time.
One-Time Costs: $0.00
Staffing Annual Costs: $0.00
Program Annual Costs: $0.00

Desired Benefit/Outcome:

- Focus resources on repeat and violent offenders withing the community that create the greatest risk to our citizens.
- Reduce the number of offenders by arrest and prosecution.

Action Plan

Strategy 9 -Facilities

Priority Area:
Crime Reduction

Goal/Objective:
Reduce property and violent crime within the city limits of Joplin

Strategy 9 - Facilities: Ensure public safety departments have adequate facilities now and with room for increased personnel following community growth.

Action Steps:

a. Conduct a Space Needs Study for Police HQ, Fire HQ, and Municipal Court

Resources Required:

1. Space Needs Study

Total Plan Cost:
Total Additional FTE: Existing staff time.
One-Time Costs: $150,000
Staffing Annual Costs: $0.00
Program Annual Costs: TBD

Desired Benefit/Outcome:
Conduct Space Need study to properly evaluate current needs and predict future growth requirements.

Action Plan

Strategy 10 – Increased Drug Enforcement

Priority Area:
Crime Reduction

Goal/Objective:
Reduce property and violent crime within the city limits of Joplin

Strategy 10 – Increased Drug Enforcement: Refocus efforts on enforcement and prosecution of narcotic offenses.

Action Steps:

a. Reassign two investigators back the Ozark Drug Enforcement Team.
b. Utilize federal partnerships and task force officers to adopt federal cases against narcotic offenders.
c. Lease two undercover vehicles.

Resources Required:

1. Adequate staffing levels
2. 2 Lease vehicles.

Total Plan Cost:
Total Additional FTE: Existing staff time.
One-Time Costs: $0.00
Staffing Annual Costs: $0.00
Program Annual Costs: $13,200

Desired Benefit/Outcome:

- Focus resources on those individuals transporting and distributing narcotics within the community.
- Reduce the number of offenders by arrest and prosecution.

"Drug use is rampant and property crimes such as petty thefts are out of control." – Listening Tour Respondent

Action Plan

Strategy 11 – Recruiting

Priority Area:
Crime Reduction

Goal/Objective:
Reduce property and violent crime within the city limits of Joplin

Strategy 11 – Recruiting and Retention: Establish an update recruiting and retention plan to address the possibility of 22 officer openings during 2021.

Action Steps:

a. Update Recruiting plan.
b. Conduct a study for implementation of a Recruitment Incentive Program.

Resources Required:

1. Conducted inhouse by staff.

Total Plan Cost:
Total Additional FTE: Existing staff time.
One-Time Costs: $0.00
Staffing Annual Costs: $0.00
Program Annual Costs: $60,000

Desired Benefit/Outcome:

- Develop a plan that will enhance the ability to recruit qualified officers.

"Take better care of our Police and Fire departments. It would be nice to be able to retain these employees, instead of them getting training here and going to cities that pay better." – Listening Tour Respondent

Action Plan

Strategy 12 – Environmental Design methods employed on public properties

Priority Area:
Crime and Safety

Goal/Objective:
Address crime and vandalism issues on city properties.

Strategy 12 - Utilize environmental design techniques to provide additional security of public properties.

Action Steps:

a. Review city park properties or other city properties for current areas where criminal activity is occurring.
b. Design environmental controls (security lighting, cameras, park entry gates, etc.) to discourage issues.
c. Obtain cost estimates for projects.
d. Implement environmental design projects in immediate need areas (Phase One) of city parks where there are ongoing vandalism issues (e.g. Mercy, Cunningham, Ewert) utilizing readily available funding sources from Parks and Stormwater Sales Tax.
e. Identify additional problem areas (Phase Two) from Parks and Stormwater Master Plan for future improvements.
f. Include environmental design concepts into future city project design.

Resources Required:

1. Staff time to review existing properties for areas of concern.
2. Staff time to design controls and obtain cost estimates for existing properties.
3. Funding source for identified projects (included in Parks Master Plan List for Parks/Stormwater sales tax renewal).

Total Plan Cost:
Total Additional FTE: Existing staff time.
One-Time Costs: $2,060,000
Staffing Annual Costs: $0.00
Program Annual Costs: $20,000

Desired Benefit/Outcome:

- Reduce vandalism in city parks.
- Increase comfort level of residents utilizing city parks due to reduced crime activities.
- Increased usage of city parks by residents.

"Dealing with the homeless - the parks are beginning to be overtaken by these people who sleep, eat, and lay out all of their belongings - I understand it's a public setting, but it's not at all clean." – Listening Tour Respondent

Action Plan

Strategy 13 - Reduce Response Times

Priority Area:
Increase Citizen Safety

Goal/Objective:
Reduce response times and increase Fire Protection within the City Limits of Joplin

Strategy 13- Reduce Response Times and increase fire protection:

Action Steps:

a. Conduct a staffing and station location study. (in progress)
b. Utilize existing data and response times to aid in station relocation or adding an additional station.

Resources Required:

1. Firm to conduct the staffing and station location study.
2. Funding for staffing and station project including apparatus and personnel.
3. Additional support staff will likely be required, but is not identified in total plan costs.

Total Plan Cost:
Total Additional FTE: 18.0
One-Time Costs: $3,555,000
Staffing Annual Costs: $1,615,500
Program Annual Costs: $150,000

Desired Benefit/Outcome:
Improved fire protection within the City limits of Joplin, increased efficiency within the fire department in reduced response times, an improved ISO rating if done correctly.

Action Plan

Strategy 14 – Park Security Position

Priority Area:
Increase Citizen Safety

Goal/Objective:
Address crime and vandalism issues on city properties.

Strategy 14 – Create Park Security position in Parks Department to provide additional security of park properties.

Action Steps:

a. Research other communities on job responsibilities of position.
b. Determine if this will be full-time or part-time position.
c. Develop job description for position City of Joplin.

Resources Required:

1. No funding required for vehicle or equipment since this position would operate after park maintenance day staff, can use their vehicle and equipment.
2. Funding for 2.0 FTE position.

Total Plan Cost:
Total Additional FTE: 2.0
One-Time Costs: $2,000
Staffing Annual Costs: $107,000
Program Annual Costs: $5,000

Desired Benefit/Outcome:

- Provides the ability to secure restrooms and other park amenities once parks are closed to the public.
- Provides a sense of security when public can visually see city personnel in the parks.
- Provides the ability for shared information and education of our parks to the residents when visiting our parks.
- The liaison between the Parks Department and Police Department.

"Sometimes it doesn't feel safe to use the parks or take a walk in the neighborhood because of random individuals wondering through who are high, or at least acting like it." – Listening Tour Respondent

Action Plan

Strategy 15- Adequate Staffing

Priority Area:
Increase Citizen Safety

Goal/Objective:
Increase citizen safety within the city limits of Joplin.

Strategy 12- Adequate Staffing: Increase the number of officers to maintain adequate staffing levels within the Joplin Police Department.

Action Steps:

a. Conduct a Resource Allocation Study.
b. Complete an Officer Attrition study.
c. Review a Recruitment Incentive Program.

Resources Required:

1. Funding for 20 additional Sworn Police Officers (Based on projected numbers pending the Resource Allocation Study).
2. Additional support staff will likely be required but is not identified in total plan costs.

Total Plan Cost:
Total Additional FTE: 20.0
One-Time Costs: $0.00
Staffing Annual Costs: $823,000
Program Annual Costs: $100,000

Desired Benefit/Outcome:
Allow for sufficient manpower to respond to calls, conduct proactive enforcement, and investigate crimes. Staff current and future proposed programs to increase safety and reduce crime.

"Traffic control. Speeding is a serious issue. And I know we don't have enough officers to patrol 250,000 people during the day." – Listening Tour Respondent

Action Plan

Strategy 1-Modernize Revenue Sources

Priority Area:
Resilient Revenue

Goal/Objective:
Protect municipal revenue sources from erosion and economic risks

Strategy 1- Pursue "Use Tax":

Action Steps:

a. Identify plans or services needed within the community (Listening Tour and Council Goals)
b. Analyze funding capacity provided by the Use Tax
c. Select the plans or services that could funded by the use tax
d. Approve an ordinance calling for the use tax to be placed on a ballot
e. Develop public information materials and communicate with partners/citizens

Strategy 2- Pursue "Property Tax":

Action Steps:

f. Identify plans or services needed within the community (Listening Tour and Council Goals)
g. Analyze the financial impact on taxpayers based on the amount of funding needed
h. Select the plans or services that could funded by the use tax
i. Approve an ordinance calling for property tax to be placed on a ballot
j. Develop public information materials and communicate with partners/citizens

Resources Required:

1. Public Information materials (brochures, public service announcements, etc.) and election costs.
2. Existing staff time

Total Plan Cost:
Total Additional FTE: Existing staff time.
One-Time Costs: $100,000
Staffing Annual Costs: $0.00
Program Annual Costs: $0.00

Desired Benefit/Outcome:

- Additional tax revenue would allow for improved service and infrastructure for the community
- Diversifying revenue protects the community and citizens from external threats

"We need a more walkable downtown, more public art, and a city government that doesn't kowtow to the loudest voices in the room. Higher taxes can help us gather the resources necessary to achieve many goals." – Listening Tour Respondent

Action Plan

Strategy 2-Authorize the creation of a Museum and Theater District

Priority Area:
Resilient Revenue

Goal/Objective:
Strengthen entertainment options and cultural amenities

Strategy 1- Pursue ticket surcharge:

Action Steps:

a. Draft an ordinance to allow for the creation of a special district / political subdivision (like a CID) per statute. The political subdivision would be able to levy an admission fee or ticket surcharge on participating organizations to raise funds.
b. If approved, the property owners within the district will elect a board subject to the statute
c. Collect and disburse funds created from special district to those providing entertainment and cultural amenities. (Similar to the CVB grant process)

Resources Required:

1. Public Information materials
2. Legal/administrative resources to create district, draft bylaws, manage finances

Total Plan Cost: (City Cost)
One-Time Costs: $50,000 for initial formation
Staffing Annual Costs: $0
Program Annual Costs: $5,000 for managing agent

Desired Benefit/Outcome:

- Create a special funding source that could benefit local entities that provide entertainment and cultural amenities in the community.
- Operates like a CID, as a separate political subdivision.
- Participation is voluntary and allows for the pooling of resources.

"More entertainment; more revitalization of downtown shops, bars, restaurants; more restaurants (not on rangeline); a nice Italian restaurant; splash pad." – Listening Tour Respondent

DJA Action Plan 1

Downtown CID

Priority Area:
Improve Community Appearance
Address declining neighborhoods
Increase economic opportunity
Reduce crime and improve safety
Create and grow revenue

Goal:
Downtown CID--this tool would be used to create a healthy, safe, clean, and thriving downtown core. Funds from a CID could be used for any number of public improvement projects in downtown including cleaning, maintenance, safety, as well as acquiring and updating structures, beautification, streetscaping, and many other action items that add to a healthy downtown.

Action Steps:
1. Determine type of CID (sales vs property tax) and boundaries
2. Determine immediate goals and actions with CID funding (Soul's Harbor? Streetscaping?)
3. Establish CID board and structure
4. Work to educate and reach business/property owners in designated and surrounding areas
5. Put initiative on ballot
6. Promote passage of CID

Resources Required:
1. Staff time
2. Marketing and education
3. Ballot costs?

Total Plan Cost:
One Time Costs: Unknown
Recurring Costs: Minimal; long term could save money due to planter, lights, security resources all being self-produced

Desired Outcome/Benefit:
Healthier, more resilient downtown that is perceived as safer, cleaner, and more desirable to live, work, shop, play, and invest.

1. Update Spiva Park facilities and appearance
2. Streetscaping south of 8th and to Pennsylvania and Wall
3. Relocation of Souls Harbor; redevelopment of those properties
4. Maintenance, cleaning, security
5. Landscaping, tree lights, banners, general beautification

Business Accelerator Program

Priority Area:
Neighborhood Improvement / Blight
Community Appearance
Grow Revenue
Economic Opportunity

Goal/Objective:
Encourage new locally owned businesses and growth and success of existing through resources and partnerships to provide low or no cost services and education https://www.lenoircc.edu/aboutlcc/sbc/

- Online platform for all area/regional entrepreneurial resources.
- Structured program to train and teach existing and new entrepreneurs skills they need to succeed
- One on one consulting with professional in areas of weakness

Action Steps:

1. Build database of professionals willing to consult with small business owners for low or no cost on business needs including:
    - Available properties
    - Bookkeeping
    - Business counseling
    - Business development
    - Business expansion or relocation
    - Business license
    - Business plan
    - Coworking/office space
    - Coaching and Mentorship
    - Education and training
    - Funding/Financial
    - Government Contracting
    - Hiring
    - Interior Design
    - Internet sales
    - Landscape design
    - Marketing
    - Small scale manufacturing
    - Merchandising
    - Networking
    - Social Media
    - Taxes
    - Contracts
    - Grants and Tax Credits
2. Create resource and info website that is linked to various business points of contact including the City, Chamber, DJA, SBDC, etc.
3. Create print media for distribution
4. Create Start Your Own Business Class. This low cost option helps train new or existing businesses across a variety of subjects. https://emporiamainstreet.com/programs/business/start-your-own-business/
   https://www.cityofpsl.com/home/showdocument?id=8046&fbclid=IwAR17ZaImI6WpcwApa5Rj8Qfp69rkANhXUFstc8hnb_cai42ZrYx62DWygYc
5. Develop process for 1 on 1 training/consulting
6. Market the availability of program through all business-related entities, city information, and inperson visits.

*Ideally shared initiative with Chamber, DJA, City, SBDC, MSSU all in partnership with area experts in various fields. May be housed outside of City umbrella.

Resources Required:

- 1 FT Staff
- Experts willing to donate/do low cost work (relationships)
- Website construction and hosting
- Marketing and print media

Total Plan Cost:
One Time Costs: Website, staff time to build program
Recurring Costs: Ongoing staff, digital upgrades, marketing and materials

Desired Outcome/Benefit:
Grow strength and resiliency of small businesses by training their leadership and providing resources and education for area that they may be weak on. Small businesses are the backbone of the economy and provide a vibrant, rich city culture.