JOPLIN
MISSOURI

OPERATIONAL ASSESSMENT & 2026-2030 STRATEGIC PLAN

Final Draft

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MESSAGE FROM DIRECTOR OF HEALTH, RYAN TALKEN

I am pleased to present the City of Joplin Health Department Strategic Plan for 2026–2030. The goal of this plan is to function as a roadmap for the department's role in public health. It outlines our commitment to maintaining continuity and enhancing service delivery for residents and families in the City of Joplin and Jasper and Newton Counties, Missouri. Over 360 individuals were involved in developing this Strategic Plan over the course of eight months of operational assessments, leadership, and community input, from April to November 2025.

The City of Joplin's Health Department's mission is *to* ***"protect and improve the health and well-being of the community. To accomplish this, the health department provides prevention, intervention, and education to residents and visitors of the area."***

The vision of the Health Department is to ***"achieve a healthy community serving residents of all ages and walks of life that allow them to reach their potential."***

Our values are to be

- ***Compassionate***
- ***Professional***
- ***Responsive***
- ***Accountable***

The City of Joplin Health Department collaborates with residents, providers, stakeholders, and community members to plan for and address the health needs of Joplin residents, as well as those in Jasper and Newton Counties, Missouri. We strive to incorporate innovative, modern technology as an efficient and effective department. We support and encourage community health planning. Our efforts are aligned with the intention of achieving optimal health by reducing inequities and disparities.

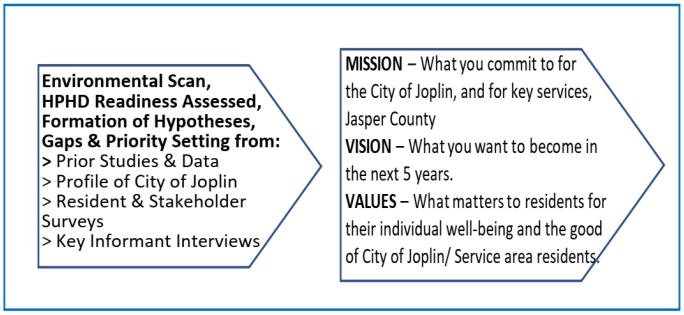
We view health as foundational to every issue. As we examine critical issues across the City—the economy, public safety, education—we believe that health should be addressed as a critical driver and have a key voice at the decision-making table. This strategic plan will keep us moving forward to provide quality and valued service to the residents of our City.

Ryan Talken
Director of Health

EXECUTIVE SUMMARY

EXECUTIVE SUMMARY

"A dream written down with a date becomes a goal. A goal broken down into steps becomes a plan. A plan backed by action becomes reality." *Greg S. Reid*



	GOAL #1	GOAL #2	GOAL #3
OBJECTIVE #1			
OBJECTIVE #2			
OBJECTIVE #3			
OBJECTIVE #4			
OBJECTIVE #5			

As a part of the management and operational analysis and review of Public Health Accreditation Board (PHAB) goals, the City of Joplin, Missouri wished to produce a Strategic Plan for the Joplin Health Department, including Strategic Priorities, Goals, and Objectives for 2026-2030. PHAB objectives across the industry are being reevaluated and may emerge as a more targeted accreditation of services and divisions, with less focus on broader departments. A strategic-action-monitoring plan will be customized to the needs of the Joplin Health Department and its future over the next five years.

The City selected Kulik Strategic Advisers (KSA) to conduct a Health Department performance management and operational assessment to determine possible enhancements to processes to improve public health program delivery and development, research potential needs, quality programs, best practices and opportunities, and related activities within City operations.

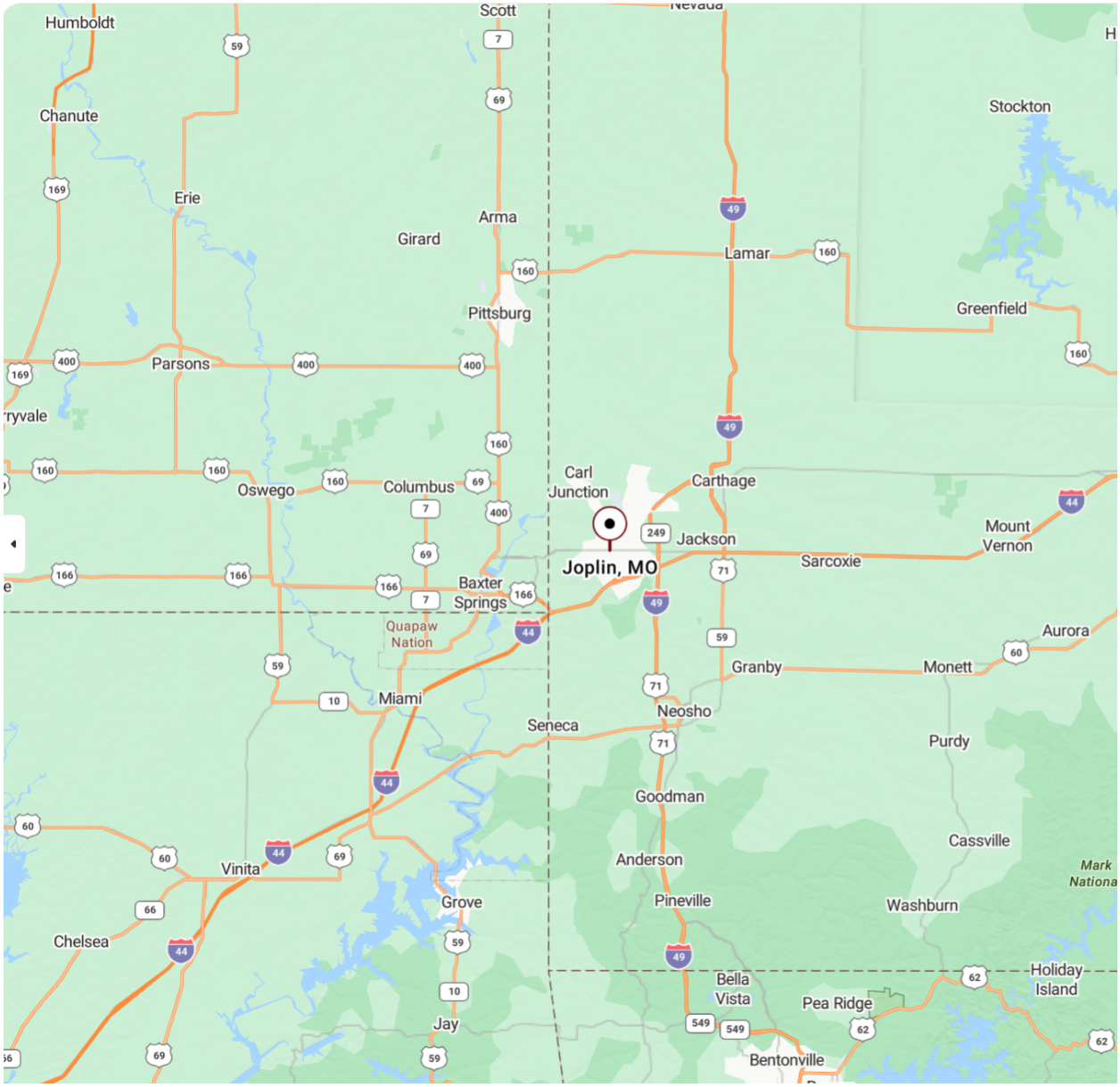
The Strategic Plan outlines the process of developing this five-year document, the involved parties, their inputs, and the resultant five-year Strategic Priorities, Goals, and Objectives. The accompanying Action-Monitoring-Evaluation/Quality Improvement Plan translates the five Priorities into an Action Plan given funding and available resources. Four strategic priorities were identified based on input received from 270 residents, 20 provider surveys, and key informant interviews with 20 stakeholders resulting in input from 360 individuals. The Joplin Health Department consisting of all 31 staff reviewed this input, resulting in 4 Strategic Priorities with 15 goals and 21-22 objectives.

Goals are broad, long-term aims, while objectives are specific, measurable, and time-bound steps or expressed in **'SMART'**—*Specific, Measurable, Achievable, Reasonable, and Time-based* to achieve those goals. Goals provide direction and purpose, while objectives outline actionable steps to reach that destination. Objectives show directionality, with a baseline and a target measure. In essence, objectives are the "how" to achieve the "what" of the goals.

Responsible parties and required resources are listed by goal and objective. The accompanying monitoring plan is a performance management system with key indicators by goal-objective and division. It tracks progress in advancing the strategic plan. The evaluation plan is displayed as a Logic Model that serves as a Quality Improvement plan.

CITY OF JOPLIN & JASPER COUNTY, MISSOURI

Joplin is a city located in both Jasper and Newton counties in the southwestern corner in Missouri. The bulk of the city is in Jasper County, while the southern portion is in Newton County. Joplin is the largest city located within both Jasper and Newton Counties – even though it is not the county seat of either county (Carthage is the seat of Jasper County while Neosho is the seat of Newton County). With a population of 52,218 as of 2024, Joplin is the 12th most-populous city in the state. The city covers an area of 38.21 square miles on the outer edge of the Ozark Mountains. Joplin is the main hub of the three-county Joplin-Miami, Missouri-Oklahoma Metro area, which is home to 210,077 people making the city the fifth largest metropolitan area in Missouri.

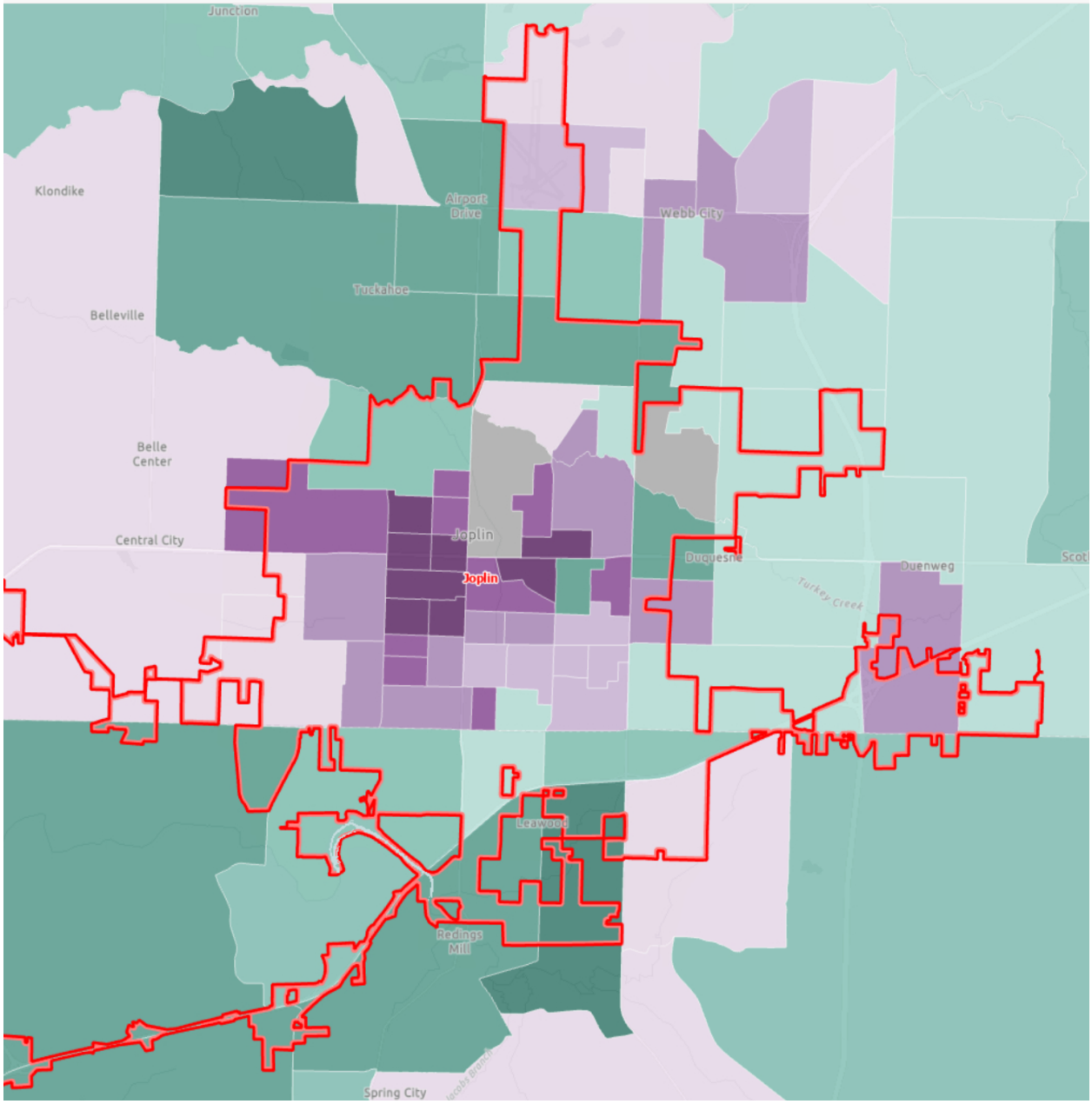


DEMOGRAPHICS OF THE CITY OF JOPLIN

VULNERABLE POPULATIONS

Neighborhoods selected for vulnerable indices were based on the Area Deprivation Index. The Area Deprivation Index ranks neighborhoods and communities relative to all neighborhoods across the nation (national percentile) or relative to other neighborhoods within just one state (state percentile). The ADI is calculated based on 17 measures related to four primary domains (Education; Income & Employment; Housing; and Household Characteristics). The overall scores are measured on a scale of 1 to 100 where 1 indicates the lowest level of deprivation (least disadvantaged) and 100 is the highest level of deprivation (most disadvantaged).

Vulnerable Areas or 'Hot Spots' by Geography



Area Deprivation Index (2023), State Decile by Block Group, UW Neighborhood Atlas 2023



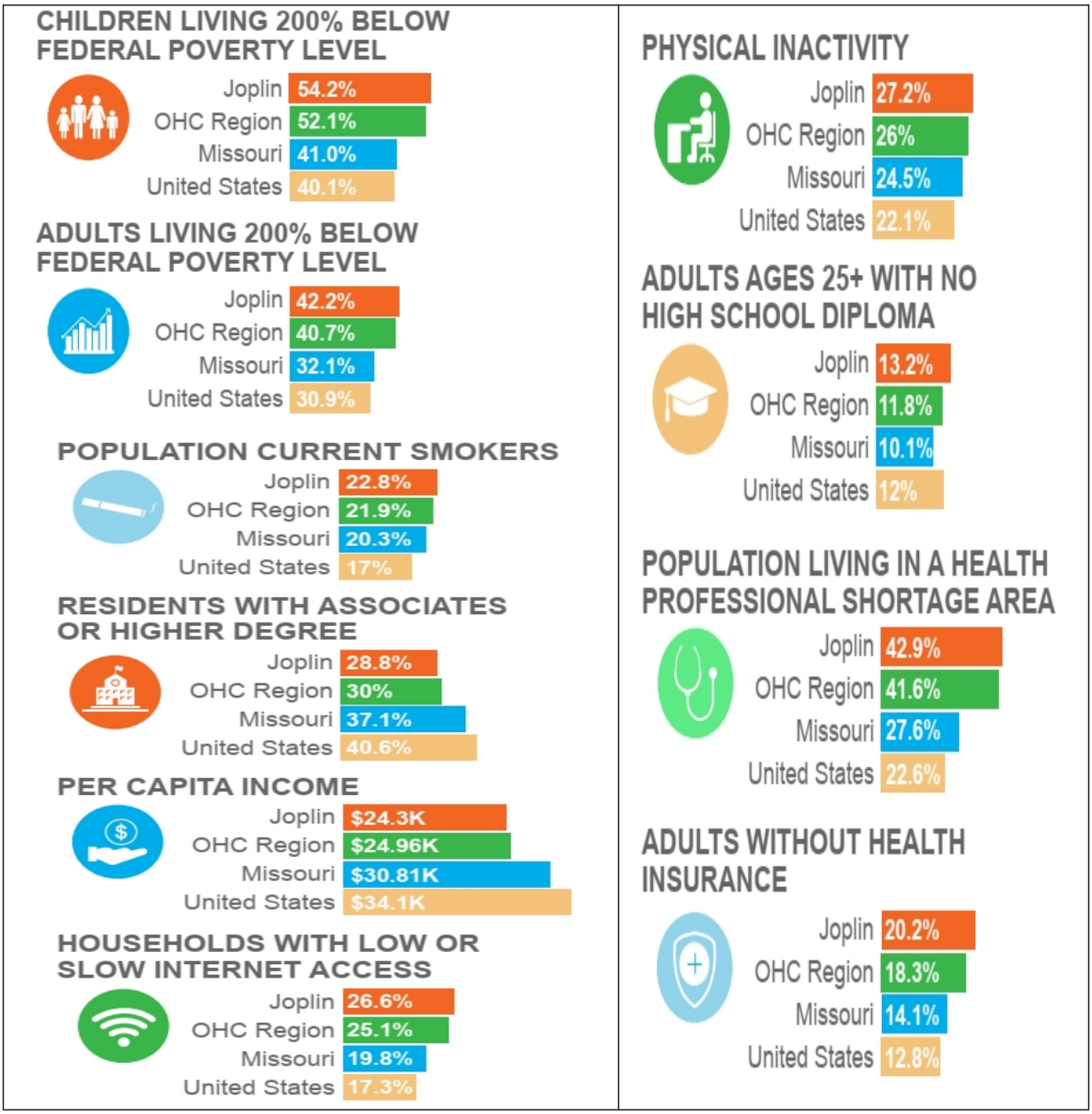
AREA	LEAST DISADVANTAGED	MODERATELY DISADVANTAGED	HIGHLY DISADVANTAGED	SEVERELY DISADVANTAGED
Joplin, MO	0.00%	1.79%	31.04%	72.22%
Jasper County, MO	0.00%	4.02%	41.31%	54.66%
Newton County, MO	0.00%	4.05%	49.96%	45.99%
Missouri	5.97%	22.71%	36.25%	35.07%
United States	27.23%	27.91%	24.52%	20.34%

Data Source: University of Wisconsin-Madison School of Medicine and Public Health, Neighborhood Atlas. 2023

A pdf document of the demographic-socioeconomic and health status/risk of Joplin residents is an Appendix with comparison to Jasper and Newton counties, Missouri, and the

Vulnerable Subgroups	Gaps experienced by subgroups were:
✓ Residents living in poverty (abject – 50% or less of Federal Poverty Level, extreme – 100% or less of FPL, ACA eligible – 185% or less, poor -200% or less) ✓ Uninsured or Underinsured ✓ Unemployed or Working Poor ✓ Disabled (Activities of daily living, ambulation, blind, cognitive, hard of hearing or deaf) ✓ Minorities ✓ Non-English speaking or English not primary language ✓ Single Parents ✓ Elderly ✓ Youth	✓ Obesity, poverty, and mental health exacerbated by generational poverty and housing instability ✓ Vaccination rates for infants & adolescents at 40% completion by 24 months. ✓ Sedentary lifestyle of residents and the unhoused. ✓ Gaps identified to achieving optimal individual and community health ✓ Vaccination hesitancy, challenges faced by providers, and impact of a transient population on access, reliance on undocumented immigrants in the workforce, and impact of upcoming Medicaid cuts, ✓ Lasting impact of the 2011 tornado on Joplin with related trauma ✓ Gap left by defunding of SNAP-Ed for nutrition education ✓ Nutritional quality of food offered in food pantries ✓ Transportation

Input from all participants reported that there is a persistent and growing issue of homelessness, with perceptions that increased numbers of out-of-state and out-of-city entrants were moving to access services, related substance use and mental health concerns, food insecurity pressures, and fear that human services will suffer due to level or decreased funding. This prevailing concern is traced to federal funding cuts and inadequate funding from the State of Missouri for public health. Additional social determinants listed were the high cost of rental housing throughout the City of Joplin and the State, reliance on undocumented immigrants for labor, high rates of physical inactivity, low educational attainment, high rates of adult and child poverty, and higher rates of uninsured compared to the region, state, and nation.



Data Source: Joplin Community Survey, Regional Health Assessment, Ozark Health Commission

OPERATIONAL ASSESSMENT

As part of this Strategic Plan, an operational assessment evaluated the efficiency and effectiveness of the Health Department's performance and programs, operational activities, functions and compliance with applicable State and Federal laws, local ordinances, and City policies and procedures.

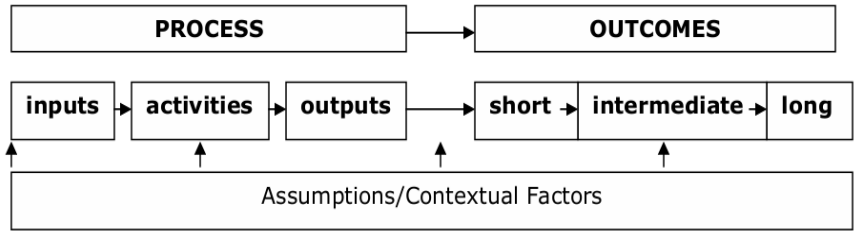
Initial analysis occurred through on-site interviews with the Division Heads of the six areas: *(1) Animal Control (2) Community Health (3) Environmental Health (4) Medical Services (and Worksite Wellness) (5) Public Health Emergency Preparedness (6) Women, Infants & Children.* Administration was also assessed, using the following metrics:

SERVICES	DATA	POLICIES
• Health Administration • WIC (Women, Infants & Children Services) • Environmental Health • Medical • Animal Control • Emergency Preparedness	✓ Annual Volumes ✓ Annual Revenue & Expenses ✓ Staffing	• City of Joplin Policies • City of Joplin Ordinances • State and Federal Laws • Contractual Obligations

(Listed by volume rank, highest to lowest)

ORGANIZATION	PROCESS FLOW	BENCHMARK DATA
1. Organizational Chart 2. FTE's a) Actual – 2024 b) Budget – 2025 c) Benchmark – NACCHO	1. Involvement 2. Role 3. Process 4. Accreditation/ Certification 5. Issues under Study	Benchmarks for 2024 financial and utilization data: 1. Clay 2. Columbia-Boone 3. Jefferson 4. Springfield-Greene 5. Taney 6. City of Independence

LOGIC MODEL



The findings of the operation assessment were:

1) Staffing for the Health Department and by Division was compared to benchmarks from the National Association of County and City Health Officials (NACCHO). It found that:

STAFFING			
DIVISION	**ACTUAL**	**BENCHMARK**	**VARIANCE**
WIC	13.55	14.2	0.65
Medical	6.00	5.50	0.50
Animal Control	3.00	3.80	0.80
PH Administration	1.00	1.00	-
Environmental Health	4.25	4.80	0.55
Community Health	5.00	4.70	0.30
PH Emergency Preparedness	1.00	1.00	-
TOTAL	**33.80**	**35.0**	**1.20**

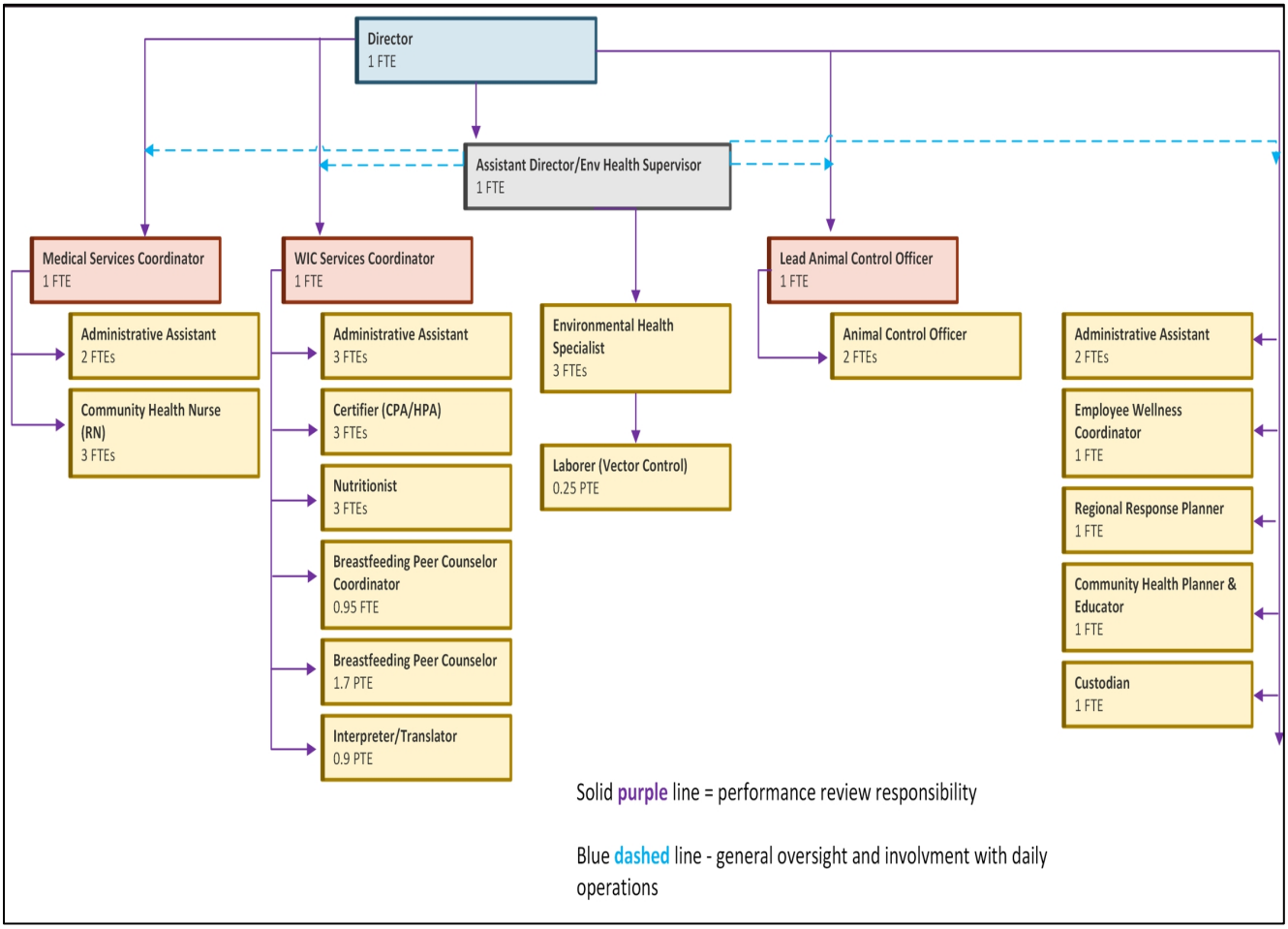
The following documents were reviewed:

DEPARTMENT OF HEALTH DOCUMENTS BY DIVISION	
ADMINISTRATION	**WELLNESS**
Health Department Update – Apr 2025	Wellness Program Update (Feb 2024)
Joplin Health Department Policies by Division: Apr 2025	Healthy Workplace Food & Beverage Wellness Pledge (Feb 2024)
Joplin Health Department Budget – FY23 (Actual), FY24 Adjusted, Est. Actual, FY25 Adopted.	Prevention Wellness Flyers (Freeman Hospital)
Joplin Gap Analysis Tool – vFY2024 (Foundational Public Health Services: Capacity & Costing Tool)	**WOMEN, INFANT, & CHILDREN (WIC)**
Public Health Accreditation Board: Readiness Assessment – Jul 24, 2024	WIC (Women, Infants, & Children)
ANIMAL CONTROL	FY 2024 Count (Oct 23 – Sep 24)
Animal ID Records, 2021-2024	FY 2025 Count (Oct 24 – May 25)
COMMUNITY HEALTH PLANNING	WIC Missouri Income Guidelines (June 1, 2025)
Community Health Needs Assessment: Joplin Final-2022	**VITAL STATISTICS**
Community Health Improvement Plan – 2022-2024	Vital Records Utilization – 2022-2024 (Calendar Years)
ENVIRONMENTAL HEALTH	**CITY-WIDE DEPARTMENTS**
List of Joplin Environmental Health Inspectors – 2024	**FINANCE**
Food & Drug Administration Accreditation Guidelines for Environmental Health	User Fee Study – 2023
MEDICAL SERVICES	Grant Policy – July 2024
Medical Utilization – 2025 (Jan to May)	Purchasing Policy - 2024
STI Clinic – 2025 (Jan to May)	**HUMAN RESOURCES**
CHIP HSI – Tools for Immunizations – 2025 (Jan to March) (Children's Health Insurance Program: Health Service Initiative)	Employee Handbook
PUBLIC HEALTH EMERGENCY PREPAREDNESS	**INFORMATION TECHNOLOGY**
Public Health Emergency Plan	Acceptable Use for COJ
Regional Risk Analysis of Public Health Threats	Anti-Virus Guidelines for COJ
	InfoSavvy Self-Assessment Tool – PHI (Protected Health Information)
	Password Policy for COJ
	Security Training and Awareness Policy for COJ

2) The Health Department was determined to be compliant with all municipal, county, state, and federal regulations including compliance by all divisions.

3) Recommendations were made to improve processes and efficiencies in the following areas:
    a. Streamlining data collection by Division and for the Health Department with development of a performance management system;
    b. Ensuring that the Health Department had all components to be accredited by the Public Health Accreditation Board while deferring application due to expense and high resource involvement to maintain this accreditation. Application of accreditation for certain divisions such as Environmental Health for Food & Drug Administration certification of food licensures, however, is recommended.
    c. Collection of fees with periodic adjustment of fees
    d. Grants development with consideration of a dedicated grant function
    e. Reducing the lead time for hiring
    f. Periodic review of the employee handbook to ensure manager and employee understanding of policies and procedures
    g. Training of staff in software, possibly by peers.

ORGANIZATION CHART



City of Joplin Health Department in 2025: **33.8 FTEs or 5.47 per 10,000**
NACCHO Benchmark: **35 FTEs for a population 50,000-99,999 = 5.7 per 10,000**

DIVISION DETAIL

CITY OF JOPLIN HEALTH DEPARTMENT DIVISIONS & PROGRAMS					
3501 - Health Administration	**3502 - WIC (Women, Infant & Children)**	**3503 - Environmental Health**	**3504 - Medical**	**3505 - Animal Control**	**3507 - Emergency Preparedness (100% grant-funded)**
• Maintenance • Vital Records • Employee Wellness • Health Planning/ Education	• Supplemental Food • Nutritional consults • Breastfeeding support • Nutrition Education • Interpretation/ Translation	• Compliance Inspections (Food Service, Child Care, Recreational Water, Lodging, Tattoos) • Vector Control • Education (ServSafe Food Handler class)	• Immunization clinics • Temporary Medicaid for Pregnant Women • Communicable Disease and Investigation • STI (Sexually Transmitted Infection) testing and treatment • Education (CPR classes) • MCH contract (Injury Prevention)	• Animal Control • Spay and Neuter assistance program for owned animals • CHIP and pet licensure	• Regional Response Planning

VOLUMES - STAFFING - FINANCES

VOLUMES		STAFFING			DH37 FINANCIALS		
DEPARTMENT	VOLUME	DEPARTMENT	ACTUAL	NACCHO	REVENUE	EXPENSES	NET
WIC	29,419 Visits	**WIC**	**13.5**	**14.2**	Total Revenue = $3,277,196	Total Expenses = $3,304,468	Net = $24,272 DH37 states, "Balance on hand" of the close of Fiscal Year = $1,969,259
Medical	2,028 Vaccinations	Medical	6.0	5.5			
Animal Control	5,447 Service Calls	Animal Control	3.0	3.8			
EH Inspections	1,519 Inspections	PH Administration	1.0	1.0			
Vital Records	8,626 Certificates	**Environmental Health**	**4.3**	**4.8**			
		Community Health	5.0	4.7			
		Emergency Preparedness	1.0	1.0			
		TOTAL	**33.8**	**35.0**			

The Department of Health 37 (DH37) report compares Joplin Health Department's finances to those of the other local Health departments in Missouri. It varies from the City of Joplin's finances due to attribution of fees and donations to municipal accounts using a fund balance projection versus the standard health department accounting system used by the State Department of Health & Senior Services that standardizes financial reporting by all types of organizational structure—cities, city-county government, and county departments of health.

Data Source: Fund Balance Projection from Department of Finance, City of Joplin, 2024

	TOTAL	WIC	MEDICAL	ANIMAL	PH ADMIN	ENVIRONMENT	FEDERAL GRANT	PHEP	DONATIONS
REVENUE	$3,277,196	$802,913	$570,232	$553,846	$445,698	$412,927	$370,323	$95,039	$26,218
EXPENSE	$3,301,468	$810,276	$575,043	$561,219	$450,028	$415,661	$371,513	$94,449	$23,279
GAIN/LOSS	($24,272)								
% of Whole		24.50%	17.40%	16.90%	13.60%	12.60%	11.30%	2.90%	0.80%

Data Source: DH37, Missouri Department of Health & Senior Services, FY 2024

The City of Joplin Health Department and the six benchmark local health departments receive municipal funding through taxes in addition to direct federal grants, state pass-through of federal grants, and direct state grants.

BENCHMARKS TO PEER HEALTH DEPARTMENTS

Themes

PEER LOCAL HEALTH DEPARTMENTS

Funding as critical component to sustain Local Public Health Departments
• Inadequate funding from core State funds compared to direct Federal or State pass-through of Federal funds;
• Need for advance knowledge of curtailed or eliminated funding with uncertainty more critical than cuts;
• Most vulnerable programs cited were:
  o Public Health Emergency Preparedness
  o Maternal-Child Health block grant
• Variety of organizational structures related to flexibility (or not) to respond;
• Need to collaborate with key entities, especially during critical outbreaks like COVID; and
• Impact of visitors to a City or County not always reflected in funding.

Data

JOPLIN SERVICE	JOPLIN ANNUAL VOLUMES	POPULATION BASE	POPULATION #	PER CAPITA RATE (PER 1,000)
Animal Control Calls	**5,447**	**City of Joplin**	**52,218**	**104.3**
Medical: Vaccinations	**2,167**	**City of Joplin**	**52,218**	**41.5**
Vital Records requests	**8,626**	**City of Joplin**	**52,218**	**165.2**
Environmental Health Inspections	**1,519**	**City of Joplin**	**52,218**	**29.1**
WIC Clients Served	**28,084**	**City of Joplin + Jasper County**	**126,4796**	**222.0**

JOPLIN SERVICE	JOPLIN	PER CAPIT A RATE	CLAY (265,456)	PER CAPIT A RATE	COLUMBIA -BOONE (192,947)	PER CAPIT A RATE	JEFFERSON (226,379)	PER CAPIT A RATE	SPRINGFIELD-GREENE (307,942)	PER CAPIT A RATE	TANEY (56,827)	PER CAPIT A RATE
Animal Control Calls	5,447	104.3	NA	NA	2,910	15.1	NA	NA	12,824	41.6	NA	NA
Medical: Vaccinations	2,167	41.5	8,764	33.0	4,787	24.8	4,564	20.2	5,651	18.4	2,645	46.5
Vital Records Requests	8,626	165.2	26,261	98.9	NA	NA	NA	NA	37,305	121.1	NA	NA
Environmental Health Inspections	1,519	29.1	2,813	10.6	2,710	14.0	1,888	8.3	3,998	12.9	1,856	32.7
WIC Clients Served	28,084	222.0	3,250	12.2	21,458	11.1	8,795	38.9	10,178	33.1	16,967	298.6

Expense Category								
TYPE	NACCHO BENCHMARK	Joplin	Independence	Clay	Columbia - Boone	Jefferson	Springfield - Greene	Taney (Branson)
Salaries		$2,196,163	$2,627,054	$6,082,126	$8,207,917	$5,179,772	$9,379,019	$2,614,378
Direct Contracts	25%	$599,091	$152,237	$812,222	$2,726,024	$153,708	$317,197	$125,688
Other Operating		$102,581	$973,197	$1,016,085	$2,175,953	$2,050,785	$1,033,392	$1,277,259
Pass-Through/Transfer	26%/ 21%	$70,394					$35,185	
Capital		$333,239		$439,411	$164,453	$468,043	$1,001,307	$97,690
TOTAL		$3,301,468	$3,752,488	$8,349,844	$13,274,347	$7,852,308	$11,766,100	$4,115,015

PLANNING PROCESS

INPUT			
✓ Review of Operations ✓ Literature Map ✓ Division Head Discussions (6) ✓ Stakeholder Surveys (20) ✓ Resident Surveys (270) ✓ Key Informant Interviews (20)	✓ Community Input analyzed about Gaps /Disparities, view of Joplin Health Department o Providers o Residents o Stakeholders	✓ 3 Staff Sessions with 31 staff o Shared input from above in SOAR format o Brainstorming on Gaps & Disparities o Polling on Strategic priorities & Mission-Vision-Values	✓ Operations Assessment
SUMMARY			
✓ Summary of input from Community ✓ Themes ✓ Survey data	✓ Summary of Community Input ✓ Draft Goals & Objectives into an Action Plan with goals and objectives by each Year	✓ Summary of Input from Staff Sessions ✓ Draft Strategic Priorities with goals and objectives ✓ Develop Action Plan with resources responsibilities, timeframe ✓ Convert to Monitoring Plan with Performance Measures	✓ Convert Monitoring Plan to Evaluation Plan
RESULTS			
✓ Strategic Plan draft ✓ Detailed Strategic Plan	✓ Performance Measures with tracking tool ✓ Where possible, tie to CHIP priorities	✓ Develop Action Plan with resources responsibilities, timeframe ✓ Convert to Monitoring Plan with Performance Measures	✓ Accreditation compliant ✓ Presentation to City Council on December 1st ✓ Infographic to Community

Gaps –services that are needed not found or offered in the community

COMMUNITY ENGAGEMENT

From April to August 2025, 310 community voices (residents, community partners, city staff, and stakeholders) engaged in the 2026-2030 strategic planning process to provide input. A summary of this input was presented in October to all 31 Health Department staff.

Surveys:
270 residents respondents
20 provider respondents

Interviews:
20 Individual discussions with stakeholders

Half-day Sessions:
31 Staff

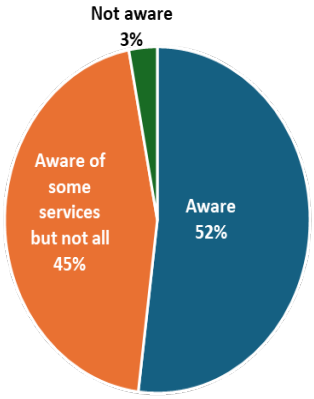
Findings were presented to City of Joplin Health Department staff of 31 community leaders on October 22nd and 23rd and to the City Council on December 1st. They identified four strategic priorities, with two cross-cutting themes and two health-specific priorities. These priorities are supported by an implementation or action plan, a monitoring plan to track progress supported by a performance management system, and an evaluation/ quality improvement plan to determine impact.

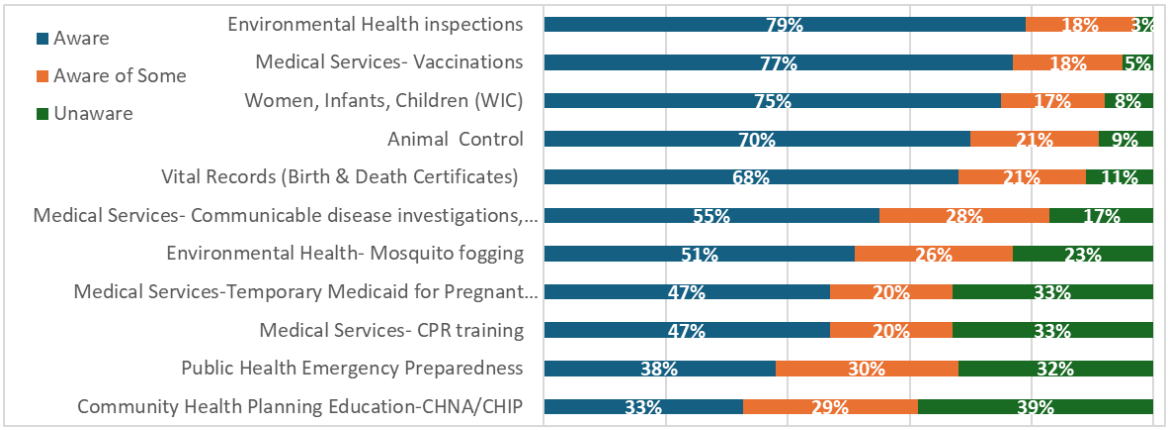
Community voices identified current awareness of the City of Joplin Health Departments and its services, what is needed for the most vulnerable citizens and neighborhoods, and where to focus in the next five years. Widespread input helped to form and re-form the approach to service access, delivery, and quality provided to City of Joplin residents, and to Jasper County, where appropriate by service offering.

COMMUNITY INPUT BY TYPE (n= 360 total participants)				
City of Joplin	**Resident Surveys**	**Provider Surveys**	**Key Informant Interviews**	**Peer Benchmarks**
44 People	**270**	**20 providers**	**20 interviews**	**6 Peer LHD's**
HD Administration (3)				Clay County
Joplin Administration (4)				Columbia-Boone
Health Department Division Heads (6)				City of Independence
Health Department Staff (31)				Jefferson County
				Springfield-Greene
				Taney

Input from Community Resident Surveys (270)

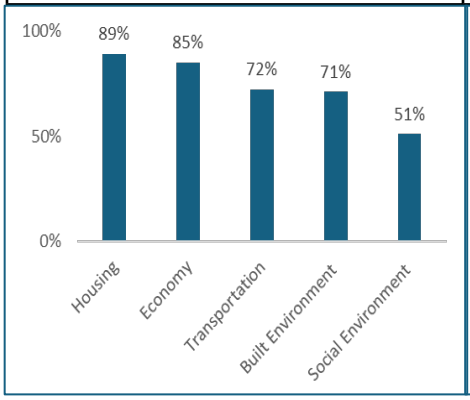
AWARENESS OF CITY OF JOPLIN HEALTH DEPARTMENT & SERVICES



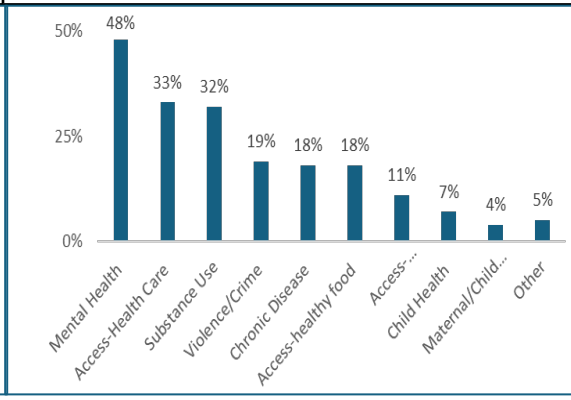


CRITICAL ISSUES IMPACTING HEALTH: HEALTH ISSUES OF MOST CONCERN AND CONTRIBUTING FACTORS

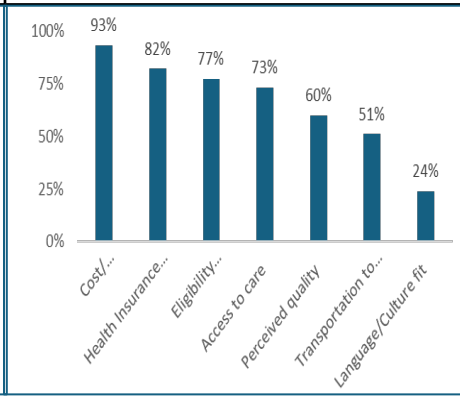
CRITICAL ISSUES BY RESIDENTS



HEALTH ISSUES OF MOST CONCERN

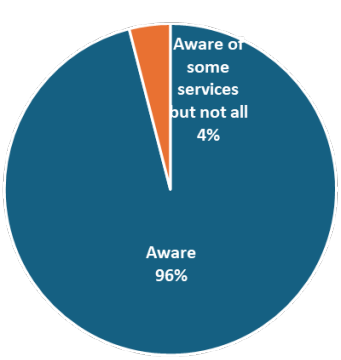


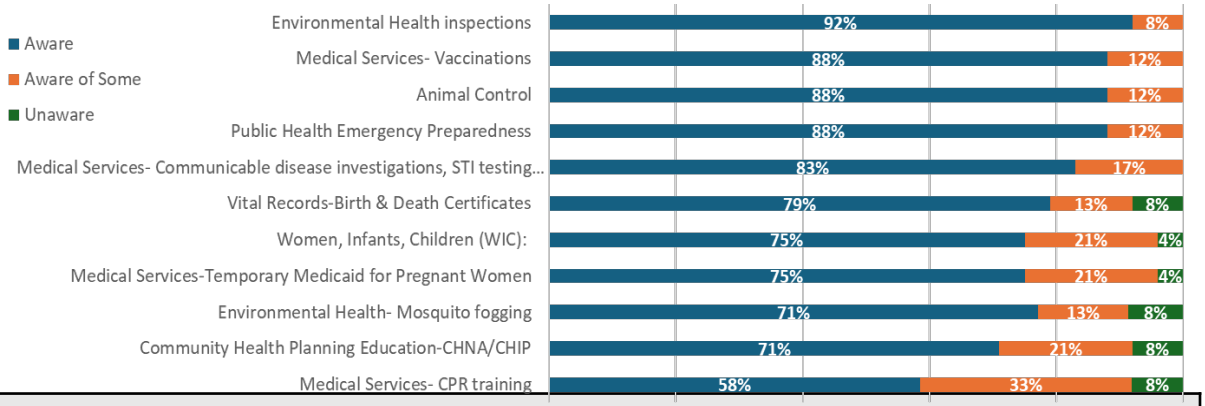
CONTRIBUTING FACTORS



Input from Stakeholder Surveys (20)

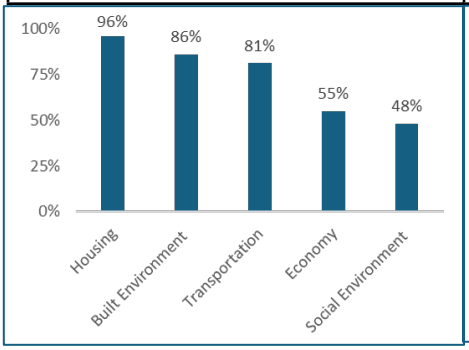
AWARENESS OF CITY OF JOPLIN HEALTH DEPARTMENT & SERVICES



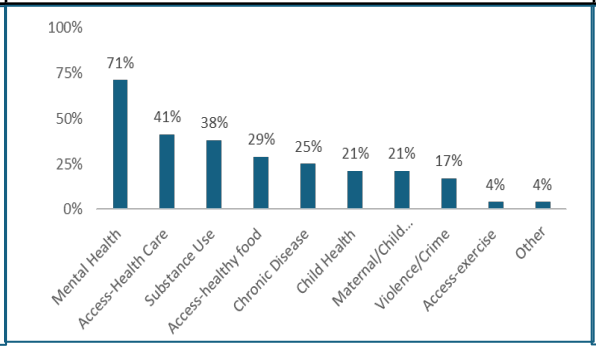


CRITICAL ISSUES IMPACTING HEALTH= HEALTH ISSUES OF MOST CONCERN AND CONTRIBUTING FACTORS

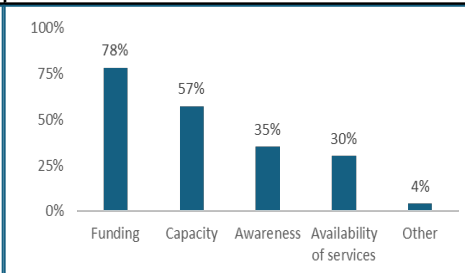
CRITICAL ISSUES BY RESIDENTS



HEALTH ISSUES OF MOST CONCERN



CONTRIBUTING FACTORS



Themes from Key Informant Interviews (20)

EXTERNAL

Awareness of Joplin Health Department

- Need to enhance visibility of the health department's services and develop comprehensive marketing strategy to reach diverse demographics.
- Plans to build a resource inventory to improve community awareness

Awareness of Divisions/Services

- Perverse benefit of COVID was provider/public heightened awareness of public health though public health emergency preparedness funding in peril

Top Health Issues

- Obesity, poverty, and mental health exacerbated by generational poverty and housing instability
- Vaccination rates for infants & adolescents at 40% completion by 24 months.
- Sedentary lifestyle of residents and the unhoused.

Gaps identified to achieving optimal individual and community health

- Vaccination hesitancy, challenges faced by providers, and impact of a transient population on access, reliance on undocumented immigrants in the workforce, and impact of upcoming Medicaid cuts,
- Lasting impact of the 2011 tornado on Joplin with related trauma
- Gap left by defunding of SNAP-Ed for nutrition education
- Nutritional quality of food offered in food pantries
- Transportation

Recommendations to address barriers

- Better outreach
- Collaboration (Health Departments, Education institutions, Business, Pharmacies)
- Community ownership including health systems in public health
- Enhance community education on risks of smoking, vaping, marijuana use
- Need for City of Joplin Health Assessment, not just multiple county study

STRATEGIC PLAN FOR 2026-2030
JOPLIN HEALTH DEPARTMENT

Refinements were made to the ***Mission-Vision-Values*** statement based on input from stakeholders and City of Joplin Health Department staff. These are displayed below.

PRIOR

MISSION: To protect the health of the community, the health department provides prevention, maintenance and educational services to the citizens and visitors of the area, other social, medical and educational providers, the business community, and the local, state and federal government agencies. Highly professional, responsive services are provided to all customers in a courteous manner with respect to individual dignity.

VISION: The department spots new and reemerging diseases, locates populations of interest or populations at risk through surveillance and outreach, and delivers quality products and services to meet community needs and expectations.

VALUES: No prior Values Statement for the Joplin Health Department.

ADOPTED

MISSION: To protect and improve the health and well-being of the community. To accomplish this, the health department provides prevention, intervention, and education to residents and visitors of the area.

VISSION: To achieve a healthy community serving residents of all ages and walks of life that allow them to reach their potential.

VALUES:



SUMMARY OF SOAR ANALYSIS

Based on input from key informant interviews occurring from July to August, the following questions were posed to staff in sessions held from October 22nd to October 23rd.

STRENGTHS	OPPORTUNITIES
1. What can we build on? 2. What do we excel at? 3. What are our greatest accomplishments? 4. What are we most proud of? 5. What makes us unique? 6. What strengths are most valuable to our community?	1. What does our community need? 2. What community partnerships would lead to greater success? 3. What changes and trends in the City of Joplin align with our strengths? 4. What threats do you see? 5. What gaps do we need to fill?
ASPIRATIONS	**RESULTS**
1. What do we want to achieve? 2. What do we want to achieve in the next 5 years (2026-2030)? 3. What should we look like in specifics (services, staff)? 4. How can we make the biggest difference? 5. What are we passionate about?	1. What is success? 2. What measures tell us that we are on track? 3. How do we translate success into tangible outcomes? 4. How do we know when we are achieving our goals?

Responses to the SOAR analysis are summarized on the following two pages.

STRENGTHS-OPPORTUNITIES-ASPIRATIONS-RESULTS MATRIX

STRENGTHS	OPPORTUNITIES
1. The City of Joplin Health Department is one of the few city-funded health departments that provides a **full range of services usually offered at the county level.** These services include not only traditional health department offerings but additional services such as Animal Control and Vital Records. 2. **High Volume:** All departments within the Health Department are significant contributors. The WIC (Women, Infants, and Children) department serves 3.2% of the overall WIC cohort in Missouri despite this group being 0.5% proportion of the population (Women of Child-Bearing Age living in poverty). The City of Joplin Health Department provides WIC services to all residents of Jasper County. The Environmental Health department ranks second-highest in inspection volume when compared to the benchmark cities/ counties. 3. **Integration** of animal control calls and services has occurred into the Health Department's spectrum of services. 4. **Pride** is evident in the staff's efforts to maintain community health. 5. **Awareness:** Residents report **a 97% awareness of the Health Departmen**t and its services.	1. **Enhance community partnerships** to provide services like travel vaccinations, senior care, and educational programs for schools and explore regional animal control and sheltering. 2. **Accreditations**: Environmental Health to seek **Food & Drug Administration (FDA)** standardization for food inspections. 3. **Marketing and Outreach:** Community outreach to partners aims to **improve awareness of services offered at the health department**. 4. **Pet license:** Partner with the City of Joplin to enhance the pet registration and annual licensing process, ensuring that animal control staff have timely access to essential pet owner information. The benefit to enhancing the value of annual licensure would be to microchip the pet (if not already done) and return it to its owner, if loose. 5. **Grant writer:** Enhance the process of identifying, selecting, and approving, and managing grants by a dedicated grant writer or providing access to grant writing support.

ASPIRATION	RESULTS
1. **Staffing**: Increase staffing in high-demand areas like WIC, Environmental Health, and Animal Control. 2. **Pay Benchmark study**: Conduct a local income study benchmarked against the salaries offered by the two local health systems and major employer competitors to remain competitive in the field and attract staff. Provide the city with annual benefit summaries in easy-to-comprehend language to show the value of City Health Department employment benefits compared to other employers. 3. **Expansion**: Consider the option of expanding WIC services to a second location in Jasper County. Provide satellite Medical Services within Joplin city limits. This can lead to the additional services that help residents improve access to services. 4. **Branding**: Develop a marketing campaign to build awareness and showcase the services offered by the health department and improve the image of certain more complaint-driven departments, particularly animal control. 5. **Navigator**: Educate residents and providers to decrease dependency and reliance on subsidy programs.	1. **Community Awareness:** Highlight the benefits of working in public health, such as health insurance, additional benefits, and the rewarding feeling of giving back to the community. 2. **Measures:** Develop a robust system for data collection, analysis, and reporting that is maintained and regularly updated to inform decision making in resource allocation, training, and staffing needs. 3. **Information/Technology:** Gaining access to timeline information and technology that enhances the service offered, while ensuring staff capabilities are not limited. This includes the goal of hiring additional translators to be available on site. 4. **Defining Success:** a. Employees feel valued and not overwhelmed or burned out. b. Education for community partners should focus on identifying who and how to best access services offered by the health department. c. Residents demonstrate trust in the services offered by the health department by increased usage.

JOPLIN
MISSOURI

STRATEGIC PRIORITIES

2026-2030 STRATEGIC PRIORITIES

Four strategic priorities emerged from the strategic planning process that reflect the Joplin Health Department's mission, vision, and values, and our commitment to be client, staff, and community-centered focused in all that we do.

These four strategic priorities are further detailed in 16 goals and 23 objectives. The objectives are expressed in **'SMART'** terminology—*Specific, Measurable, Achievable, Reasonable, and Time-based.*

STRATEGIC PRIORITIES

1. Workforce development: Strengthen workforce to support delivery of quality services

2. Funding: Leverage funding to coordinate care and address service gaps while sustaining programs.

3. Community Partnerships: Collaborate with community partners to enhance community health

4. Communication-Awareness: Continue messaging of awareness, value, and impact of our services by telling our story

1	**WORKFORCE DEVELOPMENT:** Strengthen workforce to support delivery of quality services
	Goal 1: Explore career advancement pathways for internal staff to foster a learning culture. **Goal 2:** Facilitate training to increase employee competence and confidence that relate to the gaps in capacity or capabilities identified within or from the workforce development plan. **Goal 3:** Modernize technology and information practices that reduce administrative burdens by streamlining processes and leveraging new technology within the limitations of cost and annual budget approvals. **Goal 4:** Improve workforce retention and recruitment. **Goal 5:** Work with local education institutions to develop career pathways for public health. **Goal 6:** Apply for accreditation for individual divisions such as Food & Drug Administration certification for food inspections for Environmental Health.

WORKFORCE DEVELOPMENT
Goal 1: Explore career advancement pathways as feasible for internal staff to foster a learning culture. When possible, these pathways should provide a means to become certified or licensed in their field.
Objective 1.1: By 2027, support existing and develop five new career pathways by Section (Animal Control, Community Health, Environmental Health, Medical Services, WIC).

WORKFORCE DEVELOPMENT
Goal 2: Facilitate training to increase employee competence and confidence that relate to the gaps in capacity or capabilities identified within or from the workforce development plan.
Objective 1.2: By 2027, build and sustain a work culture where staff are provided with the ability to access the 10 annual trainings offered by the City of Joplin and the Joplin Health Department. Encourage employee participation in voluntary trainings offered that address gaps in capacity or capabilities of the department.

WORKFORCE DEVELOPMENT
Goal 3: Modernize technology and information practices that reduce administrative burdens by streamlining processes and leveraging new technology within the limitations of cost and annual budget approvals.
Objective 1.3: By 2027, complete assessment of existing software, update current software to state-of-the-art, and train staff in qualitative and quantitative data collection, analysis, and reporting to support data-driven decisions.

WORKFORCE DEVELOPMENT
Goal 4: Improve workforce retention and recruitment. Findings from a 2024 workforce study conducted by Matrix Consulting Group showed that Joplin has had difficulty recruiting and retaining staff because of the high demand for health care providers by employers who offer a higher salary level.
Objective 1.4: By 2027, distribute an annual summary of overall benefits. This would show that comparative pay is commensurate or better given quality of life, vacation-sick-holiday time, predictable hours, lack of extensive travel, and overall work climate. As part of this objective, complete a comparative health system analysis of annual benefits.

WORKFORCE DEVELOPMENT
Goal 5: Work with local education institutions like Crowder College, Missouri Southern State University, and technical trade centers to develop career pathways for public health including Joplin Public School System and Kansas City University and their Center for Population Health.
Objective 1.5: By 2027, work with area higher education institutions to expand recruitment for individuals in public health professions through internships, with focus on recruiting minorities and residents experiencing poverty.

WORKFORCE DEVELOPMENT
Goal 6: Apply for accreditation for individual divisions such as Food & Drug Administration certification for food inspections for Environmental Health
Objective 1.6: By 2027, submit an application to the Food & Drug Administration for certification for food inspections (*Appendix 3).*

CURRENT INFORMATION TECHNOLOGY SOFTWARE		
All staff	Microsoft Office/ Microsoft 365	Windows 11 upgrade occurring
➢ Time recording	Mobile App	City staff in training and transitioning from paper-based timesheet system.
Administrative	NaviLine™	NaviLine used for financial and permitting purposes across the City.
Animal Control	Zuercher	Same dispatching system used across the City. Issues with functionality in Animal Control.
Environmental Health	HS Cloud HS Touch ArcGIS/ESRI	Issue with lack of mobile connectivity in the field.
Medical Services	CureMD ShowMe World Care ShowMe VAX VaxCare	CureMD is JHD's Electronic Health Record. Both "ShowMe" platforms are Missouri Department of Health and Senior Services databases (MHDHSS). VaxCare is a 3rd party system.
Public Health Emergency Preparedness	MOPHRAT (Missouri Public Health Risk Assessment Tool)	
WIC (Women, Infants, & Children)	MOWINS (Missouri WIC Information Network System SPIRIT)	MOWINS is a MDHSS based platform; transitioning to new system SPIRIT.

2	**FUNDING:** Leverage funding to coordinate care and address service gaps while sustaining programs.
	Goal 1: Create opportunities for coordinated entry care to leverage funding and increase impact. **Goal 2:** Ensure fiscal compliance through evidence-based and data informed decision-making that sustains services/programs. Seek additional resources for public health. **Goal 3:** Explore non-municipal, non-grant funding to maintain and expand services and programs.

FUNDING
Goal 1: Create opportunities for coordinated entry care to leverage funding and increase impact.
Objective 2.1.a: By 2027, foster new and continue to support existing partnerships to leverage community assets, expand expertise and resources, and mobilize change. These include collaboration with local health systems and community-based organizations.
Objective 2.1.b: By 2027, identify and pursue funding opportunities that align with community health priorities. **Specific support from local health systems is anticipated for a closed referral system** like Unite US or FindHelp to improve health system-community partner understanding of eligibility for public health services.

FUNDING
Goal 2: Ensure fiscal compliance through evidence-based and data informed decision-making that sustains services/programs. Seek additional resources for public health.
Objective 2.2: By 2027, evaluate fiscal systems within Joplin Health Department to ensure that all services and programs are sustainable, with details of municipal allocation, grants from state and federal sources. Identify contingency plans for forecasted or possible funding shortfalls.

FUNDING
Goal 3: Explore non-municipal, non-grant funding to maintain and expand services and programs.
Objective 2.3: By 2029-2030, increase non-municipal, non-grant funding from 1% currently to 2% of total revenue. The rationale is given in the benchmark studies and the annual DH37 reports.

3	**COMMUNITY PARTNERSHIPS:** Collaborate with community partners to enhance community health
	Goal 1: Support community efforts across Joplin Health Department divisions and with cultivated and engaged community partners. **Goal 2:** Reduce health disparities by increasing participation in preventive and wellness care. **Goal 3:** Continue to update public health emergency preparedness response protocols. **Goal 4:** Explore regional animal control program opportunity.

COMMUNITY PARTNERSHIPS
Goal 1: Support community efforts across Joplin Health Department divisions and with cultivated and engaged community partners.
Objective 3.1.a: By 2027, increase the overall wellness of residents with a focus on vulnerable communities through promotion, support, and connection to partner-led community programs. Specific metrics would emerge from the One Joplin Community Health Assessment, further informed by *reference material in Appendix 1.*
Objective 3.1.b: By 2027, through the Ozarks Health Commission CHNA (Community Health Needs Assessment) and the One Joplin CHA/CHIP (Community Health Improvement Plan), evaluate current and proposed services to ensure alignment of the CHIP with unmet community needs supporting the mission and vision of the department, focused on vulnerable communities with inequities. **Upon completion of CHA, this goal will need measurable indicators.**

COMMUNITY PARTNERSHIPS
Goal 2: Reduce health disparities by increasing participation in preventive and wellness care
Objective 3.2.a: By 2027, increase participation of identified minority groups by 1% annually in preventive services.
Objective 3.2.b: By 2027, research and implement a travel clinic within Medical Services.
Objective 3.2.c: By 2027, explore the feasibility of providing consultant services to establish or enhance wellness programs to local industries using data on reduced costs and improved health outcomes from City of Joplin employees.

COMMUNITY PARTNERSHIPS
Goal 3: Continue to update public health emergency preparedness response protocols.
Objective 3.3: By 2027, raise awareness of public health emergency preparedness response protocols through 3-5 outreach events compared to 1-2 current efforts. **This service is transitioning to Jasper County and will be shared with the City of Joplin Health Department.**

COMMUNITY PARTNERSHIPS
Goal 4: Explore regional animal control program opportunity.
Objective 3.34: By 2027, conduct a regional animal control and management feasibility analysis for shared resources and collaboration.

4	**COMMUNICATIONS-AWARENESS:** Continue messaging of awareness, value, and impact of our services by telling our story
	Goal 1: Develop culturally and area appropriate messaging about important public health and well-being topics or services that impact City of Joplin residents and those who work in Joplin. **Goal 2:** Promote the Joplin Health Department's role in the community and value by telling our story and building the trust of residents. Communicate what public health is and why it matters. **Goal 3:** Leverage partner organizations' reach to increase our impact with City of Joplin residents and those who work in Joplin and Jasper/Newton Counties, coordinating with community partners to promote dissemination of unified public health messages.

COMMUNICATIONS
Goal 1: Develop cultural and area-appropriate messaging about important public health and well-being topics or services that impact City of Joplin residents and those who work in Joplin.
Objective 4.1: By 2027, work with the Marketing and Communications Department to develop 5 new tactics for promoting City of Joplin Health Department services that reduce barriers and are more inclusive to targeted demographic needs. These new tactics should be consistent with accreditation standards.

COMMUNICATIONS
Goal 2: Promote the Joplin Health Department's role in the community and value by telling our story and building the trust of residents by explaining what Public Health is and why it matters.
Objective 4.2.a: By 2027, create an email newsletter list including key sectors. Include businesses and academic institutions beyond health systems, community-based organizations, and human service providers. This includes informational letters/ correspondence and quarterly publications to be distributed through Marketing and Communication Department's public relations channels.
Objective 4.2.b: By 2027, work with Marketing and Communication Department to develop a "About the Health Department" video and promote it across city and partners channels.
Objective 4.2.c: By 2027, develop a list of community efforts of existing health initiatives aimed at underserved, disproportionately impacted neighborhoods and residents. By 2027, provide input to and help distribute regional Resource Guides of community service organizations that provide programs and services that affect Social Determinants of Health.

COMMUNICATIONS
Goal 3: Leverage partner organizations' reach to increase our impact with City of Joplin residents and those who work in Joplin and Jasper/Newton Counties, coordinating with community partners to promote dissemination of unified public health messages.
Objective 4.3.a: By 2027, build social media list of key organizations, City Departments, schools and consistently tag or collaborate with organizations.
Objective 4.3.b: By 2027, implement 2 co-branded campaigns with different organizations with a particular emphasis on vulnerable populations.

CAMPAIGNS CONDUCTED BY JOPLIN HEALTH DEPARTMENT 2024 - 2025	
PROMOTING OUR SERVICES	**EDUCATION ON PUBLIC HEALTH TOPICS**
• Community Health Collaborative • Ozarks Regional Health Commission CHNA • One Joplin – Steering Committee, Health Team, Community Resources project • One Joplin CHA Leadership Team • Regional Homelessness Commission • Joplin Area Homeless Coalition • NICE (Nurse-led Infection Control Exchange) committee • Head Start Health & Mental Health Services Advisory Committee • Joplin Parents as Teachers Community Advisory Board • MSSU Environmental Health Advisory Committee • MSSU Healthcare Administration Advisory Board • MSSU Food Science and Nutrition Program Advisory Board • Franklin Technical Center Culinary Arts Program Advisory Board • Joplin Area Community Coalition • Safe Kids Coalition • Teen Advisory Board, through Joplin Public Library • Regular meetings with Community Development Specialist for Joplin Schools • SWMO Health Educators committee • MDHSS Communications Advisory Council • Hands-Free MO Coalition	• Articles in print Joplin Citizen newsletter (quarterly) and digital Joplin Community newsletter (monthly) • Interviews with local radio & TV • Health Department pages on City of Joplin website • Facebook posts on pages for JHD and for WIC • Slideshows for TVs in WIC and Medical lobbies • Departmental update to Joplin City Council • Measles presentations to local school administrators and nursing staff • Vaccine presentation at RAISE (Refugee and Immigrant Services and Education) • Vaccine presentation at Joplin Senior Center • Vaccination events: - Joplin High School, South Middle School, East Middle School, North Middle School - Joplin Senior Center, Long term care facilities, senior apartments - Salvation Army • ServSafe® Food Handler courses • Peer Counselor Breastfeeding classes • American Heart Association CPR classes: - Friends & Family® CPR - Heartsaver® CPR/AED/First Aid - HeartCode® Basic Life Support (BLS) Skills Check-off

CAMPAIGNS CONDUCTED BY JOPLIN HEALTH DEPARTMENT 2024 - 2025	
PROMOTING OUR SERVICES	**EDUCATION ON PUBLIC HEALTH TOPICS**
• Driver's Education Coalition • Southwest Missouri Coalition for Roadway Safety • Regional Healthcare Coalition • LEPC/LEPD committee • CO-AD (Community Organizations Active in Disasters) committee • Four Corners Emergency Management coalition • Community events: - MSSU Healthcare Expo - Chamber of Commerce Business Expo - Third Thursday monthly events - Party in the Park for Prevention - DEA Drug Take-Back Day and Carnival - Bicycle Safety Fair - Jasper County Sheriff's Community Safety Day - Joplin PAT (Parents As Teachers) Wednesday Walks - Webb City High School seat belt check - Pop-up events at Schifferdecker Pool, Cunningham Pool, and Joplin Public Library - Show Me Water Safety events at Schifferdecker Pool and Shoal Creek/Wildcat Glades - Neighborhood Block Party at Schifferdecker Pool, Parr Hill Park, and Cunningham Pool - Project Homeless Connect events in January and July - Care Partner Network Summit - MSSU Earth Day Celebration - Joplin Schools Health Fair - Joplin Schools Bus Camp - City of Joplin Employee Health Fair - Joplin Humane Society's Howl & Scream Trunk or Treat - Customer Appreciation Day at local car dealership	• Host MU School of Medicine's First Impact teen driving program • Host The Alliance's car seat safety table and interactive quiz • Host The Alliance's car seat safety class

CAMPAIGNS CONDUCTED BY JOPLIN HEALTH DEPARTMENT 2024 - 2025	
PROMOTING OUR SERVICES	**EDUCATION ON PUBLIC HEALTH TOPICS**
- Joplin Senior Center's Senior Expo - WIC Breastfeeding Celebration - Midcon Cable Employee Health Fair - NALA Literacy Lift-off - Emerging Drug Trends Town Hall seminar Salvation Army monthly resource table	

FOUNDATIONAL PUBLIC HEALTH SERVICES MODEL

The Foundational Public Health Services model outlines 10 core capacities needed to support basic public health protections, programs, and activities, identified as the Foundational Capabilities. The City of Joplin Health Department relies on this framework to focus on health equity using the 6 Strategic Priorities identified in this plan.



ALIGNMENT

These efforts are currently in progress as KSA concludes the operational assessment and accreditation overview, resulting in the 2026-2030 Strategic Plan for the City of Joplin Health Department.

Community Health Needs Assessment: The strategic plan correlates to this assessment that presents health data and information around social determinants of health to provide an understanding of the health status of the City of Joplin and surrounding areas. Joplin Health Department is actively involved in the One Joplin CHA for Joplin metro area. This is a more focused assessment compared to the Regional Community Health Needs Assessment that Joplin Health Department was also actively involved in for the 10-county area served by the two local health systems. This study was completed in 2025 by the Ozark Health Commission, of which the Joplin Health Department serves on the Steering Committee.

Community Health Improvement Plan: The Community Health Collaborative (CHC) used the findings from the 2022 CHNA to create a CHIP for 2022-2024. The CHC consists of numerous healthcare providers and related community partners in the Joplin, Jasper and Newton County. This collaborative is led by the City of Joplin Health Department.

There were three public health interventions established for this CHIP:

1. Increasing access to social services that influence health.
2. Increasing workplace wellness programs.
3. Increasing education and awareness of resources.

Goals and Objectives: City of Joplin Health Department staff identified short-term, medium-term, and long-term goals related to their work. These goals and objectives directly tie, and surpass, findings from the Community Health Improvement Plan.

LIST OF STRATEGIC PLAN PARTICIPANTS

Joplin Health Department:

- **Ryan Talken,** Director of Public Health
- **Devin Blankenship,** Assistant Director of Public Health/ Environmental Health Supervisor
- **Martin White,** Animal Control Lead
- **Suzan Morang,** Community Health Planner and Educator
- **Misty Hammer,** Medical Services Coordinator
- **Wrandi Clayton,** Public Health Emergency Preparedness
- **Megan Saba,** Worksite Wellness
- **Joyce Doty,** Women, Infants, & Children (WIC) Coordinator

STAKEHOLDERS		
#	**Interview**	**Organization**
1	Sarah Mwangi, Ed.D.	Joplin Schools
2	Lana Hudanick RN, BSN, MPH	Missouri Dept of Health & Senior Services: Medical
3	Duane Dreiling	United Way of Southwest Missouri & Southeast Kansas
4	Lori Haun	Downtown Joplin Alliance
5	Nicole Brown Ed.D.	One Joplin
6	Jessie Daugherty	Missouri Foundation for Health
7	Carrie Foote	Access Family Care
8	Tanya Honderick, MPH, MS, RN	Kansas City University, Center for Population Health and Equity
9	Debbie Darby	Jasper County Health Department
10	Melinda Brown, Ed.D.	Gipson Center for Healthcare Leadership
11	Sara Gorman	Missouri Dept of Health & Senior Services: Maternal-Child Health
12	Stephanie Brady	Community Clinic of Southwest Missouri
13	Edith Todd	Missouri Dept of Health & Senior Services: Environmental Health
CITY OF JOPLIN		
14	Nicholas Edwards	City Manager
15	Tony Robyn	Assistant City Manager
16	Ryan Talken	Health Director
17	Leslie Haase	Finance Director
18	Michelle Ducre	Human Resources Director
19	Mark Morris	Information Technology Director
20	Joplin City Council	Upcoming on December 1, 2025
BENCHMARK: PEER LOCAL PUBLIC HEALTH DEPARTMENTS		
21	Lisa Marshall	CEO, Taney County Health Department
22	Rebecca Roesslet	CEO, Columbia-Boone County Health Department
23	Steve Sikes & Kristin Firle	CEO & CFO, Jefferson County Health Department
24	Katie Towns & Jon Mooney	CEO & CFO, Springfield-Greene County Health Department
25	Darrell Meinke	CEO, Clay County Health Department
23	Christina Heinen	City of Independence Health Department

APPENDICES

1. Community Needs Assessment pdf (Demographic, Socioeconomic, and Health Status/Risk profile) – 2024 and Healthy Cities data for the City of Joplin
    a. SparkMap Community Needs Assessment
    b. City Health dashboard URL: Joplin, MO - City Overview | City Health Dashboard
2. Matrix Consulting Group: Benchmarking, Service Level, Staffing Study (Feb. 2024)
3. Food & Drug Administration Certification documents: FDA FSMA Accreditation | ANAB
4. Chartbook of Operational Assessment
5. Summary of Resident Survey input
6. Summary of Stakeholder Survey input