ENVIRONMENTAL PROTECTION AGENCY (EPA)
Solid Waste Infrastructure For Recycling Cooperative Agreement 2022 EPA-I-OLEM-ORCR-23-03

Project Title: Joplin Regional Recycling Outreach
Applicant Name: City of Joplin
Eligible Entity Type: Political Subdivision
Qualification for Program Track: Track 1, this project will benefit a disadvantaged community as defined under Section 1.C: Key Definitions of RFA.
UEI Number: 446000196
Project Summary: The Joplin Regional Recycling Outreach project will encourage the collection of recycled materials that are sold to an existing or developing market and (1) inform the public about residential or community recycling programs; (2) provide information about the recycled materials that are accepted as part of a residential or community recycling program that provides for the separate collection of residential solid waste from recycled material; and (3) increase collection rates and decrease contamination in residential and community recycling programs.
Contact Information:
Leslie Haase | City of Joplin, Finance Director | 417-624-0820 Ext.1251 | LHaase@joplinmo.org
Project Location:
Total Project Cost: *$2,355,244*
EPA Funding Requested: *$1,740,000*
Project Period: Start Date: June 1, 2024 End Date: May 31, 2027
Program Objective Elements: The elements of this project include but are not limited to: public service announcements; door-to-door education and outreach campaigns; social media and digital outreach; an advertising campaign on recycling awareness; the development and dissemination of (i) a toolkit for a municipal and commercial recycling program; (ii) information on the importance of quality in the recycling stream; (iii) information on the economic and environmental benefits of recycling; and (iv) information on what happens to materials after the materials are placed into a residential or community recycling program; businesses recycling outreach; bin, cart, and other receptacle labeling and signs; community recycling ambassador education programs or training of trainer programs; and/or other education and outreach activities to improve waste prevention, reuse and recycling and reduce contamination, such as evaluations and evidence-based messaging and strategies associated with preventing or reducing waste and improving reuse, repair, refurbish and remanufacture of materials.
Strategic Plan Elements: This project will address (1) Goal 1: Tackle the Climate Crisis - Objective 1.1: Reduce Emissions that Cause Climate | Objective 1.3: Advance International and Subnational Climate Efforts (2) Goal 2: Take Decisive Action to Advance Environmental Justice and Civil Rights - Objective 2.1: Promote Environmental Justice and Civil Rights at the Federal, Tribal, State, and Local Levels | Objective 2.2: Embed Environmental Justice and Civil Rights into the EPA's Programs, Policies, and Activities and (3) Goal 6: Safeguard and Revitalize Communities, Objective 6.1: Clean Up and Restore Land for Productive Uses and Healthy Communities | Objective 6.2: Reduce Waste and Prevent Environmental Contamination
Cooperative Partners: Patty Overman | patty@regionm.org | 417-434-1692

Narrative Proposal

Project Summary and Approach

The Joplin Regional Recycling Outreach project is a three year campaign focused on further expanding recycling awareness and encouraging behavioral changes through educational programs. On June 1, 2024, the City of Joplin's dynamic team of experienced staff, partners, and stakeholders will officially launch this project with evidence-based public outreach strategies which includes various channels for advertisements: television, radio, billboards, newspapers, digital media platforms, brochures, and door hangers. By the end of year three, all five census tracts designated as historically disadvantaged communities as well as the surrounding areas are forecasted to have experienced a significant increase in awareness about recycling practices and assisted the growth of positive outcomes for materials management through behavioral changes.

After a comprehensive study completed by Burns & McDonnell Engineering Company, Inc., it was determined that members of the community might not be familiar with how to recycle, what to recycle, or where to recycle - which is believed to be reasoning for limited success and is reflective of the conclusion published by the Environmental Protection Agency, "Most Americans want to recycle, as they believe recycling provides an opportunity for them to be responsible caretakers of the Earth. However, it can be difficult for consumers to understand what materials can be recycled, how materials can be recycled, and where to recycle different materials. This confusion often leads to placing recyclables in the trash or throwing trash in the recycling bin or cart."[1]

Throughout the survey enabling quantitative and qualitative data collection for this project, respondents indicated answers consistent with the idea mentioned above suggesting the problematic predicaments that can be prompted by confusion. In this instance, the question was, "Please share any comments about your experience with the Recycling Center/HHW, Compost Facility, Tree & Brush drop off, and/or subsidized drop off at the WCA Joplin Transfer Station or any suggestions for improvement" -

"I didn't know about 90% of those services…"
"I think more awareness on these available options would be useful as well, a lot of people my age didn't know these existed"
"I didn't know they existed"

These results demonstrate how important it is to allocate the necessary time and resources to assist remediation of a community-shared need for awareness. Just by focusing on broadening the recognition of the recycling opportunities and how residents can become involved, the City of Joplin can make tremendous progress for environment and climate- initiatives. Using this project, Joplin Regional Recycling Outreach, to facilitate fair and equitable recycling access, the content of messaging materials will be delivered through designated, staggered timeframes from June 1, 2024 to May 31, 2027.

For example, the first round of content will occur from June 1, 2024 to May 31, 2025 ties, and which recyclables each location can accept. However, awareness will just be one focal point of

[1] United States Environmental Protection Agency. *U.S. Recycling System Overview*. https://www.epa.gov/recyclingstrategy/us-recycling-system

this project because as indicated by the Environmental Protection Agency[2], "awareness does not lead to behavior change", so in order to make a true, positive shift in recycling practices at the local, regional, and quad-state levels, this project will also be centered around best practices in advancing behavioral changes.



To complement the advertising strategies geared towards awareness, the City of Joplin has already taken critical steps to supplement societal changes such as researching the target audiences, understanding specific motivators for each group, and determining desired behavior changes. An example of a project activity that includes a target audience and training sessions is initiating educational programs within the K-12 school systems and administering sessions that promote positive behavioral differences for waste diversion.

Working closely with partners such as the Joplin School District, the City of Joplin is coordinating efforts to make a positive, long-standing impact for the recycling initiatives covered within the scope of Joplin Regional Recycling Outreach. With 10 campus locations averaging 350 students per location, totaling about 3,500 students district-wide, the educational and training programs included will be individualized by grade level and tailored for each location; with materials specifically designed for each target audience. Since high school students will have different motivators than elementary students, and despite being relatively close in proximity, some motivators can even vary geographically, so the approach for each training session must be adjusted accordingly and diligently. With the support of an experienced, talented network of partners, the City of Joplin is fully prepared and committed to developing the educational sessions to best address these considerations and advance effectiveness.

Research published by the Carnegie Mellon University[3] indicates "instructors who use negative motivators (e.g., fear, guilt, embarrassment) experience more classroom incivilities than instructors who use positive motivators (e.g., encouragement, praise)". While selecting the motivators to serve as catalysts for behavioral change, it is important to promote positive motivators while implementing these programs. Not only will this allow for a better atmosphere for growth opportunities, but it will also simplify the approach needed to encourage overcoming barriers and advancing behavioral change. By incorporating streamlined measures to continually monitor progress and be leveraged as key performance indicators such as waste diversion rates and volume of recycled materials, the City is best positioned to accomplish critical climate-centered and environment-friendly initiatives.

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[2] United States Environmental Protection Agency. *Creating Messages that Drive Behavior Change*. https://www.epa.gov/recyclingstrategy/creating-messages-drive-behavior-change

[3] Carnegie Mellon University. *Teaching Excellence & Educational Innovation.* https://www.cmu.edu/teaching/designteach/teach/problemstudent.html

This project will guide the development and implementation of five campaigns:

1. Innovative Training to Divert Waste
2. Innovative Training about Proper Recycling
3. Climate Crisis and How We Can Win Training
4. Composting Training for Individuals and Families
5. Reduction of Recycling Contamination

Each campaign, event and elementary school project will be summarized as well as quantified and will be measured through the disposal rate per capita or employee disposal quantities and the participation rate such as how often a resident or business recycles over a defined time period. The results from this project will stimulate a growth in recycling practices - which will allow for more collection of recyclable materials - prompting a more optimized end-to-end materials management process for production - which will allow an improvement of markets for recycled commodities. All of the scope of work in this project aligns with the goals and objectives of the National Recycling Strategy and FY 2022-2026 EPA Strategic Plan.

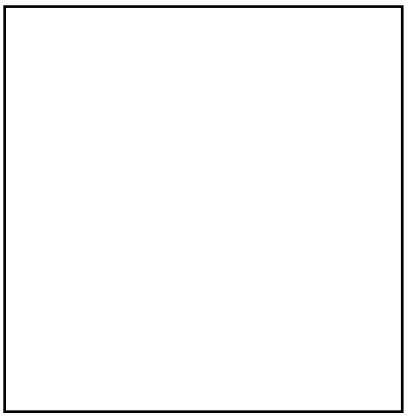
Joplin Regional Recycling Outreach		***Aligns with:***
Improve markets for recycled commodities	☑	National Recycling Strategy (NRS)
Increase collection and improve materials management infrastructure	☑	National Recycling Strategy (NRS)
Reduce contamination in the recycle materials stream	☑	National Recycling Strategy (NRS)
Enhance policies and programs to support circularity	☑	National Recycling Strategy (NRS)
Standardize measurement and increase data collection	☑	National Recycling Strategy (NRS)
Tackle the Climate Crisis	☑	FY 2022-2026 EPA Strategic Plan
Take Decisive Action to Advance Environmental Justice and Civil Rights	☑	FY 2022-2026 EPA Strategic Plan
Ensure Clean and Safe Water for All Communities	☑	FY 2022-2026 EPA Strategic Plan
Safeguard and Revitalize Communities	☑	FY 2022-2026 EPA Strategic Plan

Timeline and Milestones:			2024	2024	2024	2024	2024	2024	2024	2025	2025	2025-2027	2027
Timeline/Workflow	**Start Date**	**End Date**	June	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	March 2025 – April 2027	May
RFP for Consultant	6/1/2024	8/1/2024	■	■	■								
Design Marketing Strategies	8/1/2024	10/1/2024			■	■	■						
Execute Partnership Agreements	10/1/2024	11/1/2024					■	■					
RFP for Marketing Firm	10/1/20/24	12/1/2024					■	■	■				
Implement Measures to Track Outcomes	1/1/2025	2/1/2025								■	■		
Recylcing Education & Outreach	2/1/2025	5/1/2027									■	■	
Close Out	5/31/2027	5/31/2027											■

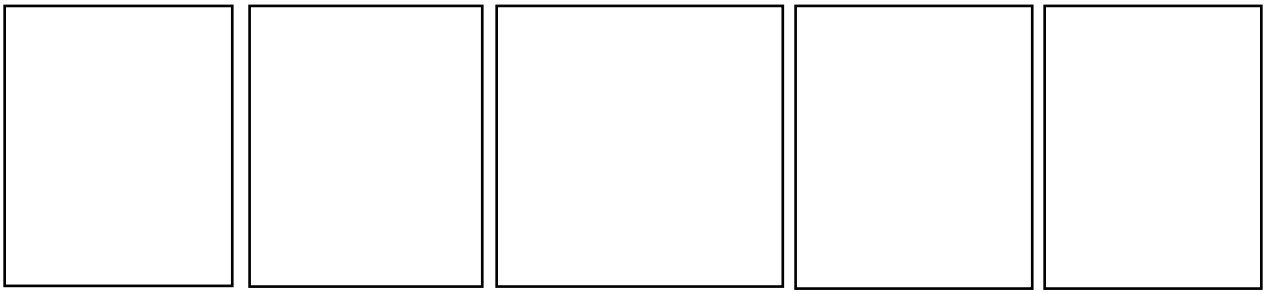
Environmental Justice

Consistent with every potential project, the City of Joplin designed fair and equitable opportunities for residents to assist in project development. Without public participation, it would be nearly impossible for City leadership to develop a clear understanding of local needs, concerns, and visions, and this is why the City of Joplin always incorporates two measures that foster a fair, welcoming environment for all: (1) multiple public engagement opportunities (2) various methods for participation - both online, in-person. This assures the ability for all residents, those with and those without internet, to have an equal chance in community planning. An example of soliciting community involvement is the public open house hosted on April 6, 2022.

The meeting was publicly advertised, and participants included elected officials, industry representatives, and community members. In addition to the public open house, other means for stakeholder engagement were offered such as a City-developed survey. Promoted through the City's website, social media outlets, and printed advertisements in the Joplin newspaper, the survey requested input for ideas relating to future solid waste management and was made available from March 21, 2022, to April 22, 2022. 544 responses were submitted by participants diversifying amongst age, single-family and multi-family dwellers, and household sizes. This sample was representative of the five census tracts surrounding the site where the new facility will be located that qualify as historically disadvantaged communities.



The residents in all five census tracts share overlapping conditions associated with more risk for environmental hazards like asthma; with three of the five tracts in the 86th+ percentile, with the other two: 68th and 79th. According to the Environmental Protection Agency, "Climate change may also increase the length and severity of the pollen season for allergy sufferers. For example, the ragweed season in Kansas City has grown 18 days longer since 1995, because the first frost in fall is later"[4]. Health concerns are always a top priority, but especially in low-income and historically disadvantaged communities because of the inadequate access to affordable healthcare.



Census Tract: 29097011000	Census Tract: 29097011200	Census Tract: 29097011100	Census Tract: 2909701 0600	Census Tract: 29097010 800

[4]Environmental Protection Agency. *What Climate Change Means for Missouri*.

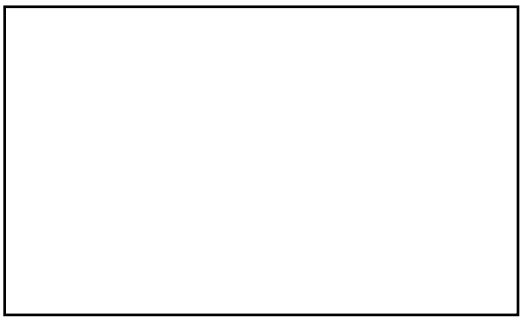
https://19january2017snapshot.epa.gov/sites/production/files/2016-09/documents/climate-change-mo.pdf

If there is a way to prevent threats to health prompted by controllable contributing factors from environment treatment, it is unquestionable worth the costs incurred. This project will help educate our youth, area residents and the homeless population on how to properly recycle. A higher rate of recycling will impact climate change. Positively impacting climate change will help to reverse some healthcare issues, such as the length and severity of the pollen season. Additionally, proper recycling amongst the homeless population will help address potential healthcare issues that can arise from poor sanitation. In addition to addressing the critical-health concerns facing all five census tracts, this project will focus on low-income issues prevalent across the targeted area. New employment opportunities emerging from this investment will allow job-seekers to secure positions with higher-wages and desirable healthcare plans. Not only will positions be available to complete the project, but also to sustain the project. The economic impact will help resolve inequitable effects from the COVID-19 pandemic.

Data published by Federal Reserve Economic Research illustrates that in February 2020, unemployment rate was 3.1% and by April 2020, local unemployment rate skyrocketed to 10.9%. The results discovered by the U.S. Department of Health and Human Services show that "people of color, low-income workers, and women disproportionately lost their jobs during the COVID-19 pandemic"[5], and the City of Joplin is addressing disparate needs of historically disadvantaged communities that widened because of additional challenges prompted by COVID-19.

Performance Measure: Anticipated Outputs and Outcomes

The goal of this program is to provide adequate education, guidance and resources to increase recycling efforts by enabling and changing the societal norms associated with local recycling behavior. The three-year campaign will ultimately focus on all materials but will focus on the following individual materials throughout the campaign: aluminum and steel containers, glass, cardboard paper and plastics, food, organics (yard and tree trimmings, wood, etc.), textiles, and batteries and electronics.



Residential MSW Generation Trends, 2019-2021

In 2021, the City's single family residential sector generated a total of 25,985 tons of Municipal solid waste (MSW), equating to a total of 560 pounds of MSW per capita annually. Approximately 88% of residential MSW is disposed in landfills, with 9.4% recycled through the City's yard waste and brush drop-off programs, 1.4% recycled through the curbside recycling program, and 1.2% recycled through the City's Recycling Center and Household Hazardous Waste (HHW) drop-off.

[5]Erica Meade, U.S. HHS. *COVID-19 and Economic Opportunity: Inequities in the Employment Crisis*. https://aspe.hhs.gov/sites/default/files/migrated_legacy_files//199901/covid-economic-equity-brief.pdf

Residential MSW generation has been relatively steady, only slightly increasing over the past three years. While generation is increasing, curbside recycling has slightly declined. Without a significant difference between the volume recycled curbside (1.4%) and the volume recycled through the City's Recycling Center and Household Hazardous Waste (HHW) drop-off (1.2%), the focus appears to be needed on increasing general recycling participation, rather than boost one program over the other.

Increase Recycling Participation
From 2017 - 2021, the recycling rate increased 2% without a project such as Joplin Regional Recycling Outreach. After many outreach campaigns and community encouragement to recycle, it is expected that by 2030, the City of Joplin will exceed the goal of increasing the recycling participation rate from 10% to 25%.

Improve Waste Diversion
From 2017 - 2021, estimates show that waste diversion remained relatively constant around 2%. In 2021, the City's single family residential sector disposed of 21,489 tons of trash and 367 tons of recyclables through the curbside collection program. By 2030, the City of Joplin has the goal of improving waste diversion significantly to reflect at least 1,000 tons recycled, targeting at least a 5% improvement from outreach efforts.

Activity Funded		2025	2026	2027
Performance Reports	Number of outreach campaigns or projects implemented (e.g. public service announcements delivered, informational materials and education and outreach campaigns executed, toolkits for municipal and commercial recycling programs produced, labeling and signs created, etc.)			
	Total tons of MSW collected, recycled, composted, or managed via other management pathways as a result of the activities funded with the grant, including the percentage change from the baseline and GHG emissions reduced (in MTCO2e)			
	Percentage change in participation rate of the recycling or composting program			
	Reduction of contamination in the recycling stream			
	Number of communities reached through outreach activities, including disadvantaged communities (as defined by this solicitation)			
	Number of temporary or permanent jobs created			

Programmatic Capability and Environmental Results Past Performance
From December 2011 to December 2018, EPA Region 7 authorized a collective $8.5 million from the EPA's Superfund to support cleaning and restoration of lead- and cadmium-contaminated residential yards disturbed by the May 2011 tornado and subsequent recovery efforts. To demonstrate how the City of Joplin not only maintains high standards for project management but also exceeds expectations, the City designed innovative strategies to maximize the value of each dollar awarded - achieving desired goals and accomplishing targeted outcomes $364,542 under budget.

In May 2021, the City of Joplin published a document on its website that discloses how much financial support for tornado recovery efforts was provided from federal, state, and local partners, and even details a fully-transparent, clear report that accounts for where and how those funds were used - along with the accomplishments realized from funding awarded.[6]

The City of Joplin has a proven track record of completing projects on-time, operating within budget, and exceeding compliance standards. With a team of qualified, experienced professionals, the approach to effectively managing projects has always started with assigning roles, responsibilities, and expectations. After that, the grant policy established by the City of Joplin serves as the source of guidelines and procedures to maximize usage of best practices when overseeing grant-related projects. For example, “all grant expenditures must be recorded in a properly segregated account code and project number to ensure financial records are accurately maintained”. If needed, a copy of the City of Joplin’s grant policy can be provided.

The City of Joplin has excellent internal controls in place to proactively preserve the integrity of grant awards. The Community Planning department will be responsible for administering the day-to-day activities of the overall grant program. The Finance Department will be responsible for administering the grant reporting and tracking, and the Senior Accountant will be responsible for tracking and reporting the grant expenditures through the utilization of our financial software. This financial software system, provided by Central Square, is widely-recognized as state-of-the-art and has been deployed by over 8,000 public sector agencies. The software allows us to track grants real-time on an individual project basis and has been audited numerous times by federal and state entities.

The department grant coordinator will complete all portions of grant reports requiring data not related to grant financial information. All grant reimbursement requests and financial reports will be completed by the Finance department; and then, reviewed and approved by the Finance Director. All grant information will be retained by the Finance Department and the receiving department for five years after the completion of grant. Any fixed assets purchased with grant proceeds shall be properly identified in the fixed asset computer system. The disposal of any of these assets will follow the requirements of each specific grant.

The consistent success for grant management and project delivery is a direct result of the talented team of experienced staff with a collective dedication to alleviating community needs and facilitating critical benefits for generations to come.

Contractual

a. The City plans to hire a consultant to oversee this education outreach program. The City seeks 100% grant reimbursement for the cost of the consultant to run the campaign. The City plans to contract out the television, radio, billboard and newspaper advertising. Additionally, the City will contract the website redesign and digital media advertising. Finally, the City will hire a printer to design and print the brochures and door hangers. These costs are reasonable because the contract will be awarded in compliance with State Statute and the City of Joplin purchasing policy. The consultant contract will be competitively bid. The City understands the consultant rate must comply with the restrictions on consultant fees described in 2 CFR 1500.10. Additionally, the City will comply with the Build America, Buy America Act.

Project Sustainability: The plan is for the City to continue to use local funds to educate area residents about recycling, albeit not at the level proposed within this grant application. The City receives a small property tax allocation to operate this program and that will continue into the future.

Leveraging: The City of Joplin has resources through a small property tax allocation to educate area residents about recycling. The City will use our funds to cover the costs of staffing, as well as the matching portion of the advertising costs included in the supply section. However, the City is requesting this grant to kick start this pivotal campaign and help to change behavior in our youth to carry forward well into the future.

Project Sustainability and Replicability

Recycling has four separate stages that have to be successfully managed or post-consumer materials cannot reach the intended end-goal, the purchasing stage from end markets. To adequately plan for long-term sustainability, each stage - collection, processing, manufacturing, and purchasing - has to be consistently assessed, routinely modified to address performance gaps, and periodically modified to accommodate any relevant changes prompted by external influences.

Since recycling starts with collection, it is critical to have great participation to make a positive difference for end-markets. There are many measures the City of Joplin is prepared to implement that will guide a robust volume of community contributions such as messaging campaigns, educational and support programs, constant communications with local leadership, and accessible customer service. Although not an exhaustive list, these examples are four elements that have been successful when introducing new programs as well as preserving long-standing programs.

After the Joplin Regional Recycling Outreach project concludes and delivers the desired outcomes such as vast awareness about recycling and positive influence for participation in recycling activities, advertising costs needed should be significantly less moving forward since this investment covers the initial or start up period of brand building for recycling programs. After the fundamental aspects of recycling become more apparent during the promotional campaigns within this project's scope, annual costs thereafter can exclusively focus on sustainability, which can be supported by the additional revenue generated by this project. As recycling participation and waste diversion increases as result from outreach efforts, the volume of materials managed and processed will be increased and then distributed to the local end-markets, providing an expanded revenue stream with capabilities to self-sustain the programs championed by the Joplin Regional Recycling Outreach project.

As a place with many characteristics and challenges that are reflective in many other municipalities and counties across the country, this project could be looked to as an example for countless projects in the future. Feasibility and cost-effectiveness of the Joplin Regional Recycling Outreach solution advances strong replicability and encourages affordable options to amplify recycling success nationwide.

Effective Partnerships

As soon as the grant is awarded, the City will start the process of hiring a consultant to support achievement of the goals set for this education and outreach effort. The City of Joplin will oversee the entire project and consultant, with assistance of Region M and the Solid Waste Advisory Commission.

Region M is a private sector company that aims to reduce solid waste in landfills through source reduction, recycling and programs designed to educate the public about the importance thereof. The Solid Waste Advisory Commission (SWAC) is made up of committee members who are appointed by the City Council to represent the interests of citizens as well as businesses and advises the City Council and the administration on all matters concerning procedures or practices that involve the collection, storage, and disposal of solid waste generated within the city limits of Joplin.

Illustrated in the attached letters, the Joplin Regional Recycling Outreach project has garnered community-wide support and gained commitment from strong stakeholders ranging from public officials to industry leaders.

An example of a key partnership is Green for Life (GFL) Environmental, who is equipped to undertake practically any environmental challenge as the only major diversified environmental services company in North America offering services in solid waste management, liquid waste management, and soil remediation. Having premier players of each respective industry as an integral part of this project shows the high-quality, extensive resources the City of Joplin will be able to leverage in maximizing benefits from programs administered.

Another partner important for the success of this project is the Homeless Coalition. In addition to educating the youth in school settings, the City of Joplin is focused on using this opportunity to help those in the area who may be homeless and in need of extra support. Some of the main

priorities will be facilitated through this partnership and include distributing eco-friendly materials and resources to homeless and other disadvantaged populations in which the Homeless Coalition can help the City of Joplin connect with and make a positive difference for.

Incorporation of Evidence-Based Outreach and Messaging

According to the U.S. Census Bureau, the City of Joplin serves a population of 51,846, which has increased positively every year since the devastating tornado that caused 161 fatalities and more than 1,000 injuries in 2011. Labeled by National Institute of Standards and Technology (NIST) as the costliest tornado on record, with losses approaching $3 billion, the Joplin tornado damaged 553 business structures and nearly 7,500 residential structures; over 3,000 of those residences were heavily damaged or completely destroyed.[7] Despite the unprecedented losses incurred, the community has had great success in navigating the complex challenges for rebuilding, restoring, and revitalizing. Recognized as a priority by residents, local leadership, and industry stakeholders, Joplin Regional Recycling Outreach project will supplement the progress made in recovering with resiliency and support management annual influx of new residents.

To successfully deliver results from outreach and messaging efforts for an area with 50,000+ residents and 250,000+ daily commuters, incorporating evidence-based approaches is critical and will prove most cost-effective and cost-efficient. Analyzing the report produced by Burns & McDonnell Engineering Company, Inc. and its target audience assessment, the 2011 Joplin Tornado will be incorporated to illustrate the importance of confronting climate change in broad communication efforts to move residents from what the Environmental Protection Agency's Social Marketing[8] references as "audience is educated about issue" to "audience develops personal connection; benefits overcome the barriers" which serves as a bridge in the behavioral change continuum to "audience consciously changes recycling behavior".

The 2011 Joplin tornado was categorized as a superstorm, many consider to be a result of climate change. To mitigate risk of another superstorm, this project will guide large-scale operations to embrace environmental preservation. With a devotion to maximizing resource utility and project impact longevity, The Joplin Regional Recycling Outreach project advances the goals set forth in the FY 2022-2026 EPA Strategic Plan. From reducing emissions contributing to climate change by creating a more efficient, effective recycling system to revitalizing recycling awareness for longtime and new residents, the City of Joplin has prepared all scopes of work to complement the EPA Strategic Plan.

Leveraging

To demonstrate dedication to achieving priorities that promote climate- and environment-friendly initiatives such as improved materials management, the City of Joplin has committed to match requested funds by nearly 30%, designating an allocation of $615,000 to support project-related expenditures. Sufficiently prepared to pursue, manage, and complete the proposed project, Leslie Haase, Lynden Lawson, Lindsey James, and Scott Patterson will be responsible for overseeing this project. With a proven track record, the talented individuals appointed to

[7] NIST. *Joplin, Missouri Tornado 2011.* https://www.nist.gov/disaster-failure-studies/joplin-tornado-ncst-investigation

[8] Environmental Protection Agency. Creating Messages that Drive Behavior Change. https://www.epa.gov/recyclingstrategy/creating-messages-drive-behavior-change

serve as leadership for this project will be able to leverage their combined decades of experience to ensure deliverables are met on time, within budget, and in a compliant manner.

Surrounded by a strong, reliable network of industry partners that continually support projects aimed at improving overall quality of life in Joplin, Missouri, the City has access to sufficient resources that can supplement critical efforts. While contractors have yet to be finalized, the pool of qualified, readily available candidates is substantial. In the unlikely event of an insufficient workforce, a number of local training and educational organizations exist and coordinate closely with public and private leadership to ensure workforce needs are met. Some of these include the Missouri Southern State University, Crowder College, MOKAN Partnership, Liberty Utilities, Construction & General Laborers Union, Electrical Labor Union, Chamber of Commerce, Joplin School District and Franklin Technical School. Whether it be looking to these institutions for help around workforce development such as referring an individual to help with project activities or looking to these institutions to support facilitation of project programs such as hosting a training session, these organizations have always been reliable and eager to assist.