JOPLIN CITY COUNCIL
SPECIAL MEETING/WORK SESSION
MONDAY, FEBRUARY 12, 2024
5TH FLOOR COUNCIL CHAMBERS
602 S. MAIN ST.
5:00 P.M.

Notice is hereby given that the City Council of the City of Joplin, Missouri, will hold a special meeting and work session beginning at 5:00 p.m. on Monday, February 12, 2024, in the 5th Floor Council Chambers, 602 S. Main Street to discuss the topics below. This meeting can be view via livestream at http://www.joplinmo.org/182/Video-Multimedia

AGENDA

1. Call to Order
2. Reading of The Special Call
3. Roll Call
4. Vote to go into closed session, which shall pertain to leasing, purchasing or sale of real estate by a public governmental body where public knowledge of the transaction might adversely affect the legal consideration therefore as set forth in Section 610.021 (2) RSMo, as amended, 2020. This meeting, record, and vote to be closed to the extent provided by law. The City Council shall adjourn at the end of the session. The work session will follow the adjournment of the special meeting.

WORK SESSION AGENDA (Start time 5:45 p.m.)

1. Benchmark & Level of Service Analysis
2. Grant Update by Guidehouse
3. Review Justice Center Concepts
4. Adjourn

Notice posted at 12:00 pm on this 8th day of February 2024. (RSMo 610.020)

The City of Joplin is committed to comply with the Americans Disability Act. The Joplin City Council Chambers is wheelchair accessible. Request for reasonable special accommodations must be made 48 hours prior to the meeting. Please email the City Clerk's office at hnagy@joplinmo.org or call (417) 624-0820 ext. 1220 for assistance.

FINAL REPORT: Benchmarking, Service Level and Staffing Analysis

JOPLIN, MISSOURI

February 5, 2024

matrix consulting group

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1. Executive Summary

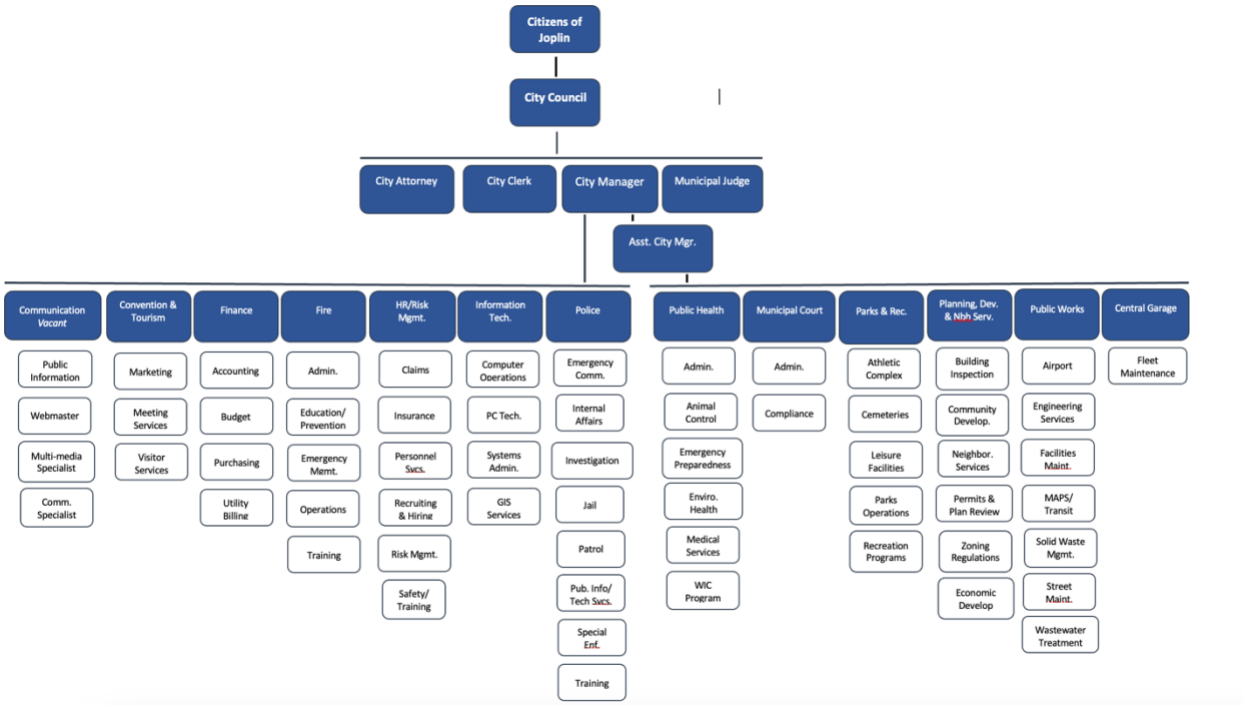
This final report provides a summary, by department, of the staffing recommendations and service level modifications developed based on an analysis that relied upon comparative data, staff interviews and analysis of workload data (where available), industry best practices and benchmarks, and service level review. The employee and community surveys and the data developed from those were also crucial components factored into the assessment and findings.

In conducting the assessment, representative staff from each department were interviewed, an employee survey was conducted, and comparative staffing allocations and organizational structures were compared to comparable Missouri municipalities. The following report presents the key results and findings of the study.

1. Introduction

The City of Joplin is a full-service community of approximately 52,000 residents. The current service delivery portfolio and extremely robust. The following chart highlights the current organizational structure and key service areas provided by the City.

City of Joplin, MO – Organizational Structure and Service Areas



This is provided as background information regarding the various services provided which were discussed with staff during interviews and many of which were included in the community survey conducted.

2. Key Themes and Findings in the Assessment.

Several key themes arose from the assessment that are worth noting to put the following recommendations into context. Overall, the City of Joplin is providing high levels of customer service to the public but is not meeting some performance expectations for a variety of reasons including:

- For the last several years, the high vacancy rate in many departments has greatly impacted service delivery. It is hard to effectively evaluate performance of departments, when significant numbers of authorized positions are vacant.

- Most departments have not adopted many, if any, formal service delivery targets against which to measure performance.

- While overall performance of the city is generally appropriate, it is impacted by existing staffing levels and in some cases limited technology support.

- Similarly, recommendations for additional staffing are not going to have an impact if the City is unable to fill existing positions. While outside of the scope of this assessment, staff across the organization expressed concerns with filling of positions due to existing compensation policies and practices. While this was not in scope to evaluate, if accurate, this should be a high priority for study as the high vacancy rate is the larger issue for some front-line departments (such as Public Works) more than the need for additional staff.

- Staffing levels in administrative support functions, such as Human Resources, Information Technology, Finance and similar functions were generally areas that needed enhancement more than front-line service departments.

- Existing data within the organization and software systems is not fully utilized to provide insight into operational performance or analyzed for opportunities to enhance processes or service delivery. In many cases, appropriate data is not tracked making analysis more difficult. For this reason, we have recommended a more formal performance management and additional support in the City Manager's Office to coordinate and support this effort. Additionally, recommended modifications to existing SeeClickFix timeframes and some suggested

performance metrics are provided in Chapter 16.

Many of the limitations noted above have been recognized by staff prior to or during the conduct of this evaluation and efforts are underway to mitigate or eliminate these potential impediments for greater efficiency and effectiveness in the organization.

2. Key Themes from Community Survey

The community survey was conducted during January 2023 and received a total of 387 responses. The detailed analysis of the survey results are provided in Appendix A and provide important insights into services that the community desires more or less of. The following points summarize key findings in the results:

- **City Service Ratings:** On average, respondents were generally more likely to indicate they were either satisfied or somewhat satisfied with services provided by the City. The same can be said for importance, priority, and resources allocated to services.
- **City Upkeep and Code Enforcement:** According to survey data, improvements to code enforcement and general City appearance is one of the most desired changes respondents would like to see.
- **New Services:** While a variety of suggestions were provided by respondents, some commonly requested new/improved services included means of addressing Joplin's houseless population, an expanded public transportation system, upgrading internet infrastructure, and a more comprehensive recycling program.
- **Community Needs Quadrants:** Using the weighted average of responses, the project developed community needs quadrants. These charts plotted City services based on comparative criteria including satisfaction, importance, priority, and resources.
- **Overall City Performance:** The survey also asked respondents a series of questions about the City's performance overall. Each question received a similar number of "excellent", "good", "fair", and "poor" responses. "Excellent" was selected around 10% of the time, while "good", "fair", and "poor" were selected roughly 30% of the time.

Generally, respondents were seeking expanded services, or continuation of existing services, in most service areas and the number of areas where reduced services were identified were more limited. The most noted reduction in services requested were: 14 responses noted that the City's golf course could receive less resources or be closed

down entirely; six responses indicated that the City's leaf program could be targeted for discontinuation; and four respondents requested that the City's airport receive less funding or be closed.

3. Key Themes from Employee Survey

The following are key themes that emerged from the employee survey. A total of 124 City staff provided responses to the survey which was conducted during January and February 2023.

- **Services:** Staff were overwhelmingly positive towards statements related to the quality and necessity of their work. This is further reflected in the open-response section related to levels of service.
- **Multiple Choice Responses:** The multiple-choice section received mostly positive input, with most statements receiving upwards of 65% agreement and disagreement levels lower than 20%.
- **Staffing:** A significant number of respondents highlighted a need for additional personnel in their department. Respondents not only called for the filling of currently vacant positions, but for budgeting new positions as well. A limiting factor identified in the open-response section was pay. General sentiment points towards a perception of the City paying less for jobs of similar classifications when compared to other organizations.
- **Workload:** 30.7% of respondents described their workload as too much to keep up with. In total**,** 81.6% of all respondents defined their workload as 'busy'.

The detailed analysis from the employee survey is provided in Appendix B.

3. Listing of Recommendations.

The following table summarizes the key recommendations contained in the report – grouped by department.

City Manager's Office and Communications
Adopt annual workplans for each department outlining key priorities for coming year.
Adopt a performance management program with annual reporting.
Add Management Analyst position to support additional duties identified.

Enhance communications support to operating departments for newsletters, TV programming, press releases, website support and development, etc.
Add four positions to Communications: Director of Communications, Communications Specialist (2), and webmaster.
City Attorney
No immediate staffing modifications.
Additional support may be needed in the future to support Human Resources and employee relations activities.
City Clerk's Office
No staffing modifications necessary.
Adopt target processing time for public records requests.
Convention and Visitor's Bureau
Consider dedicated social media and digital marketing position if not fully addressed by changes in Communications Office.
Finance Department
Enhance long-range capital improvement plan and implement a five-year fiscal planning effort.
Establish a centralized purchasing function within Finance Department.
Add a Purchasing Coordinator position. A full-time Accounting Specialist position dedicated to procurement may be required in future years as the program is fully implemented and developed.
Add an additional Accountant I position.
Fire
No additional staffing recommendations – continue with implementation of Fire study recommendations. Prioritize Fire Marshal support.
Health Department
Seek accreditation of department.
Increase coordination with Police for after-hours animal control response.
No change in animal control staffing.
No change to emergency management staffing.
Add additional seasonal positions for Environmental Health as necessary to maintain service levels.

No changes to Medical Services staffing.
Establish 2 week wait time target for appointments. Staffing should not require adjustment if all positions filled.
Human Resources
Implement a comprehensive training program for the organization to meet departmental needs and ensure supervisory training and required regulatory training is covered.
Add a Training Coordinator position.
Enhance and centralize safety training.
Add a Risk Manager position.
Adopt service targets covering recruitment and selection, turnover, and training program satisfaction.
Information Technology
Annual technology plan needs to be developed and adopted.
Implement help-desk software and establish service targets by request type.
Add two positions to address workload and City needs: 1 Deputy IT Director, and 1 IT Analyst.
Municipal Court
Establish performance metrics include compliance rate monitoring, case clearance rates, and caseload aging reporting.
Add 1 Court Assistant position.
Parks and Recreation
Set target service levels for resetting headstones.
Establish staffing target of 11-12 acres per full-time cemetery maintenance worker.
Add two Laborer I position to Cemetery workforce.
Golf course should evaluate addition of driving range.
No changes in service levels for golf course.
No changes in staffing levels for golf course.
Southeast section of City is relatively underserved for parks and recreation sports facility perspective
Adopt staffing target of 1 field worker per 11-12 acres.
Add one seasonal FTE (2 part-time positions) to support facility maintenance.

No change in service levels or staffing for recreation programs.
The Recreation Division, Aquatics Division, and Museum should conduct a formal fee recovery assessment to establish new rates in alignment with an adopted cost recovery target.
Aquatics should adopt standard of 1 lifeguard per 2,000 s.f. of pools.
No change in staffing for Aquatics program.
No change in staffing for Museum.
Parks Maintenance should implement an Asset Management / CMMS system to manage maintenance activities.
Parks Maintenance should add four laborer positions to meet existing acreage and industry service level standards.
Planning, Building and Neighborhood Services
A more comprehensive and proactive code enforcement program should be implemented.
Response time standards should be adopted for initial compliant investigation.
Formal review time targets should be adopted for planning and building permits.
Building inspections should be conducted on a next day following request service target.
A cost recovery target of 100% should be established for current planning, building permit plan review, and building permit inspection functions.
Two additional Neighborhood Improvement Officer positions were identified during the study as needed to implement a proactive and enhanced enforcement program. These have been funded through recent budget efforts.
One additional Building Inspector should be authorized to ensure inspections are conducted in comprehensive manner and in accordance with recommended next day standard.
A Senior Planner should be considered in the future when recruitment enables attraction of experienced planner to build out community long-range planning.
Police
No changes in staffing beyond recommendations contained in prior assessment.
Public Works
Implement an asset management program.
Develop a complete asset inventory to guide planning efforts and development of appropriate maintenance plan.
Asset management software selected should be able to integrate with SeeClickFix.
Add a GIS/Asset Analyst to oversee implementation of Asset Management program.

If Department pursues accreditation, a limited term position will be needed to manage the process.
Engineering standards should be updated every 2 years.
Add a licensed engineer focused on project management of capital projects. Current capital investment levels exceed capacity and industry standards.
No changes to staffing levels in street maintenance area.
Formalize service levels in street cleaning, street maintenance, stormwater maintenance, and sanitary sewer functions as currently applied informally.
No staffing changes are needed in the following areas: street cleaning, street maintenance, stormwater maintenance, and sanitary sewer functions. 2 Additional FTWs are needed for Facilities Maintenance along with adoption of formal service levels as outlined in report.
Continue to recruit and train drivers to enable reinstatement and continuous provision of Trolley service.
Maintain existing service levels in wastewater treatment.
Consider establishment of Airport as independent unit reporting to City Manager's Office.

Additional detail and support for each recommendation is contained in the following chapters.

2. City Manager's Office and Public Information

The City Manager's Office provides overall management and strategic planning for the City of Joplin. Under the direction of the Joplin City Council, the City Manager provides strategic oversight of all city operations. The Office of the City Manager coordinates daily operations, prepares the annual budget, develops and implements policies, oversees the City's Communications, and oversees the City's Economic Development functions.

The Public Information Division is a component unit within the City Manager's Office responsible for providing a variety of communications support to the overall City including social media, news releases, TV Show production, newsletter, website content and special events messaging and support. The following table highlights the key issues identified from an analysis of operations against best practices, comparative agencies, and current operations.

Operational Analysis
Staffing within the City Manager's Office provides little capacity, beyond that conducted by the Assistant City Manager, to conduct these duties. The one staffing need identified by the project team, based upon a review of services provided and in comparison, to organizational structures utilized in other Cities, is the need for an internal analytical component to provide greater internal capacity for conducting operational analysis, data analysis, and increasing the focus on performance management across all departments. For this reason, a Management Analyst position has been recommended for this Department.
The effectiveness of the City's service delivery can be enhanced by ensuring that the key efforts of each department are well delineated and that these are used as the basis for on-going policy and management decisions. Annually, departments should develop their annual workplan and notate the key efforts that will further or support the achievement of the strategic goals – or position the City operations to move closer to the achievement of the goals so that there is alignment between these annual workplans and the budget process. In particular, the City Manager should adopt annual departmental workplans that are in alignment with the budget and the highest priorities identified for the coming year and that identify appropriate performance metrics to be utilized to track and manage operations. The budget document should highlight and include the specific goals for the coming year necessary to achieve the adopted annual workplan.

The City of Joplin should implement a more data-informed decision-making framework to more effectively document existing performance and provide data for future decision-making regarding service levels and, in some cases, staffing levels needed to maintain or change service levels. By collecting, analyzing and utilizing data regarding service provision, the City can improve decision-making and education of the public regarding City overall performance and ensure transparency for the organization regarding service levels. In many departments currently, there is good data available regarding workloads and performance but there is little organizational capacity to effectively evaluate this information, develop reports, and evaluate improvement opportunities.

Ideally, the City will identify a small number of critical performance metrics for each department with the City's performance in meeting these measures widely reported – both to the City Council and the public – and published in a dashboard approach on the City's website. The City should attempt to identify performance metrics that report on outcomes achieved from the services provided and which are linked to the overall adopted strategic goals of the City.

During the study, the project team identified several needs related to additional support needed from the Public Information Office to address operational needs in operating departments for public information, communications, and graphics support. Additionally, it was identified that additional support was necessary to address deficiencies in maintaining the website. These issues have been fully addressed with the changes in the recent budget and the addition of four positions to the Communications Office. If these changes are fully implemented, additional public information and communications support identified and recommended in other departments would not be needed as they are addressed fully with these changes.

Service Level Analysis	
Current Service Level:	**Service Level Recommendations:**
There are no applicable service levels for this department.	n/a
Current Service Level:	**Service Level Recommendations:**
No formal service levels currently exist.	Establish service level response times for support requests from departments (i.e. - 5 business days). Establish formal service level requests for website modification requests (<7 days for routine request, <21 days for complex requests).

Staffing

The City Manager's Office has an FTE of three staff, and the Public Information Office has historically had 1 staff position, with an adjustment in the recently adopted budget increasing to 5 positions.

Current Staffing Level:

City Manager's Office

1	City Manager
1	Assistant City Manager
1	Executive Assistant/Secretary
3	**Total**

Staffing Recommendations:

Add a Management Analyst position to City Manager's Office.

Public Information / Communications:

1	Public Information Officer
1	Director of Communications
1	Webmaster
1	Communications Specialist
1	Interactive Comm.Specialist
1	**Total**

Staffing Recommendations:

1 Director of Communications,
1 Communications Specialist,
1 Interaction Communications Specialist,
1 Webmaster.

City Manager's Office: Add a Management Analyst position to City Manager's Office to support internal data analysis, special projects, and data reporting.

Public Information: Rebrand office to Communication Office. To address service level deficiencies in the internal and external communications and the need for a dedicated resource to manage the website, the staffing should be increased by 4 positions (as addressed in the recent budget) including: 1 Director of Communications, 1 Webmaster, 1 Communications Specialist, and 1 Interaction Communications Specialist.

This enhanced level of staffing implemented in the latest budget addresses the issues identified during the study and should provide sufficient staffing to fully support all operating departments.

3. City Attorney's Office

The City Attorney is appointed by the City Council and oversees a full-time legal staff that assists the City Council, city staff, and the city's various board and commissions. This work includes drafting and interpreting ordinances, providing verbal and written legal opinions, reviewing city contracts, prosecuting code and traffic violations in municipal court, attending all governing boy meetings and some board and commission meetings, and representing the city in litigation.

The following table highlights the key issues identified from an analysis of operations against best practices, comparative agencies, and current operations.

Operational Analysis
No operational concerns were noted from operating departments regarding the support provided by the City Attorney's Office.
Greater support to Human Resources operations may be beneficial in future years through a part-time or full-time attorney position to support internal investigations, employee discipline, and handle routine workers compensation and risk management issues.

Service Level Analysis	
Current Service Level:	**Service Level Recommendations:**
No current service levels adopted.	Establish basic service level standards for contract reviews and response to legal requests from departments; such as 3 days on contract reviews and 5 days on legal opinion requests.

Staffing	
The City has six full-time positions allocated to legal services in the City Attorney's Office.	
Current Staffing Level:	**Staffing Recommendations:**
1 City Attorney 1 Assistant City Attorney 3 Legal Specialist 1 City Prosecutor **6 Total**	Maintain current staffing levels.

No changes recommended for legal staffing. In the future, additional staffing may be required to provide enhanced support to Human Resources.

4. City Clerk's Office

Under the direction of the Joplin City Council, the City Clerk and their office oversee agenda development and minute taking for City Council and the Clerk's staff accepts and logs all agendas and minutes for all other City commissions and councils. Additionally, the Office is responsible for the management of all City records, creation of legislative documents, and responding to all open-records requests.

The City Clerk's Office includes oversight of agenda creation, minute taking, record retention, and open-records requests. The following table highlights the key issues identified from an analysis of operations against best practices, comparative agencies, and current operations.

Operational Analysis
Based on discussions with staff and operational analysis conducted, there are no concerns regarding existing operations. The Office is able to conduct core services with existing staffing levels and at appropriate service levels with one exception. Some freedom of information requests, while handled in accordance with applicable state requirements for provision of requested information or the provision of data when data will be submitted, are unable to be provided in a timely fashion because operating departments cannot provide responses in a timely manner. Greater integration of sunshine requests into the City's adopted customer service tracking program will provide greater visibility on performance and enable tracking performance of operating department's compliance with provision of requested data.

Service Level Analysis	
Current Service Level:	**Service Level Recommendations:**
Agendas are posted in accordance with state requirements.	
Minutes for Council Meetings are completed prior to next Council meeting.	
No formal standard for response to freedom of information requests.	Required to comply with State regulatory requirement to respond to requestor within 3 days to request submittal.

Staffing
The staffing of the City Clerk's Office consists of two positions. This level is somewhat light in comparison to other organizations but is able to complete assigned work in a timely manner.

Current Staffing Level:		**Staffing Recommendations:**
1	City Clerk	Maintain current staffing levels.
1	Assistant City Clerk	
2	**Total**	

No additional staffing necessary to maintain current service levels.

5. Convention and Visitor's Bureau

The Joplin Convention and Visitors bureau seeks to market Joplin as a destination for tourists and events, promote and help fund events that attract visitors, and support the Sports Authority. The Bureau also now staffs a visitors' center within city hall, providing direct customer service to walk in customers.

The Bureau also supports the Sports Authority which is a separate 501(c)3 entity.

The Bureau is funded through a 4% hotel tax (generating between $1.2 and $1.4 million per year) of which 30 percent is provided to the Sports Authority. Programs include an annual grant program to assist with specific events and event promotion. The following table highlights the key issues identified from an analysis of operations against best practices, comparative agencies, and current operations.

Operational Analysis
Visitor's center in town hall has led to additional demands on staff due to walk-in customers seeking general information.
Social media program could be more extensively developed.

Service Level Analysis	
Current Service Level:	**Service Level Recommendations:**
Service levels and approach to service delivery have remained relatively consistent over time. The city does not maintain data on vacancy rates or other metrics.	Expand social media and digital marketing.

Staffing	
The Bureau has had an FTE of four staff members for the past two decades, while demands are increasing due to the physical visitors' center and the need to do more proactive social media marketing. Current marketing is designed largely to work with professional event planners and may be missing opportunities to reach decision-makers more directly.	
Current Staffing Level:	**Staffing Recommendations:**
1 Director 1 Assistant Director 1 Marketing / Event Coordinator 1 Administrative Support **4 Total**	Add dedicated social media and digital marketing expert if this service is not provided by the expanded services of the Public Information Office that have been implemented.

6. Finance Department

The Finance Department coordinates the financial functions of the city and provides administrative support to city management, department heads, and other city personnel. The department also monitors internal controls to ensure the reliability of reports and all financial activity and manages all active and idle funds for the city to maximize investment while minimizing risk.

Key services provided include accounting, budget management, capital projects financial management, accounts receivable and payables, financial reporting, fixed-asset management, investment management, payroll, business licensing and wastewater billing.

The following table highlights the key issues identified from an analysis of operations against best practices, comparative agencies, and current operations.

Operational Analysis
The City of Joplin should enhance and utilize a long-range capital improvement plan, a five-year fiscal plan (that forecasts revenues and expenditures), and other organizational development activities to continually evaluate the organization's changing needs and service demands resulting from population growth and the changing complexity of the organization. The management of revenue and financial forecasting is a critical gap identified in the assessment that should be addressed to ensure that future financial operations of the City are effectively handled based upon detailed financial forecasting. Similarly, there is a significant need for an individual to focus on capital project financing and management to ensure that all planned investments are appropriately planned, financed and expenditures accounted for in a timely manner.
Purchasing should be established as a division of the Finance Department with a dedicated Purchasing Coordinator position. Duties currently decentralized throughout the organization should be centralized within the Finance Department to increase consistency in procurement activities, increase internal controls and provide additional support to operating departments. This approach is not only in alignment with industry best practices, but also organizational structures seen in comparative entities.
Additional support is needed to effectively handle the routine and ongoing financial transactions of the City Finance Department. The Finance Director and Assistant Finance Director are too heavily involved in performing routine financial duties which impacts their ability to focus on long-term financial planning, policy development and strategic efforts.

Service Level Analysis

Current Service Level:
No formal service levels adopted.

Service Level Recommendations:
Purchase orders issued within 5 days of purchase requisition submitted on 95% of procurements below bidding threshold.

95% of Accounts Payable transactions conducted NET 30 days.

Staffing

The Finance Department is staffed with 10 FTEs as outlined below. Financial transaction processing in a timely manner is requiring routine support from the Finance Director and Assistant Finance Director to meet reasonable timeframes and this is preventing them from focusing on policy development, internal control enhancements, and strategic financial planning.

Current Staffing Level:

1	Finance Director
1	Assistant Finance Director
1	Financial Analyst
2	Accountant II
5	Accounting Specialist
10	**Total**

Staffing Recommendations:
1 Accountant I position,
1 Procurement Coordinator, and
1 Accounting Specialist (future years) to support procurement function.

As noted in the operational section, the City should implement a Procurement Coordinator position to enable greater centralization of Purchasing. This will ensure greater consistency in procurements, eliminate workload from operating departments, and potentially enable costs savings from use of master contracts and purchasing consortiums. While departments will require to still be involved in the development of scopes of work for RFPs/RFQs and similar instruments, the overall handling of the procurement would be conducted by the purchasing coordinator. Currently, approximately ½ time of an accounting specialist is assigned to support procurement and this may need to be increased to a full-time allocation in future years as the procurement program is fully developed and implemented.

Additionally, additional accountant-level support is needed to remove routine transaction support from the Finance Director and Assistant Finance Director. Work associated with the routine financial transaction support they are providing, is preventing them from focusing on more strategic and long-range financial planning efforts.

7. Fire Department

The Joplin Fire Department is a career fire department providing fire and ems services through six stations geographically distributed throughout the community. The department utilizes a three-platoon system on a 24–48-hour schedule. The department had a comprehensive assessment conducted in 2021. The City is proceeding to implement recommendations from that report and the Fire Department operations, while reviewed, were not evaluated at the same level as other operational departments.

Operational Analysis

As noted above, the Fire Department was not comprehensively evaluated since a recent study was conducted and the City is in the process of implementation.

Service Level Analysis

Current Service Level:

The service standards outlined in the prior report included:

Alarm Answering Time – 15 seconds for 95% of calls, 40 seconds for 99%

Alarm Processing Time – 64 seconds for 90% of calls, 106 seconds for 95% of calls

Turnout Time – 60s for 90% of calls, 80 seconds at 90% for structure fires and special operations.

Travel time – 240 seconds at 90% percentile.

Service Level Recommendations:

No changes are recommended to service level standards utilized.

Service level standards are industry standards. No changes are recommended.

Staffing

Current staffing has been increasing in recent years due to the implementation of recommendations from the comprehensive fire assessment conducted in 2021. Some difficulties have been encountered in the recruitment/retention of new positions to achieve desired staffing levels, but progress is ongoing.

Current Staffing Level:		Staffing Recommendations:
1	Fire Chief	No staffing recommendations beyond those recommended within the prior study are recommended. Priority should be given to implementation of Fire Marshal support positions.
1	Deputy Fire Chief	
3	Battalion Chief	
15	Fire Captain	
24	Fire Driver / Engineer	
24	Firefighter/EMT	
1	Fire Apparatus Fleet Manager	
1	Fire Marshal	
2	Fire Training Chief	
72	**Total (General Fund)**	
1	Fire Training Chief	
9	Fire Captain	
3	Fire Driver/Engineer	
15	Fire Captain	
6	Fire Driver / Engineer	
21	Firefighter/EMT	
1	Administrative Assistant	
38	**Total (Sales Tax)**	

No staffing recommendations beyond those recommended within the prior study are recommended. Priority should be given to implementation of Fire Marshal support positions.

8. Health Department

The Health Department is encompassing seven service areas all designed to provide for the protection of community health. Specific programs (in addition to administration) are:

- Administration
- Employee Wellness – (city wide. Under administration)
- Animal Control
- Emergency Preparedness
- Environmental Health and Epidemiology
- Medical WIC

The following sections highlight the key issues and staffing adjustments identified from an analysis of operations against best practices, comparative agencies, and current operations.

1. Administration

The Administration division oversees all activities of the Health Department with a special focus on employee health.

Operational Analysis
This division oversees all activities in the department, with the community health planner / educator focusing specifically on city employee health initiatives and on reporting and tracking activities across the department. Responsible for Community Health Needs Assessment, Community Health Improvement Plan, Vital Records, Purchasing, Contract Management, Animal Control Dispatch, other calls related to the department, Record Keeping, Invoicing, Facility Upkeep.

Service Level Analysis	
Current Service Level: No measurable services / service levels in administrative functions. Department has not been accredited; accreditation process would require additional staff member to undertake work and potentially additional staff to meet the standards required for accreditation.	**Service Level Recommendations:** Begin planning process to seek accreditation.

Staffing	
Provide management, oversight, and administrative support to 33 staff and operations that involve significant public interaction, including walk ins for clinics and WIC programs. Assistant Director has operational and management responsibility for Animal Control and Environmental Health as well as numerous other responsibilities.	
Current Staffing Level: 1 Community Health Director 1 Community Health Planner (now doing more on accreditation) 1 Employee Wellness Coordinator (grant funded) 2 Administrative Assistants 1 Custodian **6 Total**	**Staffing Recommendations:** Add 1 supervisor to directly oversee Animal Control and Environmental Health. Redirect Assistant Director's job (listed under Environmental Health) back to Administration functions. Add 1 position to plan and begin to implement accreditation process. Once grant funding for Employee Wellness lapses, budget for city funding of this position.

2. Animal Control

Animal control staff are responsible for enforcing animal control codes. They respond to calls related to dangerous dogs, dog bites, or dogs running free. For violations, they write citations and may represent the city in court. The division has a trapping program for feral cats and other animals, and work with the Humane Society, which provides animal shelter services under a contract. The department has overall responsibility for animal welfare, fielding complaints, providing education, and promoting spaying and neutering of animals. The department reports directly to the Administrative Division.

Operational Analysis
While pet licensing is managed out of the finance department, the division should be working to estimate the number of unlicensed pets in the city and increase compliance with licensing laws. Ideally, license fees should assist with covering the costs associated with animal control efforts.

Service Level Analysis	
Current Service Level: Respond 24/7 to calls. Of the three staff, one is on call overnight and on most nights, there are at least two calls. Annual workload for 2013 include 5,267 calls, 2,659 actions, and approximately 3,200 animals taken to shelter. Department is staffed 7 days per week and on call 24/7.	**Service Level Recommendations:** Consider working with police to have police take on after-hours responsibilities including transportation of pets. Explore alternatives to contracted shelter in case current contract is not renewed or their capacity is exceeded, including sending fewer animals to shelter to reduce load on the shelter. Consider mandatory microchipping and greater enforcement of licensing requirements, in conjunction with the Finance Department.
Standard practice with small animal control operations is to have police provide after-hours support. This would add capacity for the department.	

Staffing	
Three staff members provide 24/7 coverage and basic animal control services. This staffing level is adequate, especially if the nighttime demands could be met by the police department.	
Current Staffing Level: 3 Animal control officers (one serves in lead position) **3 Total**	**Staffing Recommendations:** Maintain current staffing levels.

3. Emergency Preparedness

There is one emergency manager who is shared with Jasper County and works under Joplin's supervision.

Operational Analysis
This position represents the Health Department in the city's emergency management and planning activities, coordinating with the city's police and fire departments and with emergency management partners in the county and state.

Service Level Analysis	
Current Service Level:	**Service Level Recommendations:**
Specific tasks are variable depending on current issues, but the position has an ongoing role in emergency planning	No changes needed.

Staffing	
Current Staffing Level:	**Staffing Recommendations:**
1 Emergency Manager	Maintain current staffing levels.
1 Total	

4. Environmental Health

Environmental Health conducts compliance inspections for food, recreational water, childcare providers, lodging establishments, and tattoo establishments. Provides emergency response for distressed foods. Receives, and responds to complaints pertaining to regulated entities. Conducts architectural plan reviews of regulated entities. Performs food borne illness investigations. Provide educational activities for a variety of topics including food safety, recreational water safety and others. Performs vector control, primarily mosquito fogging and larvicide. Enforcement of vector code and other city ordinances, works closely with other city departments, state, and federal departments in enforcement efforts.

Service Level Analysis	
Current Service Level:	**Service Level Recommendations:**
Approximately 1,400 environmental health inspections per year at 563 permitted establishments, 2 plan reviews per month, follow up on approximately 80 complaints per year.	Current service levels meet recommended standards.

Staffing

3 staff members work 40 hours per week conducting inspections, 24/7 on call coverage for emergency callouts. Assistant director directly supervises and assists as needed conducting inspection activities.

Current Staffing Level:		**Staffing Recommendations:**
1	Assistant Director	Per recommendations under Administration, hire dedicated Environmental Health and Animal Control manager; redirect Assistant Director to Administration.
3	Environmental Public Health Specialists	
4	**Total**	Seek process for hiring temporary staff when vacancies exist.

5. Medical Services

Medical services include providing vaccinations, providing childhood immunizations, maternal and child health programs, HIV and STD testing, and assistance with enrollment in temporary Medicaid cards and MO Healthnet. The division also provides low-income pharmacy support. Provides CPR classes, conducts communicable disease investigations and case management, TB testing, organizes and conducts offsite clinics, collaborates with other entities, manages contract for services, performs medical billing and medical record maintenance.

Operational Analysis

Medical services are per community demand. Actual demand levels are becoming more stable after fluctuations due to the COVID crisis. Where capacity allows, staff provide CPR classes and other services. The division performs a wide range of services including communicable disease investigation and management, pharmacy support, insured and uninsured vaccines, and manages a variety of contracts for services with state agencies.

Service Level Analysis

Current Service Level:

Service levels are per community demand and have been subject to considerable fluctuations.

Averages 2,500 vaccinations per year and approximately 525 communicable disease investigations.

No current changes recommended

Staffing

The department has one medical services coordinator, three community health nurses, and two clerical staff.

Current Staffing Level:		**Staffing Recommendations:**
1	Medical Services Coordinator	Maintain current staffing levels.
3	Community Health Nurses	
2	Administrative Assistants	
6	**Total**	

6. WIC Program

The WIC program is the largest program in the Joplin Health Department and is 100 % grant funded. It includes a clinic that services pregnant women and women, infants and children on an as needed basis. WIC provides supplemental food, nutrition education, breastfeeding support, referrals to other community services. WIC services are provided to income-eligible pregnant, breastfeeding, and post-partum women, infants and children up to age five. This is the largest program within the Joplin health department. The goal of the program is to improve health by educating families and providing nutritious foods to eligible participants.

Operational Analysis

Services are provided on a demand basis, but appointments are difficult to schedule due to staffing shortages and demand for services that exceeds the allotted staffing under WIC. The priority in this division should be to become fully staffed and eliminate vacancies, but they may also want to work with the State to see if State nutritionists could provide some of the services currently provided in Joplin, reducing demand and potentially reducing the wait time for appointments

Service Level Analysis

Current Service Level:	**Service Level Recommendations:**
30,000 visits per year; scheduling 3 months out.	Optimal wait times for appointments should be no more than 2 weeks. This is not achievable unless demand is reduced, or capacity increased beyond what is permitted under the Federal WIC guidelines.

Vacancy issue partially driving delays in ability to schedule appointments.

Staffing

While the department has 14 staff when fully staffed, Joplin has had difficulty recruiting and retaining these staff because of the high demand for health care providers by employers who offer a higher salary level. Due to vacancies, the availability for appointments is limited with scheduling as much as 3 months out.

Current Staffing Level:		**Staffing Recommendations:**
1	WIC Coordinator	Current staffing allocations are not adequate to meet service level. Examine opportunities to make salaries more competitive.
3	Nutritionists	
3	Peer Counselors	
3	Certifiers	
2	Clerks	
1	Interpreter	
13	**Total**	

9. Human Resources Department

The Department of Human Resources provides many services to all other departments to support their operations. These services include employee relations, recruitment and selection, compensation administration, benefits administration, wellness, risk management, training and development and health & safety.

The following table highlights the key issues identified from an analysis of operations against best practices, comparative agencies, and current operations.

Operational Analysis
The provision of training is currently a shared responsibility between the City's Human Resources Department and the operating departments. While Human Resources provides centralized training opportunities (on-boarding and overall City policies), departmental managers are responsible for job specific training for their employees. An expanded policy and practice should be adopted that outlines the type, amount and frequency of training that will be provided to employees and clearly state whether the responsibility lies with the Human Resources Department or with the specific operating department. This policy should outline and differentiate the required training for general employees and for supervisory employees. At a minimum, the policy should provide the following for supervisory personnel: an annual allotment of eight hours covering basic supervisory practices, supplemented by refresher training on sexual harassment, diversity, and equal employment practices. Job specific training should continue to be provided by the operating department (and included as part of each individual employee performance appraisal) but tracked and monitored in a centralized training database / software maintained by Human Resources.
To address workload associated with the recruitment and selection processes and to enhance the training efforts within the City of Joplin, an additional position should be added to the Human Resources organization. Given the variety of duties that need to be performed, ranging from recruitment / selection activities, training, and data analysis, the new position should be established as a Human Resources Specialist position. This additional position will also provide capacity for the department to handle increased workload associated with workforce growth in the coming years and ensure that sufficient resources are available to complete all recruitments and selection processes as expeditiously as possible. It is critical that sufficient resources are available to ensure the recruitment and selection processes can be completed as quickly as possible.

To implement a strong safety program for the entire Joplin City organization, the City should implement a second position focused specifically on Safety and Safety Training. An organization the size of Joplin should ideally have one position focused entirely on training programs and one dedicated to safety programs. These positions should be responsible for developing and implementing the applicable programs for all departments within their areas of responsibility (training or safety respectively). The primary focus of these two efforts is to mitigate the City's risk and ensure all employees have the necessary training to fully perform their job duties in an effective and timely manner. While the return on investment for these positions is hard to quantify – as it is represented by metrics such as improved performance and avoidance of loss-time by injured employees, the long-term value and importance of these positions is well-documented in the local government industry.

Service Level Analysis

Current Service Level:	**Service Level Recommendations:**
Formal service levels have not been adopted for core services.	Adopt target recruitment processing times such as: <45 days for entry level positions; <60 days for professional positions; <90 days for executive positions. Adopt targeted turnover rate of <10% annually. 90% of participants rating training programs as beneficial.

While workload and limited staffing have prevented establishment of firm service level commitments, basic service levels should be communicated to operating departments regarding expected processing times for major functions to manage expectations and establish reasonable service times.

Staffing

Human Resources is currently staffed with 5 positions as outlined in the following section. Existing staffing is not sufficient to provide all core HR services required by the organization or to meet internal service demands from operating departments. Additionally, some functions, such as training and proactive employee relations, is not able to be provided at an appropriate level and warrant expansion of staff allocations.

Current Staffing Level:		**Staffing Recommendations:**
1	Human Resources Director	1 Training Coordinator
1	HR/Safety Manager	1 Risk Manager
2	HR Specialist	
1	Administrative Assistant	
5	**Total**	

The recommended positions, a Training Coordinator and Risk manager, should enable the department to address noted deficiencies within the current service portfolio and enable existing staff to increase service levels in recruitment and employee relations.

10. Information Technology

The Information Technology department supports all hardware and software products within the City of Joplin. The department's primary responsibilities include providing network security, assisting with selection and implementation of new software programs, maintaining existing software programs, and managing both centralized and desktop hardware. The department provides technical support to most other departments within the City, although some departments also have some in-house IT capabilities.

The department also has two GIS technicians who primarily work with the city's GIS system and support other departments that use the system. The following table highlights the key issues identified from an analysis of operations against best practices, comparative agencies, and current operations.

Operational Analysis
The department contracts with a private company to provide 24/7 monitoring of the system for security breaches. For new systems, the department is heavily involved in the RFP process and in implementation. The department does not use a helpdesk system which would allow for monitoring of service levels in terms of timelines for responding to and resolving issues.
More detailed monitoring of tasks undertaken by the department and of timelines required to respond to customers would help determine whether service levels are appropriate. While the department has not found using helpdesk software to be useful in the past, this approach should be considered to better inform staffing decisions.
The City needs a well-developed and clearly defined annual technology plan that highlights key priorities and where limited resources will be allocated. A well-developed and thought-out technology plan for the City should contain solid information regarding work programs and technology investments needed to maintain or enhance city services. It would be beneficial to have a city-wide technology steering committee that provides input to the Information Technology Department regarding priorities for operating departments. Information Technology demands will likely remain high regarding areas such as remote access to City networks, supporting remote workers and increasing online services for the public to access city services. Additionally, departments may have new needs and desires to further streamline automated processes or modify software to address new service requirements and demands. To ensure that competing needs of departments are effectively met with the available Information Technology resources, inclusion of a Technology Steering Committee in

the prioritization of technology projects for the annual work plan would be extremely beneficial to ensure the entire organization is operating under the same expectations regarding how technology resources will be allocated.

Service Level Analysis

Current Service Level:

The workload of the department includes 538 users in 22 locations; 28 locally hosted software systems; 5 software as a service systems. The City is exploring a new asset management system and is in discussions with departments regarding other desired system upgrades, replacements, or new systems.

Service Level Recommendations:

Establishment of annual workplan will enable identification of appropriate service levels to each department.

Staffing

The department has six staff members including the two dedicated to GIS. While standard ratios of IT support to staff are difficult to apply in government, the current ratio of 134 city employees to each IT staff member (including the IT director but not the GIS analysts) is significantly above what is considered reasonable to provide responsive and effective IT services.

Current Staffing Level:

1	IT Director
1	Network Administrator
2	IT Analyst
2	GIS Technician
6	**Total**

Staffing Recommendations:

2 additional staff recommended: 1 Deputy IT director; 1 IT analyst.

With the current workload the department has limited ability to undertake training or succession planning in case of retirements or departures of existing staff. A lack of capacity within the IT department often leads to inefficiencies in the departments supported by IT, which are wide-ranging in Joplin in terms of the systems they use and the business processes that these systems support. To provide necessary support, two additional positions are recommended: 1 Deputy IT Director, and 1 IT Analyst to provide dedicated resources to fully developing and implementing the various IT solutions in the City departments.

11. Municipal Court

The Joplin Municipal Court is a court of limited jurisdiction and record which, through its judges and staff, adjudicates traffic infractions and misdemeanor offenses that are alleged to have occurred within the Joplin city limits. Judges, pursuant to applicable provisions of City Ordinance, various state laws and court rules, conduct all hearings - there are no jury trials in the Municipal Court.

The main mission of the Court is to promptly and fairly adjudicate all cases filed and to enforce judgments rendered. Ancillary functions include supervising probationers, conducting alcohol and drug evaluations and drug and alcohol education programs, coordinating community service and house arrest activities, provide information to citizens about the municipal judicial process and collect fines and fees.

The Court is under the direction of a Full-time Judge, who presides over court proceedings. The Court is under the direct supervision of the Court Administrator. The support staff positions consist of seven full-time Court Clerks and one part-time Records Clerk. The following table highlights the key issues identified from an analysis of operations against best practices, comparative agencies, and current operations.

Operational Analysis
Discussion with staff and analysis of workload, identified limited concerns with the existing operations of the Municipal Court with the expectation that extensive overtime and weekend work is required to ensure court dockets are timely developed for the coming week and to process court actions. Historical staffing was higher than current and during recent budget an additional Court Assistant I position was authorized. Still modification should be sufficient to address immediate staffing needs related to workload. State mandated work and transition to new technology systems and backlog (especially warrants) warranted the need for additional position. Staffing is primarily dictated by activities required to comply with state regulations and the minimum operating standards.

Service Level Analysis	
Current Service Level:	**Service Level Recommendations:**
No service levels adopted.	Recommended initial service levels include (once data is available to calculate): Case clearance rates are 85% or higher. Compliance rate with court orders is greater than 85%.

Staffing

Municipal Court staffing consists of 10.5 FTE positions. Current workload is requiring significant weekend / overtime allocations to prepare for and handle court workloads without impacting court operations.

Current Staffing Level:		**Staffing Recommendations:**
1	Court Administrator	Add 1 Court Assistant I position.
1	Court Compliance Officer II	
1	Court Compliance Officer I	
2	Court Assistant II	
4	Court Assistant I	
1	Municipal Judge	
9.5	**Total (10.5)**	

To ensure effective court operations and to eliminate the amount of overtime and weekend work being conducted to manage existing caseload, 1 Court Assistant I position should be authorized (approved by City Council in last budget). This position was under consideration during recent budget cycle. If authorized, no additional staff adjustments would be warranted based on existing workloads. However, annual workloads vary based upon external enforcement actions and requires monitoring on an on-going basis.

12. Parks and Recreation Department

The Parks and Recreation Department is responsible for the provision of recreational services for the residents of Joplin. This includes the maintenance of 22 parks and greenways, the Memorial Hall facility, four cemeteries, three aquatic centers, Joe Becker Stadium, the Joplin Athletic Complex, Schifferdecker Golf Course, and the Museum.

The following sections highlight the key issues and staffing adjustments identified from an analysis of operations against best practices, comparative agencies, and current operations.

1. Cemeteries

The Cemeteries Division mows and beautifies the grounds at the Fairview, Forest Park, Osborne and Parkway cemeteries. The crews also set headstones, open and close graves and set up tents for burial services at these cemeteries.

Operational Analysis
The Division provides a reasonably good amount of information regarding fees, rules and regulations and descriptions of the cemeteries themselves. However, the project team recommends that the web site be expanded to allow searches for grave sites by name and, if permitted by the family, a description of the deceased to facilitate genealogical research by interested parties.

Service Level Analysis	
Current Service Level:	**Service Level Recommendations:**
Division mows, weeds, trims and edges on continuous basis throughout growing season. Division performs 250-300 burials annually in response to demand. Head stones are re-set only as crews have time between required tasks. Division currently is staffed at a level of 14.5 acres of developed cemetery ground per full time equivalent worker.	Set target service levels related to re-setting head stones. The service level should be a function of the weather, soil conditions and the uniqueness of the conditions in Joplin. Staffing should equate to an average of 11-12 acres per full time worker.

Staffing

Current Staffing Level:		Staffing Recommendations:
1	Cemetery Supt.	Add two Laborer I to enhance the headstone re-setting effort.
1	Lead Caretaker	
1	Laborer II	
2	Laborer I	
1	Clerk (PT)	
3	4,500 hours of seasonal work	
5 FT	**Total**	

The Division maintains approximately 114 acres in four locations with a total full time contingent of eight field workers during the growing season (Maintenance Supervisor, Lead Caretaker, Laborer II, two Laborer I and the full time equivalent of approximately three seasonal workers). This equates to 14.5 acres per cemetery worker, which is slightly greater than is typical of cemeteries. The addition of two Laborer I position reduces this ratio to 11.4 acres per field workers and will allow for an expanded program of head stone re-setting.

2. Golf Course

Schifferdecker Golf Course is an 18-hole public course that averages 24,000 to 25,000 rounds of play annually. The course offers a pro shop, self-serve concessions, lessons, tournaments, cart rentals and memberships. In addition, although the course does not have a driving range, it offers an indoor simulator that is used both for lessons and for practice.

Operational Analysis

The course should consider the addition of a driving range. The simulator does compensate for the lack of the range to some extent (particularly in winter months) but places the course at a competitive disadvantage to other competing courses in the area, and also fails to capitalize on a significant revenue source for patrons who are already at the course.

The Golf Course Superintendent should be charged with the profitability of the course. Interviews indicate that the former Superintendent did not receive routine financial statements from the Finance Department, but rather indicated that the course was "probably not" profitable when all revenues and expenses were considered.

Service Level Analysis	
Current Service Level: Approximately 35 tournaments per year Course open every day with no down time for maintenance and repair. "Little" marketing of the course is done. Mow greens >300 times annually to 0.125". Preventive maintenance done "on a regular basis." Bunkers maintained 3 times per week, edged once monthly. Mow fairways 3 times weekly in summer to 0.65" Mow general rough to 2.25" Mow tee rough areas to 1.75" Aerate greens 7 times annually	**Service Level Recommendations:** No changes recommended

Staffing	
Current Staffing Level: 1 Golf Course Professional (FT) 1 Maintenance Supervisor (FT) 3 Outside Services Attendant 10 Cashier 2 Parks Caretaker 6.25-7.5 Seasonal Worker **23.25 – 24.5 Total**	**Staffing Recommendations:** No changes
Course Maintenance Supervisor prepares and executes detailed and quantified service level standards. Any need for additional resources would be reported and justified through the Supervisor's highly developed system. Currently, there is no requirement for additional resources.	

3. Sports Facilities

The Sports Facilities Division is responsible for the maintenance and repair of four athletic fields at the four-plex at Bassman Softball complex, four soccer fields at the Hershewe soccer complex, ten tennis courts at the Joplin Athletic Complex and four more at additional parks locations, the Wendell Redden baseball stadium, the Joe Becker

baseball stadium, the Will Norton Miracle complex (baseball field for populations with special needs), eight pickleball courts and three practice fields that are open for baseball and softball. The crews line fields, dispose of debris, mow and edge turf, replace lighting, perform light repair at facilities and on grandstands and other fixtures, fill cracks on hard court surfaces as well as other related duties.

Operational Analysis

Summary-level analysis of the availability of parks in Joplin indicates that the southeast section of the City is underserved from a parks and amenities standpoint both north and south of the I-44 corridor. Further analysis indicates that there are fewer of certain amenities than are suggested by the National Recreation and Parks Association (NRPA). For example, NRPA suggests the availability of one baseball field and one basketball court per 5,000 population. Based on a population of 51,846 in 2021, this would indicate the need for 10-11 baseball fields and 10-11 basketball courts. However, there are only seven of each. Similarly, NRPA suggests one tennis court per 2,000 population, indicating a need for 25, however there are only 14 in Joplin. The project team understands that there is a grant-funded park to be completed by 2026, and these amenities should be considered for inclusion.

The Department's web site provides a relatively comprehensive description of parks and amenities, photographs of parks and locations. Although all of the major parks are listed in this section of the web site, there are no descriptions of Goose Egg Park and Triangle Park, which are two of the very smallest in the parks system.

Service Level Analysis

Current Service Level:	**Service Level Recommendations:**
Seasonal maintenance of athletic fields, hard courts, grandstands, etc.	No change
One field worker FTE per approximately 13 acres	One field worker FTE per 11-12 acres

Staffing

Current staffing is shown in the following summary:

Current Staffing Level:		Staffing Recommendations:
1	Maintenance Superintendent	Add one seasonal FTE (two part time, seasonal positions)
1	Laborer II	
1	Laborer I	
2	Caretaker	
5-6	Seasonal Worker (Mar. – Oct.)	
10-11	**Total (7.5 – 8.5 FTE)**	

The two additional seasonal positions are required to enhance current maintenance efforts at the facilities and to specifically assist in the crack-filling and repair activities on the tennis courts, which consumes 5 to 6 weeks of effort during critical maintenance periods elsewhere in the system.

The project team strongly recommends that, as new parks and amenities are added to the system, sufficient maintenance expenditures be included in the budgets for these facilities. This should include maintenance staff, materials and equipment on an ongoing basis.

4. Recreation

The Recreation Division provides a variety of youth and adult athletic offerings and classes, as well as special community and holiday events.

Operational Analysis

The Department, in conjunction with City management, should articulate an expense recovery policy. Currently, the Department reports that its goal is to break even on a direct cost basis for all programs and strives for a 25% profit. However, it is not clear that this is being accomplished for all programmatic offerings, and the stated goal is that of the Department only and has not been approved by the City Manager or the Council. Typically, a fee recovery structure would differentiate between youth and adult offerings as well as classes.

Service Level Analysis	
Current Service Level:	**Service Level Recommendations:**
Provision of youth and adult athletics in response to community demand Provision of community and holiday events in response to community demand	No change

Staffing		
Current Staffing Level:		**Staffing Recommendations:**
3	Recreation Coordinator	No change
1	Recreation Leader	
12	Cashier/Recreation Instructor (PT)	
16	**Total**	

Program offerings for youth and adult athletics are the staffing drivers in this Division, and these are reasonable for the number of Coordinators available to handle them.

5. Aquatics

The Aquatics Division provides two public pools at Schifferdecker and Cunningham Aquatics Centers. (The Cunningham location is used primarily for lessons but is also open for public swim during hours when Schifferdecker is being used for swim meets). The staff provide for the safety and enjoyment of the patrons through lifeguarding, party facilitation, swim lessons and other activities. The Division also oversees the operation of the Lazy River at the Schifferdecker location and the splash pad at Parr Hill. (Note that the pool at Ewert Park will soon be converted to a splash pad). The Division has partnered with a private provider (Berzerker Swimming) and the Red Cross to provide most elements of swim lessons, with the Division staff providing some of the levels.

Operational Analysis
As was the case in the Recreation Division, the Aquatics Division should engage in a formal fee recovery assessment for its programmatic offerings.

Service Level Analysis

Current Service Level:	Service Level Recommendations:
22 Lifeguards on deck at all times	Lifeguards allocated based upon adopted Red Cross plan for zones.
8-9 Lifeguards for parties at Lazy River	No change
10 Cashiers during open swim	No change

Staffing

Current Staffing Level:		Staffing Recommendations:
1	Recreation Coordinator	No change
67	Lifeguard (PT)	
30	Cashier (PT)	
98	**Total (97 PT)**	

The required level of staffing for lifeguards at pools can vary depending upon a number of factors, including the size and depth of the pool, the visibility of all areas, the general skill levels of the swimmers and other factors. Although some pools use a metric of 1,500 square feet per Lifeguard, the project team recommends the use of 2,000 square feet per Lifeguard or in accordance with the adopted Red Cross plan adopted for the facility. Given that the Schifferdecker main pool is 11,358 square feet and the Lazy River is 5,042 square feet, this results in a total area of coverage of 16,400 square feet, even the more stringent standard of 1,500 square feet per Lifeguard is met by the Aquatics Division.

Another metric in use is that there should be one Lifeguard per 25 swimmers. As the number of swimmers in a pool can vary widely from hour to hour, it may be infeasible to establish a firm rule regarding the number of Lifeguards required at Schifferdecker under this metric. Given that there are typically 22 Lifeguards on deck at this location during public swim hours, however, this would denote a total capacity of 550 swimmers at one time, or one swimmer per 30 square feet of pool space.

The liability at public pools is great, and it is advisable for the Department, in conjunction with the City, to adopt stringent safety requirements. There are currently no adopted metrics for the provision of lifeguards at the pools, nor is there any mention of these requirements in the City Code. The project team recommends that the City and the Department adopt such standards in the future. Currently, the Aquatics Division surpasses the recommended standards, however.

6. Museum

The Joplin History and Mineral Museum is located between Schifferdecker Golf Course and the pool. It was founded to record and preserve Joplin's history, to display area minerals, and to educate the public about each of these topical areas. The Museum as it exists today provides a roughly 5,000 square foot area for local history and the same area for minerals and geology. It also has a 4,700 square foot multi-purpose room and a storage area in which artifacts are stored. In previous years it operated independently, but in recent years was brought under City management. Today, the Joplin Historical Society, a seven-member volunteer board, oversees and directs the operations of the Museum and performs fund-raising efforts which bring in approximately $5,000 to $6,000 annually.

Operational Analysis
As is the case in other divisions, the Museum should establish a formal fee recovery policy.

Service Level Analysis	
Current Service Level:	**Service Level Recommendations:**
Response to daily visitation and collection of fees Lead tours as attendance dictates Provision of educational talks on demand Research local history and geology on an ongoing basis	No change

Staffing		
Current Staffing Level:		**Staffing Recommendations:**
1	Museum Curator	No change in staffing totals, however, convert PT Museum Assistants to full time positions.
1	Administrative Assistant	
2	Museum Assistant (PT)	
4	**Total**	

Part-time Museum Assistants currently work a maximum of 1,500 hours annually, and some of this time overlaps, leaving the Museum with a single position for most of the day. Position duties require frequent research, creation, and oversight, of exhibits and set-up, assisting at the front desk and even janitorial responsibilities. Since the lifting of COVID restrictions, the Museum has seen a steady resurgence in attendance which is leaving less time for critical research and exhibit renewal.

7. Parks Maintenance

The Parks Maintenance Division is responsible for the maintenance and upkeep of 24 City parks covering approximately 437 acres of developed land. This includes mowing, edging weed removal, pesticide application, painting, beautification of natural areas, bathroom maintenance, repair of certain parks fixtures, pool maintenance and other related activities. The Division crews are also responsible for debris removal at parks and assists in the annual City-wide leaf collection effort.

Operational Analysis

The Division, and the Department generally, does not currently record all maintenance activities. This should include a description of the activity, location, the crew members performing the activity, date, hours expended, equipment used and materials and their cost. The lack of a computerized maintenance management system (CMMS) inhibits the documentation and analysis of the productivity and cost of crew activities. In addition, the lack of a comprehensive inventory of the developed areas of parks (as compared to the total acreage which contains, in some cases, large areas of forest and other non-maintainable spaces) inhibited the analysis of staffing needs for the purposes of this report.

The project team recommends that the Department obtain a CMMS and begin to record all divisional activities. These activities should be categorized, with numeric codes established so that activities and times associated with their performance can be easily summarized and analyzed (e.g., Activity Code M-001 might be used for “mowing,” as opposed to using a text-based description which may vary from one crew member to another).

The Division should refine the precise quantity of acreage for which it is responsible. In this way, any additions to the current parks acreage in the future can be directly associated with required staffing needs when compared to historical norms for the amounts of time, equipment and materials needed in other parks, and which would be readily obtainable through the Division's CMMS.

Service Level Analysis

Current Service Level:	Service Level Recommendations:
Mow all grounds once per two weeks.	Mow grounds once per week from April-September or early October.
Inspect all playground equipment once monthly.	No change
Litter removal	Busy areas once daily, others once per 2 days
Shelter and restroom maintenance as needed.	Busiest parks once per 2 days, others as needed.
Pool maintenance once daily	No change
Trim tree branches to more than head-height	No change

Staffing

Current Staffing Level:		Staffing Recommendations:
1	Maintenance Superintendent	Add four (4) Laborer positions
1	Lead Caretaker	
3	Laborer II	
3	Laborer I	
6	Caretaker	
1	Maintenance Technician	
8-9	Seasonal Worker	
23-24	**Total**	

In the absence of actual labor expenditures by task, a common metric to estimate staffing requirements is to calculate the ratio of developed acres for which the average field worker is responsible for maintaining. In the case of the Joplin Parks Maintenance Division, it was not possible to precisely calculate these acres, but through a combination of on-line research of Joplin parks and the data and information provided by the Parks and Recreation Department, the project team calculated an estimated 437 acres of developed park land.[1]

[1] This figure excludes areas maintained by Sports Facilities, Cemeteries and Golf Course which are maintained by crews in those divisions.

Although there are areas within the 24 parks maintained by the Parks Maintenance Division that require the same level of intensive effort as is required within the Cemeteries and Sports Facilities divisions, they constitute a smaller percentage of the total area for which it is responsible. Therefore, the project team typically uses a summary metric of between 18 and 20 acres per field worker to estimate the required staffing level. This greater ratio of acres per field worker accounts for the relatively greater percentage of open acreage as compared to cemeteries and athletic fields.

To achieve an average of 20 acres per worker, there is a need for 22 field workers compared to the 18 FTE workers in the Division currently. The project team recommends the immediate addition of four Laborer positions in order to allow the Division to minimally maintain the parks by mowing once weekly rather than the current rate of once per two weeks. These positions may be either full time or seasonal, however they should equate to four FTEs. Fescue grass can grow between three and six inches in a week during growing season depending on the amount of water it receives, and parks grass should be maintained at a level of between four and six inches during the summer months. Allowing the grass in Joplin parks to grow for two weeks can result in an unenjoyable experience for parks patrons. Mowing grass in a park is among the least skilled activities performed by the Parks Maintenance Division, but it is among the most important ones in forming visitor impressions.

The Division, as well as the Department generally, should use caution when adding new staffing resources, and the project team has been cautious in making these recommendations. The use of 18 to 20 acres per field worker is a very conservative metric and will allow for a greater level of maintenance intensity, but likely will not allow for any greater level of beautification of the parks. The reasons to use such caution are at least three-fold: first, there are no data to document the level of activity currently performed by the crews. Second, the total 437 developed parks acres used in this report is estimated and may not be precise. Finally, the Division should establish firm service level standards for the maintenance and beautification of the parks. These standards will necessarily vary among parks depending upon their visitation levels and prominence in the overall parks system.

13. Planning, Building and Neighborhood Services

The Planning, Development and Neighborhood Services Department is responsible for overseeing all long-range planning, current planning, building permitting and inspections operations, and code compliance enforcement within the City of Joplin.

Operational Analysis
A more comprehensive code enforcement / neighborhood improvement program should be implemented that places emphasis on proactive enforcement rather than complaint driven enforcement.
Response time standards should be adopted based upon complaint severity to effectively triage property maintenance complaints received and ensure an appropriate timeframe for initial inspection.
Since recent recruitment efforts have not enabled filling of position with individuals with extensive experience or qualifications, and in some cases have required underfilling of positions in order to fill the vacancy, the department should increase training and development efforts to ensure service delivery meets community expectations.
The department should formally establish plan review, permitting and inspection level service levels to manage applicant / customer expectations.
The department should adopt a 100% cost recovery approach for current planning, building plan review, and building inspection services. Application and inspection fees should be established at a level that generates revenues sufficient to meet the operational costs of providing those services. A formal fee study should be conducted every 3 – 4 years to ensure fees remain appropriate to meet the cost recovery policy.

Service Level Analysis	
Current Service Level:	**Service Level Recommendations:**
Limited-service levels adopted.	Formally establish targets such as: Initial plan review on building permit applications within 10 days of submittal. Initial plan review on planning applications within 20 days of submittal. Next day inspections for 95% of inspections requested.

	Initial inspection of property maintenance complaints within 1 day for health/safety issues, 3 days for medium priority concerns, and 5 days for all other complaints.

Establishing formal service targets, at a level that can be sustained by existing staffing, will ensure an understanding from customers of expected service levels to be provided by the City.

Staffing

There are 25 positions allocated to the various service areas within the department.

Current Staffing Level:	**Staffing Recommendations:**
Planning 1 Director 1 Assistant Director 3 Planner 1 Administrative Assistant **6 Subtotal**	Maintain current staffing levels. While historically there were significant vacancies in Planner position, all positions have been filled though many positions were underfilled. If able to recruit experienced planner, a Senior Planner position should be added.
Neighborhood Improvement: 1 Neighborhood Impr. Supervisor 1 Project Coordinator 5 Neighborhood Impr. Officer 1 Administrative Assistant **8 Subtotal**	During study, project team identified need for 2 additional Neighborhood Improvement Officer positions to address complaints in a timely fashion and implement a proactive enforcement program. These positions were addressed during most recent budget.
Community Planning/Building: 1 Chief Building Official 1 Plans Reviewer 1 Lead Building Inspector 3 Building Inspector 2 Administrative Assistant **9 Subtotal**	Add one additional Building Inspector to ensure completion of quality inspections and to align with prior evaluation. Implement additional Building Inspectors when daily inspections exceed approximately 15 per day and to ensure next inspections.

Future staffing for building inspectors should be reevaluated whenever daily inspection stops exceed 15 per inspector and/or the City is unable to meet the recommended 95% of inspection requests receiving inspections next day.

14. Police Department

The Police Department oversees all police operations within the City. This includes oversight of the Jail, community outreach programs, street patrol, and investigations. The department's goal is to provide a safe and secure community for those who live in, work in, and visit Joplin.

The Joplin Police Department is an internationally accredited agency through CALEA. The department's philosophy lends itself to a highly trained and competent staff that is innovative in its approach to crime control, traffic safety, and improving the quality of life for Joplin citizens.

The following sections highlight the key issues and staffing adjustments identified from an analysis of operations against best practices, comparative agencies, and current operations.

The department had a comprehensive Patrol Allocation, Beat Design, and Shift Scheduling study conducted in 2022. The City is proceeding to implement recommendations from that report and the Police Department operations, while reviewed, were not evaluated at the same level as other operational departments.

Operational Analysis

No specific operational concerns identified through interviews with staff and review of prior police assessment. While operational suggestions not provided, service level performance metrics have been provided for consideration.

Service Level Analysis

Current Service Level:

.

No formally adopted service levels.

Service Level Recommendations:

Adopt basic service level targets related to:

Case clearance rates for detectives.

Average response time to calls for service.

Minimum proactive time for patrol units.

Staffing

The department is staffed with approximately 130 positions as outlined in the following table:

Current Staffing Level:

Administration:

1 Police Chief
1 Assistant Police Chief
1 Police Sergeant
1 Police Corporal
1 Administrative Assistant
1 Crime Analyst/Acc. Coord.
6 Subtotal

Uniform Operations:

1 Police Captain
6 Police Sergeant
6 Police Corporal
56 Police Officer
1 Administrative Assistant
.5 Court Bailiff
70.5 Subtotal

Investigations:

1 Police Captain
2 Police Sergeant
3 Police Corporal
15 Police Officer
1 Evidence Technician
1 Administrative Assistant
23 Subtotal

Professional Standards:

1 Police Captain
2 Police Sergeant
2 Police Officer
1 Police Services Assistant
4 Administrative Assistant
9 Subtotal

Jail Services

1 Jail Administrator
4 Jail Shift Supervisor
11.3 Detention Officer
1 Cook
17.3 Subtotal

Special Services

1 Police Captain

Staffing Recommendations:

Maintain current staffing levels.

1	Police Sergeant
1	Police Corporal
4	Police Officer
.2	School Crossing Guard Coor.
1.8	School Crossing Guard
9	**Subtotal**

Grants:

3	Police Officer (DWI/Cyber Crime)
2	Police Officer (DARE)
5	**Subtotal**

Given recent staffing study which conducted a detailed review of staffing requirements, and absent major operational / workload changes since that assessment, no additionally staffing recommendations are recommended. The City should continue implementation of recommendations for the prior study.

15. Public Works Department

The Public Work's Department is the largest department within the City of Joplin. Administration, City Facility Maintenance, City Hall Maintenance, Engineering, and Operations are the public work's divisions in the general fund. Administration, Engineering and Operations is responsible for the public infrastructure of the city, which includes roads, sidewalks, sewers, trails, and traffic signals. Maintenance is responsible for maintaining over 35 buildings and facilities totaling over 393,000 square feet. The Department also oversees the Airport operations and sewer maintenance.

The following sections highlight the key issues and staffing adjustments identified from an analysis of operations against best practices, comparative agencies, and current operations.

1. Public Works Administration

The Public Works Administration team provides oversight to the management and operations of the Department. The Department is led by the Public Works Director and two Assistant Directors. The Assistant Director/Operations oversees all of the operations and maintenance including Solid Waste, Airport, Facilities Maintenance, Infrastructure Maintenance (Streets, Sanitary Sewer, Storm Sewer, Traffic Control), MAPS/Transit, and Wastewater Treatment.

The Assistant Director/Engineering oversees engineering and construction including the Storm Water Engineering, Sanitary Sewer Engineering, Streets Engineering, Contract Engineering, Inspection, and GIS/Survey.

Operational Analysis
Implement an asset management software system. The City currently does not have a system in place to schedule, track, and report on the operation and maintenance of its infrastructure. An asset management system will improve workflow, eliminate legacy databases, improve productivity, and allow for data driven budgeting as the reporting tools within these systems call use the data collected to help prioritized available funds. Asset management software can automate work scheduling and track preventive maintenance to extend the life of assets. This technology is essential for a modern-day public works department.

As part of the asset management program, Public Works will need to develop a plan to capture accurate inventory of its assets. Once inventoried, each asset should be assigned a service level, and from this annual work schedules can be developed.

The chosen asset management software should have the ability to integrate with SeeClickFix in order to minimize redundancies and duplication of data input and tracking.

Staffing

Public Works Administration consists of four positions as shown below.

Current Staffing Level:		Staffing Recommendations:
1	Public Works Director	• Add a GIS / Asset Analyst position to oversee the implementation of an asset management software system.
1	Assistant Director of Public Works / Engineering Manager	• If the City makes a final decision to seek APWA Accreditation, add a limited term position to manage the process and documentation.
1	Assistant Director of Public Works / Operations	
1	Administrative Assistant	
4	**Total**	

The implementation of an asset management software system will require a staff person with adequate technical knowledge and training capabilities. It is recommended the City add an Asset Analyst position at the start of this implementation.

During discussions with staff, it was noted that the Department is seeking APWA Accreditation. This is a substantial effort and requires documentation of all of the policies and procedures of the Department. Currently there is one administrative assistant position within Public Works. If the Department decides to pursue accreditation, it is recommended a temporary position be added to oversee the accreditation process.

2. Engineering

The Engineering Division is responsible for the design and construction of capital improvement projects in the City of Joplin. The Division is also responsible for utility cut coordination and traffic studies. Engineering is led by the Assistant Director of Public Works / Engineering Manager.

The City has a dedicated capital improvement sales tax, the CIST, that provides for the majority of the funding for capital improvement projects.

Operational Analysis

The City's Engineering Standard Details and Specifications were last updated in 2021. Engineering should continue to review and update every two years, minimum.

Service Level Analysis

Current Service Level:

- For pavements Engineering uses the PASER method to determine pavement condition. The City is split into 7 zones, and work is completed annually in each zone based on the PASER evaluations.
- Traffic calming – Engineering has developed a policy to provide guidance on installation of traffic calming devices in neighborhoods.
- Sanitary sewer – have an allocated amount annually to sewer maintenance and repair. It is estimated the ratio of planned vs emergency maintenance is 85%/15%.

Service Level Recommendations:

No changes.

If an asset management software is implemented the pavement condition method should be evaluated to allow for electronic data collection and systemwide prioritization within the asset management system.

Staffing

The Assistant Director of Public Works / Engineering Manager oversees the Engineering Division. In addition to the Engineering Manager, there are 10 full-time staff assigned to Engineering. The majority of capital project design is outsourced to consultants. Staff provide project management and construction oversight.

Current Staffing Level:

1	Civil Engineer II
1	Civil Engineer I
2	Construction Inspector
3	Engineering Technician
1	Land Surveyor
1	Property Negotiator/Appraiser
1	Engineering Assistant
10	**Total**

Staffing Recommendations:

- Add a licensed engineer focused on the project management of capital projects.

The FY 2023 Capital Project Fund allocation is nearly $9.3M with $2.7M of this dedicated to operational expenditures and $5.9M to capital expenditures. There are 19 projects identified in the plan in addition to annal programs (i.e., I&I Rehabilitation). This is a high workload for the number of engineers on staff, and therefore it is recommended the City add a licensed engineer to focus on the management and oversight of capital projects.

3. Infrastructure Maintenance

Infrastructure Maintenance includes Street Maintenance, Sanitary Sewer Maintenance, Storm Sewer Maintenance, and Sign and Signals. The staffing and service levels of each area is discussed below.

Street and Stormwater Maintenance

Street Maintenance includes the maintenance and repair of the sewer collection system within the City. The Sewer Maintenance program currently has a $1.5M annual allocation for the televising/inspection, cleaning, and repair of the sewer collection system.

Operational Analysis

Public Works is currently tasked with the mowing of open lots. The mowing of open lots generally requires a higher level of service than mowing of the right-of-way. It is recommended the City outsource the mowing and maintenance of the open lots.

Service Level Analysis

Street Cleaning

Current Service Level:	Service Level Recommendations:
Street Cleaning • 4x per year. Historically were doing roughly 10x per year, staffing shortage reduced this to 2x per year.	• No change. Best practice is a minimum of quarterly. Strive to meet the goal of 4x per year.

Street Maintenance

Current Service Level:

- Pothole patching – complaint based
- Crack sealing – have an annual crack seal program. City is divided into 7 areas, 1 area completed annually.
- Right-of-way maintenance/mowing – no established service level. Mow the right-of-way 1 or 2 times annually.

Service Level Recommendations:

- Patching - develop patch routes to increase efficiency and productivity
- Right-of-way mowing – set level of service based on an annual requirement or by height requirement (no more than 6 inches, for example) and based on the climate estimate how many mowings will be required.

Stormwater Maintenance

Current Service Level:

- Open channel/ditching – every 5 years. List of high-priority ones done annually.
- Enclosed pipe – no preventive maintenance currently occurring.

Service Level Recommendations:

- Open channel - no Change
- Enclosed pipe - inspection/cleaning every 10 years

The current service levels are informal and should be formalized. Once an asset management system in implemented the preventive maintenance and scheduled work can be added to the annual work calendar.

Staffing

Staff are split by street maintenance, street sweeping, and stormwater maintenance. In addition to the full-time staff, there are 11 seasonal positions dedicated to the division.

Current Staffing Level:

1 Infrastructure Superintendent (for all of Infrastructure)

Street Maintenance

1 Infrastructure Maintenance Supervisor
3 Heavy Equipment Operator
8 Equipment Operator
6 Laborer II

Street Cleaning

4 Equipment Operator

Staffing Recommendations:

Maintain current staffing levels.

Stormwater
1 Equipment Operator
1 Laborer II
6 Laborer I

Seasonal Staffing
11 Laborer - Seasonal

Staffing requirements for street and stormwater maintenance is highly dependent up on establishment of service levels and accurate asset inventory in order to define the annual work to be accomplished.

Sanitary Sewer Maintenance

Sewer Maintenance includes the maintenance and repair of the sewer collection system within the City. The Sewer Maintenance program currently has a $1.5M annual allocation for the televising/inspection, cleaning, and repair of the sewer collection system. With the exception of emergency work, the CCTV inspection program is outsourced.

Service Level Analysis

Current Service Level:

- Department uses annual reporting and GIS information to prioritize the spending of the $1.5M allocation.
- Goal is to inspect 20-25% of the sewers annually.
- Operations works closely with Engineering to prioritize maintenance and repair. It is estimated the ratio of planned vs emergency maintenance is 85%/15%.

Service Level Recommendations:

- Formalize existing service levels.

The current service levels are informal and should be formalized. Once an asset management system in implemented the preventive maintenance and scheduled work can be added to the annual work calendar.

Staffing

Sanitary Sewer Maintenance has 9 full-time staff dedicated to the maintenance of the system.

Current Staffing Level:	Staffing Recommendations:
1 Infrastructure Maintenance Supervisor 5 Equipment Operator 1 Utility Locator 2 Laborer (Seasonal) **9 Total**	Maintain current staffing levels.

Staffing requirements for street and stormwater maintenance is highly dependent up on establishment of service levels and accurate asset inventory in order to define the annual work to be accomplished.

Traffic Control

Traffic Control is responsible for the maintenance and operation of the traffic signals, pavement markings, and traffic control signs within the City.

Service Level Analysis

Current Service Level:	Service Level Recommendations:
• Traffic Signals – signal cabinet checked annually. • Signs – replaced every 10 years. • Streetlights – majority maintained by the electric company. City maintains mostly decorative lighting (roughly 800 lights). Upgrading to LED.	• Develop standardized checklists for annual maintenance checks to include cabinets/posts/signal heads/etc.

The current service levels are informal and should be formalized. Once an asset management system is implemented the preventive maintenance and scheduled work can be added to the annual work calendar.

Staffing

At the time of interviews, the traffic control staff were reporting to the Infrastructure Superintendent. Public Works was considering transferring the team to report to the Traffic Engineer. This move is supported as the work of this group often needs the oversight of the Traffic Engineer.

Current Staffing Level:	Staffing Recommendations:
1 Traffic Signal Technician 2 Traffic Markings & Sign Tech 1 Laborer I **4 Total**	Maintain current staffing levels.

4. Facility Maintenance

Facility Maintenance is responsible for the maintenance and repair of all City-owned facilities and related equipment. The City of Joplin has 35 City buildings totaling over 500,000 square feet.

The City recently completed the Joplin Facilities Master Plan which included an assessment of 28 City buildings and documented existing conditions and recommendations for improvement. It also included a database to guide capital improvements and facilitate property management.

Operational Analysis

The City should consider adopting a Facilities Maintenance internal service fund to set aside money for maintenance, repairs, and major facility renovations. These funds are separate proprietary funds in the community's budget that receives revenues through allocations from internal customer departments. Those resources are then budgeted for expenditure based upon service provided either thorough a proportional scale, through individual work order charge backs, or other means.

Service Level Analysis

Current Service Level:

- No documented services levels are currently in place.
- Janitorial service is provided daily to all buildings.
- Some annual inspection and maintenance are occurring on major facility components.

Service Level Recommendations:

- Set service level standards.
- Janitorial – use the Association of Physical Plant Administrators (APPA) custodial standards scale: Level 1 Orderly Spotlessness; Level 2 Ordinary Tidiness; Level 3 Casual Inattention; Level 4 Moderate Dinginess; Level 5 Unkempt Neglect
- Maintenance Response Time - All emergency requests shall be responded to within two hours and maintenance performed within forty-eight hours. All standard service requests shall be responded to within twenty-four hours and maintenance performed within ten business days.

The current service levels are informal and should be formalized. Once an asset management system is implemented the preventive maintenance and scheduled work can be added to the annual work calendar.

Staffing

Facilities Maintenance has five full-time FTSs, two of which are focused on building maintenance and three focused on custodial work.

Current Staffing Level:		Staffing Recommendations:
1	Building Maintenance Supervisor	Add two additional FTEs to Facilities Maintenance and develop contracts to outsource some of the preventive maintenance activities.
1	Building Maintenance Technician	
3	Custodian	
5	**Total**	

The City has budged for an additional technician in the proposed budget. This position will assist with general building maintenance. Most general maintenance is done in-house by City staff. Specialty items such as roofing, floor replacement, etc. are outsourced. All janitorial services are provided by in-house staff. An industry standard highly used by cities for facility maintenance is 1 FTE per 50,000 SF of facilities maintained. Using this standard, 10 FTEs would be required to adequately maintain City facilities. It is recommended the City increase to 8 FTEs and offset the remaining workload with outside vendors. This will allow for increased preventive maintenance to extend the life of the facilities.

5. MAPS/Transit

The City is currently providing curb-to-curb transportation on a prescheduled basis to residents of the greater metro area. Due to a shortage of drivers, the fixed route, Trolley Service, was suspended during COVID.

The City also offers a Half Fare Program for individuals age 60+, and to those who receive Medicare.

Operational Analysis

The website offered limited information regarding service, scheduling, etc. Website should be updated to increase user friendliness and provide easy to access information regarding MAPS service and scheduling.

Service Level Analysis	
Current Service Level: • Scheduled service. • City is currently adding/training drivers to be able to reinstate the Trolley Service.	**Service Level Recommendations:** • No changes recommended. • Continue to work to train drivers to be able to reinstate the Trolley Service.

Staffing

MAPS/Transit has a total of 22 full-time staff.

Current Staffing Level:		Staffing Recommendations:
1	Transportation Supervisor	Maintain current staffing levels.
1	Transit Driver Supervisor	
3	Transit Dispatcher	
8	Transit Driver I	
9	Transit Driver II	
22	**Total**	

Continue to recruit and train drivers to be able to reinstate the Trolley Service.

6. Solid Waste

The City contracts with Republic Services for its residential trash service and curbside recycling. Recycling is an optional service that residents pay an addition fee to partake in. There is also a Drop-Off Recycling Center that is shared with residents of McDonald, Newton, Jasper, Barton, and Vernon Counties.

Service Level Analysis	
Current Service Level: • Weekly trash pickup • Leaf pickup – offered in the fall. Residents can rake leaves to the curb to be picked up by the City.	**Service Level Recommendations:** • No change • No change

Service levels meet industry standards.

Staffing

There are 3 full-time staff focused on Solid Waste. The City contracts with Republic Services for residential trash service. The laborer positions staff the recycling center including the handling and cleaning of the recyclables. The Recycling Coordinator is the liaison to the trash hauler (currently Republic Services) and provides education and customer service to the community.

Current Staffing Level:		Staffing Recommendations:
1	Recycling Coordinator	Maintain current staffing levels.
2	Laborer I	
3	**Total**	

Solid Waste has three staff to assist with the solid waste and recycling program. In addition to managing the recycling program, staff also assist with multiple annual events including the Citywide Cleanup, tire drop off days, and electronics drop off days.

7. Wastewater Treatment

The Wastewater Treatment Division is responsible for the management, operation, and maintenance of the wastewater treatment facilities. The City has two facilities and 27 lift stations to operate and maintain. The Shoal Creek Wastewater Treatment Facility treats 6.5 million gallons per day and the Turkey Creek Wastewater Treatment Facility treats 15 million gallons per day.

Staffing

The treatment of sanitary sewage is highly regulated. The City currently has a manager at each of the two facilities and has an Industrial Pre-Treatment Manager to oversee and approve industrial permit and provide regulatory documentation to state agencies.

Current Staffing Level:		Staffing Recommendations:
1	Wastewater Plant Superintendent	Maintain current staffing levels.
1	Assistant Wastewater Superintendent	
Turkey Creek		
1	Chief WW Plant Operator I	
10	Plant Operator	
1	Laborer I	
1	Seasonal Worker	
Shoal Creek		
1	Chief WW Plant Operator I	
8	Plant Operator	
1	Seasonal Worker	
Maintenance		
1	Chief WW Plant Technician	
2	Plant Technician	
2	WW Plant Utility Worker	

Lab
1 WW Laboratory Supervisor
2 WW Laboratory Tech
1 WW Laboratory Assistant

Pre-treatment
1 Plant Treatment Inspector
1 Plant Treatment Technician
2 Equipment Operator

8. Airport

The Joplin Municipal Airport is owned and operated by the City of Joplin. The airport offers multiple aviation services including aircraft fueling, aircraft towing, aircraft de-icing, concierge, crew car, hangar rentals, and office space rental. The Airport Manager is responsible for the operation, management, and maintenance of the airport and its facilities and equipment.

The airport completed an update to the Master Plan in 2021.

Operational Analysis

The Airport Manager currently reports to the Public Works Director. Airport management is highly regulated by the FAA, and while the Public Works Department should continue to provide operational support to the airport, it is recommended the Airport Manager report to the City Manager or Assistant City Manager for Operations. This will allow for increased strategy with the City Manager and City leadership in implementing the recommendations of the Master Plan. Operational analysis identified no significant operational needs or staffing requirements.

Staffing

The airport has nine employees as shown in the chart below.

Current Staffing Level:		Staffing Recommendations:
1	Airport Manager	Maintain current staffing levels.
1	Airport Operations Supervisor	
1	Administrative Assistant	
5	Airport Operations Worker	
1.5	Custodian (3 Part-time)	
3	Police Officer	
12.5	**Total**	

The Airport Master Plan completed in 2020/2021 projected low to moderate growth from 2020 through 2024. From the 2020 Base Year through 2025 the following projections were made: Total Based Aircraft - increase from 137 to 146; Total Itinerant – increase from 30,154 to 32, 540; Total Local – increase from 19,446 to 21,000.

16. Representative Service Level Performance Measures

The City currently has adopted service levels for use in tracking service requests entered into SeeClickFix. These were adopted with limited review since establishment have been under review in the last several months. The following timeframes have been reviewed and recommended timeframes proposed where appropriate.

Measure	Current Timeframe	Proposed Timeframe (only if change proposed)
Neighborhood Services		
Graffiti on Private Property	30 days	
Graffiti on Public Property	New measure	14 days
Illegal Dumping	60 days	30 days
Illegal Sign	60 day	45 days
Illegal Fence	60 days	45 days
Low-Hanging Limbs	30 days	30 days
Non-Operable Vehicle	60 days	30 days
Open Storage	60 days	30 days
Sewer Grease Dumping	5 days	
Intersection / Triangle	15 days	
Vacant Dangerous Building	90 days	60 days
Illegal Occupancy/RV/Trailer	60 days	21 days
Illegal Occupancy of Structure	7 days	
Swimming Pools not Secure	30 days	5 days
Trash Rubbish on Lot	60 days	30 days
Zoning Issues	30 days	30 days
Other – non-specified	30 days	30 days
Health		
Odor	3 days	
Food Establishment	1 week / 7 days	
Other	1 week / 7 days	
Public / Commercial Pool	7 days	
Hotel/Motel Issues	1 week / 7 days	
Parks		
Damaged Park Equipment	1 week	
Discarded/Dumped Items	1 week	
Police		
Inoperable Vehicle	1 week	
Other	7 days	
Public Works		

Measure	Current Timeframe	Proposed Timeframe (only if change proposed)
Pothole	1 week / 7 days	
Streetlight Outage/Problem	45 days	2 weeks
Streetlight – new Install	4 weeks	
Traffic Light Issue	4 days	
Odor Sewage	2 weeks	5 days for assessment
Street Sign Issue (non-emergency)	24 weeks	
Street Sign Issue (emergency)	New measure	1 week
Other	1 week	

The recommended timeframes for consideration are to align with service expectations, criticality of the issue, and alignment between departments for similar services or services of comparable priority.

To provide a reporting framework on organizational performance, that aligns with adopted performed standards, the following performance measures are provided as examples for consideration in selected major service areas. These should be adjusted based upon adopted service levels and, over time, annual reports developed to demonstrate the City's performance against these standards. These City's performance can be reported on a dashboard on the City's website to effectively communicate existing service levels and performance to residents.

1. CITY MANAGEMENT

Measure	Intent	Data Requirements	Suggested Benchmark
City Manager's Office			
% of respondents feeling City is well-managed	Indicator or public perception of overall city operations.	Requires annual survey to be conducted to provide data.	80%
Annual work plans developed for each department with quarterly review conducted.	Ensures annual workplan developed by each department to guide work efforts. A quarterly review should be conducted by the City Manager with one semi-annual update to Council.	n/a	100% of departments.

Measure	Intent	Data Requirements	Suggested Benchmark
Human Resources			
Annual turnover rating	Measures staff turn-over. Over time, this could be established as two separate measures: (1) involuntary; and (2) voluntary.	Data currently exists to measure this.	<10% annually
% of recruitments completed within established targets	To maintain fast moving recruitment processes to attract and acquire best quality candidates.	Data is/or can easily be captured.	<45 days for entry level positions; <60 days for professional positions; <90 days for executive positions.
% of recruitments with qualified applicants from underrepresented groups.		Applicant demographic data should be analyzed to enable reporting.	>95% of positions filled.
% of employees still employed 1 year after hire.	Measure of effectiveness of the recruitment process to represent both qualified candidates and those that fit the organizational culture.	Data is currently available to measure this though not complied.	>95%
% of Staff rating training courses as providing valuable content.	Measure to evaluate quality of the training provided to employees.	Surveys will need to be conducted after each training session.	>90%

2. Communications

Measure	Intent	Date Requirements	Suggested Benchmark
Design & Communications			
Social Media w/tracking ability (Facebook, etc.) shows an increase in people liking or otherwise following the city's posts.	This is an efficiency measure. The goal is to encourage staff to be innovative in ensuring a specific growth measures are achieved with the outcome measure of transparency.	Data of "likes" or people following the city's posts will need to be obtained from each social media site utilized by the City.	≥ 5% annual increase from the prior year

Measure	Intent	Date Requirements	Suggested Benchmark
Percentage of design projects completed by the agreed upon deadline.	This is an efficiency measure designed to assist with the evaluation of project staff efficiency.	Before starting a design project, design staff will communicate with the requestor of the work and come up with an agreed upon deadline.	≥ 80% of projects are completed by the agreed upon deadline.
Municipal Court			
Case clearance rate	Clearance rates measures a court's ability to dispose of incoming cases. The goal is to dispose of as many cases as are received, or as close to this amount as is reasonable. This is a measure of court operations efficiency and could indicate staffing deficiencies.	Total incoming cases and total cleared cases must be recorded.	≥ 85%
Case load aging	The goal is to clear cases in a timely manner.	The date when a case enters the court and the date when the case is resolved (excluding cases that go to warrant) are recorded.	≥ 60% of cases are cleared within 90 days.
Property Management			
Workorder completed as scheduled.	Measures whether staff are being scheduled effectively.	Work order data is maintained that shows scheduled versus actual start date	≥ 80% or greater start when scheduled.
The number of re-work workorders required	When maintenance staff do a job but have to come back to do it again because something was not completed correctly or as expected, that can be a measure of the quality of work they are providing their customers.	Work order data is maintained that shows whether the work is "re-work".	≤ 5% of total work orders is "re-work"
The percentage of outsourced maintenance work to in-house work on a project basis	Measures whether the City is excessively contracting out repairs. This could be an indication of maintenance issues that need to be addressed or a matter of having staff trained / certified to perform repairs in-house.	Total work orders completed with city staff compared with total work orders outsourced to a vendor.	≤ 10% of work is outsourced

Measure	Intent	Date Requirements	Suggested Benchmark
Fleet Maintenance			
The number of preventative maintenance tasks performed on schedule	This measures the efficiency of the City's fleet preventive maintenance program.	Total work orders with preventive maintenance work showing a scheduled start date are compared with the actual start date.	≥ 95% of preventive maintenance tasks are performed on schedule
Fleet workorder "re-work" rate	This is an indication of service quality.	Total work orders are compared to the number of re-work workorders.	≤ 5% of total work orders are re-work orders

3. Planning, Building and Neighborhood Improvement.

Measure	Intent	Data Requirements	Suggested Benchmark
Building			
Percent of residential building plan reviews completed within 15 business days.	Measures the Department's efficiency in quickly routing and reviewing residential plans in order to provide timely customer service.	Tracking of each plan review timeframe.	95%
Percent of commercial building plan reviews completed within 20 business days.	Measures the Department's efficiency in quickly routing and reviewing commercial plans in order to provide timely customer service.	Tracking of each plan review timeframe.	95%
Percent of submittals received electronically	Measures the City's rate of utilization for more efficient and technology-driven methods, as well as the Department's effectiveness in publicizing their availability.	Tracking this measure will require full implementation of electronic document review, including digital plans submittals.	50%
Inspections and Code Compliance			
Percent of inspections completed within 1 business day of request.	Measures the Department's efficiency in providing timely customer service and ensuring that building and code compliance inspections occur without delay.	Tracking of each inspection request a completion.	98%

Measure	Intent	Data Requirements	Suggested Benchmark
Average number of address stops per inspector workday.	Measures the Department's workload per inspector and ability to spread inspections effectively among inspectors.	This measure can already be reported upon with existing data.	15
General			
Percent of "satisfied" and "very satisfied" responses to customer survey.	Measures the Department's overall ability to meet customer expectations	This measure requires implementation of a customer survey tool.	80%

3. FINANCE

Measure	Intent	Data Requirements	Suggested Benchmark
Finance Administration			
Credit rating	The City is fiscally responsible and impacts future borrowing costs	Earned credit rating from at least Moody's or Standard & Poor's rating services	Target AA1 / AA+
General Fund Reserve	The City is fiscally responsible and ensures sufficient reserves to weather economic downturn or unexpected financial need of the organization.	Financial statements showing the percent of unassigned general fund reserves as a percentage of the City's total general fund operating budget	≥ 16.67% General Fund reserve balance
Finance Operations			
Fund balance budget versus actual	This measure shows how accurate city staff are at budgeting in comparison to actual financial performance	The City already maintains budget-to-actual data. Analysis will be completed on the percentage difference between mid-year budget projections and ending actual numbers	≤ 5%
Transactional			
Percent of Accounts Payables Payments Made Net 30	This measure shows how accurate city staff are at managing payments to manage cash flow	Data may be needed	>95%

Measure	Intent	Data Requirements	Suggested Benchmark
Percent of annual spend handled by purchasing	Over 90% of spend should be processed through procurement. Sub measures can be implemented to track time efficiency of each type of procurement methodology (issuance of PO after requisition submittal, quotes/bidding, RFP, RFQ)	Data may be needed	>90% handled by purchasing. 90% of Pos issued within 5 days of req submittal. % of RFP processes resulting in selection within 45 days of closing date.

4. Information Technology

Information Services			
Server intrusion identification	Identifying any attempt to penetrate the City's computer network	Appropriate software that monitors for system intrusion and immediately reports any suspected attempts	Within 24 hours of occurrence
Internal Phishing campaigns clickthrough rates	Reducing the risk of system intrusion caused from employees clicking on email links or opening email attachments	The City will continue to employ an active phishing campaign and keep records of the total emails sent and total emails that were "clicked" or otherwise had an attachment opened	≤ 5%
Helpdesk ticket response times	This is measure of IT workorder ticket effectiveness and efficiency.	IT will monitor total workorder / tickets and record in the workorder system times of ticket creation and initial arrival time in response to the workorder / ticket.	Within 4 hours for priority or emergency incidents and within 3 business days for all other incidents.

Average cycle time for open IT workorder tickets	This measures the time it takes for IT staff to complete a workorder ticket. Cycle times will vary depending on the difficulty of the repair, but if the average per ticket is high, that could be indicative of a need to determine the cause.	IT will monitor and record workorder creation date with workorder closure date.	≤ 3 days

5. POLICE

Measure	Intent	Date Requirements	Suggested Benchmark
Average response time to calls for service (by priority)	To measure response time to calls based on priority (faster response to higher priority timeframes).	Data available from CAD system.	Must be in alignment with staffing levels adopted.
Annual Proactive Time	To measure amount of time available for officers on street to interact and engage with the public (excludes all training, administrative, and call response/handling time). Higher proactive time provides greater opportunities for public engagement.	Data readily available from CAD data but will need to be coordinated with other datasets regarding administrative time (training, report writing, etc.) to get net available proactive time.	60% or greater proactive target. Must be adopted in alignment with the staffing allocations adopted.
Case clearance rate	To measure percentage of cases cleared / closed over time.	Data readily available but will need to be tracked consistently.	

6. PUBLIC WORKS

Measure	Intent	Data Requirements	Suggested Benchmark
Development Review			
Percent of engineering plan reviews meeting established cycle times	Measures the Department's consistency in providing timely service to facilitate sound development.	Accela can produce these reports, but the Department currently needs consultant help to generate them.	95%

Measure	Intent	Data Requirements	Suggested Benchmark
Percent of engineering inspections completed within 2 business days of request.	Measures the Department's efficiency in providing timely customer service and ensuring that engineering inspections occur without delay.	This measure should be reported upon using Accela, but a consultant may be needed currently to obtain this data.	98%
Capital Planning			
Percent of CIP projects which are completed within 90 days of their initially planned completion date	Measures the City's ability to accurately predict and effectively manage the timing of capital project progression.	None, this data is already readily available.	80%
Percent of CIP projects which are completed within the initially planned budget	Measures the City's ability to accurately scope and cost capital projects and manage project-related expenses during the progression of the project.	None, this data is already readily available.	85%
Percent of CIP projects with change orders totaling less than 15% of the initially planned budget	Measures the City's ability to manage change orders and their impact on costs over the life of the project.	None, this data is already readily available.	85%

7. Parks and Recreation

Parks Maintenance			
Percentage of parks receiving a score of "good" or "excellent" in an annual parks condition assessment	Measures the division's ability to keep parks in a condition that is appealing to residents.	This will require an annual parks condition assessment.	90%
Percentage of households living within ½ mile of a park.	Measures the accessibility of parkland and open space to City residents.	This will require GIS analysis to determine the distance of housing units from parks and open spaces.	85%
Park acres per 1,000 residents equals or exceeds national average.	Measures the overall availability of parks and open space to residents of Joplin.	This calculation can already be conducted with available park acreage and population data.	10 (national average)
Proportion of total work orders (or labor hours) spent on routine tasks and preventive maintenance rather than service requests	Measures the degree to which the Department's focus is on routine and preventive maintenance rather than "putting out fires". Indicates the quality of park conditions.	This will require a functional asset management and work order system with reporting capabilities.	70%

Recreation			
Percentage of residents who consider the City's recreation programs to be "good" or "very good"	Measures the recreation program's effectiveness in meeting the needs and expectations of Joplin's residents.	This will require an annual community survey.	75%
Percent of recreation programming costs recovered through user fees	Measures the cost efficiency and value generated by recreation programming – a target cost recovery level should be a policy decision made by City leadership	This metric can be measured currently using budget and recreation revenue figures.	TBD
Percent of recreation programs meeting minimum enrollment	Measures the City's effectiveness in reaching residents with appealing recreation offerings and limiting programs to those in which residents have interest.	This metric will require attendance counts at recreation programming and the establishment of minimum enrollment benchmarks.	80%

Appendix A: Community Survey Results

This appendix provides a summary of the community survey results.

1. Community Survey Analysis Introduction

The Matrix Consulting Group conducted a community survey of residents of Joplin, Missouri to gauge public perception of the services provided to them by the City. The survey asked questions related to their overall satisfaction with specific services, the level of importance of said service at both an individual and City-wide level, and whether the current allocation of resources to each service was appropriate. The survey also sought to understand how the City could improve the services offered to residents, whether that be by adding new services or augmenting existing ones. The survey ran from January 3, 2023, to January 20, 2023, and was shared with the public via a SurveyMonkey URL. A total of 387 responses were received.

1.1 Key Findings

The following are several key findings from the community survey:

- **City Service Ratings:** On average, respondents were generally more likely to indicate they were either satisfied or somewhat satisfied with services provided by the City. The same can be said for importance, priority, and resources allocated to services.
- **City Upkeep and Code Enforcement:** According to survey data, improvements to code enforcement and general City appearance is one of the most desired changes respondents would like to see.
- **New Services:** While a variety of suggestions were provided by respondents, some commonly requested new/improved services included means of addressing Joplin's houseless population, an expanded public transportation system, upgrading internet infrastructure, and a more comprehensive recycling program.
- **Community Needs Quadrants:** Using the weighted average of responses, the project developed community needs quadrants. These charts plotted City services based on comparative criteria including satisfaction, importance, priority, and resources.
- **Overall City Performance:** The survey also asked respondents a series of questions about the City's performance overall. Each question received a similar number of "excellent", "good", "fair", and "poor" responses. "Excellent" was

selected around 10% of the time, while "good", "fair", and "poor" were selected roughly 30% of the time.

1.2. Respondent Demographics

While the survey was anonymous, respondents were asked a series of demographic questions to allow greater insight into the responses.

Are you a resident of the City of Joplin?	Number of Respondents	% of Respondents
Yes	349	90.4%
No	37	9.6%

Do you use the services provided by the City?	Number of Respondents	% of Respondents
Yes	371	96.6%
No	13	3.4%

Most respondents were current Joplin residents (90.4%) and made use of the services provided by the City (96.6%).

What is your age?	Number of Respondents	% of Respondents
Under 18	1	0.3%
18-34	59	15.3%
35-54	165	42.8%
55+	161	41.7%

84.6% of respondents were above the age of 35. This survey received a notably lower number of responses from those between the ages of 18 and 34.

How long have you lived in the City?	Number of Respondents	% of Respondents
Less than a year.	6	1.6%
1-5 Years.	48	12.7%
5-10 Years.	45	11.9%
More than 10 Years.	278	73.7%

A significant number of respondents were long-term residents of Joplin, with 73.7% indicating that they had lived in the City for more than ten years.

Which Council Zone do you live in?	Number of Respondents	% of Respondents
Legislative Zone 1	52	15.1%
Legislative Zone 2	77	22.3%
Legislative Zone 3	99	28.7%
Legislative Zone 4	117	33.9%

Responses based on legislative zone were generally quite equal, with slightly lower representation from zone one. Zone four was the largest respondent group with 33.9%.

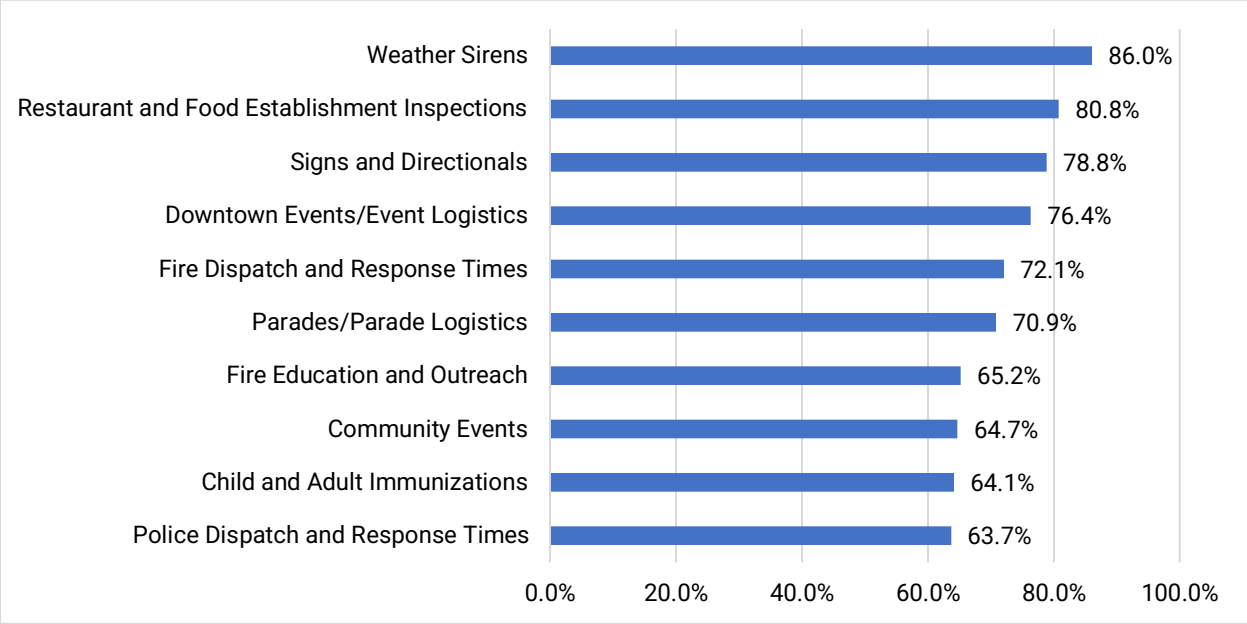
2. Multiple Choice Responses

In this section, respondents were asked to rate a total of 62 City services based on level of satisfaction, priority, individual importance, and resource allocation. Participants were also asked to rate the City's overall performance.

2.1. Service Rating – Summary Highlights

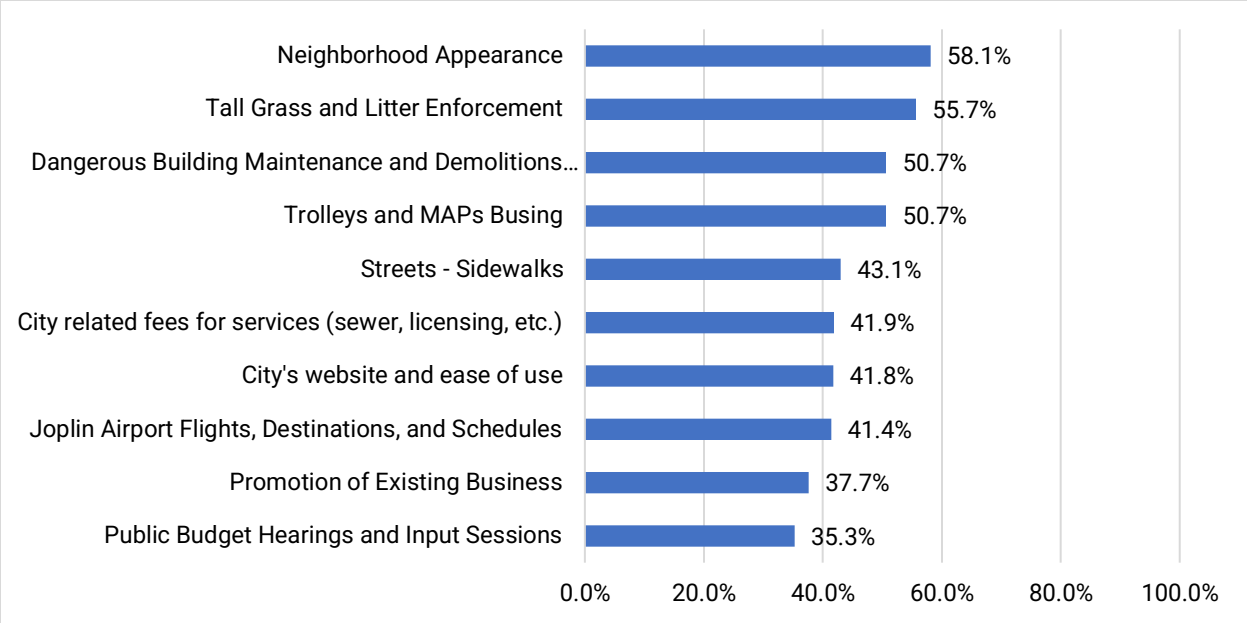
The graphs below show some high-level summaries of the data received from the service rating section of the survey. This is intended to be reviewed at a glance to understand some of the key needs of the community based on the criteria in this section (satisfaction, importance, priority, and resources). The full list of responses from these sections can be found in the appendix of this document.

(1) Which services received the highest (and lowest) satisfaction ratings from respondents?



The table above shows the top ten City services based on overall satisfaction ("satisfied" and "mostly satisfied" combined). Weather sirens, signs and directionals, and Police dispatch and response times received the highest levels of satisfaction overall.

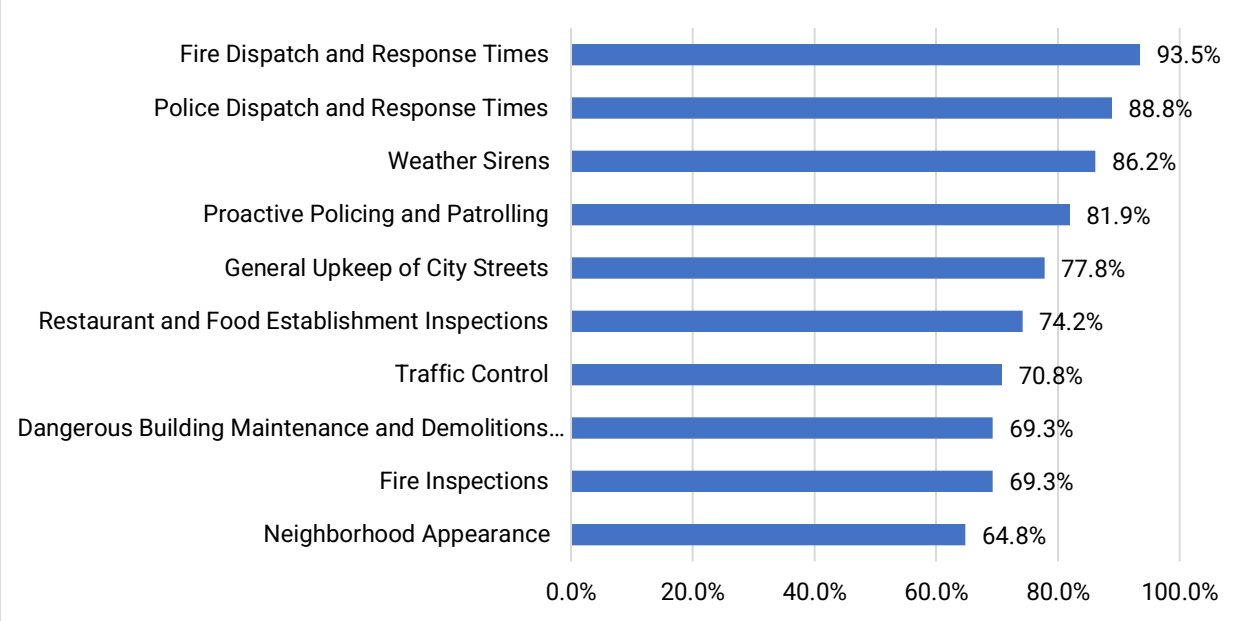
The next chart shows the top ten services that received the highest percentage of "not satisfied" ratings from respondents:



Services related to neighborhood appearance and code enforcement received the highest levels of dissatisfaction from respondents. 50.7% of respondents also indicated that they were not satisfied with trolleys/MAPs busing.

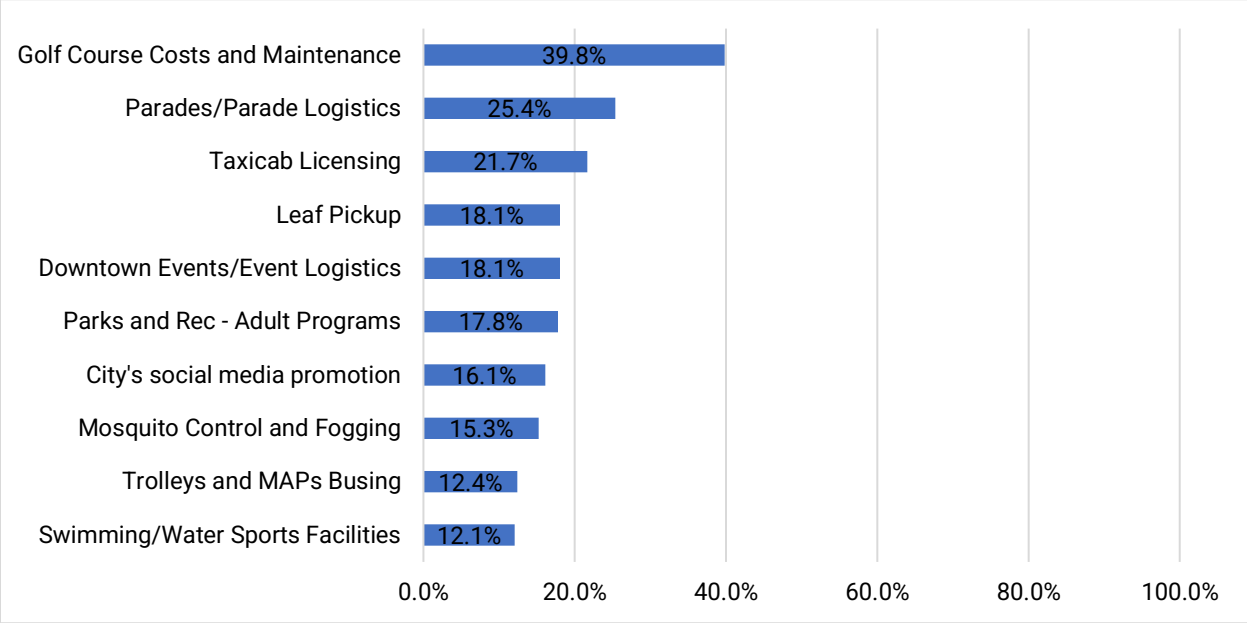
(2) Which services do respondents view as most (and least) important to them?

This statement asked respondents to rate the importance of each City service to them individually. Most respondents selected "very important" or "somewhat important" for each service. Therefore, the chart below shows the top ten "most important" City services based on results in the "very important" column alone:



The chart indicates that the top four most important City services to residents are related to public safety. This need is reflected in other top-ten services such as fire inspections and traffic control. The City's appearance is also important to residents, with street upkeep, dangerous building maintenance/demolitions, and neighborhood appearance all making the top ten as well.

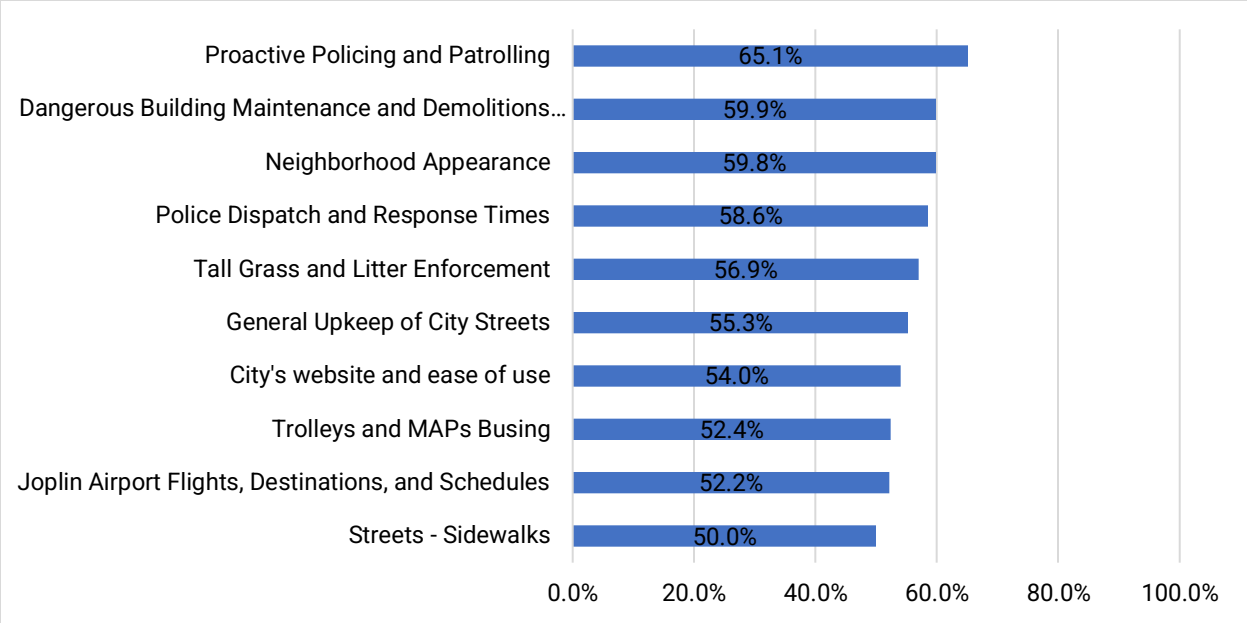
The next chart shows which services where the highest percentage of responses selected "not important".



As noted in the introductory paragraph, most City services are considered either important or somewhat important by residents. This is further reflected by the relatively low percentages in the top-ten chart shown above. The Golf Course may be considered an exception, as 39.8% of respondents felt as though this was "not important". Parades and taxicab licensing were the only other services to receive a "not important" rating higher than 20%.

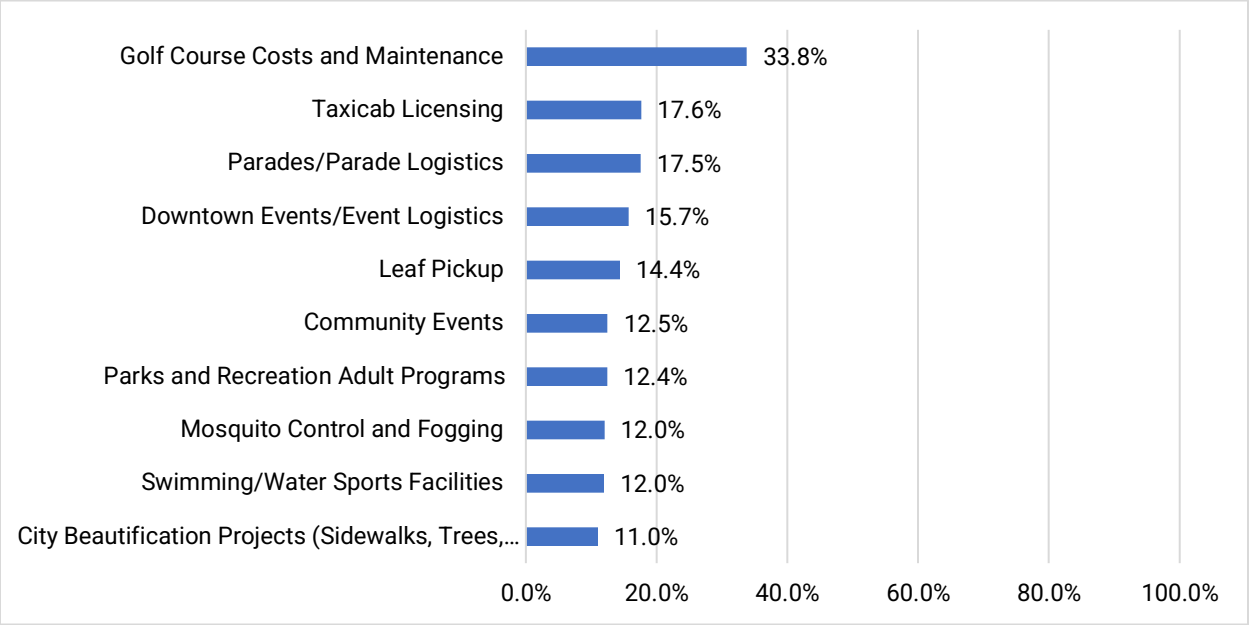
(3) Which services should the City prioritize? Which should receive less priority?

Respondents were also asked which services should receive more, the same, or less priority from the City. The first chart (shown below) shows ten services which respondents indicated should receive more priority:



Public safety (namely Police), as well as maintaining the City's appearance were high-priority items for respondents. The results also show that residents would like additional improvements to the trolley and MAPs service as well as more flights from Joplin Airport.

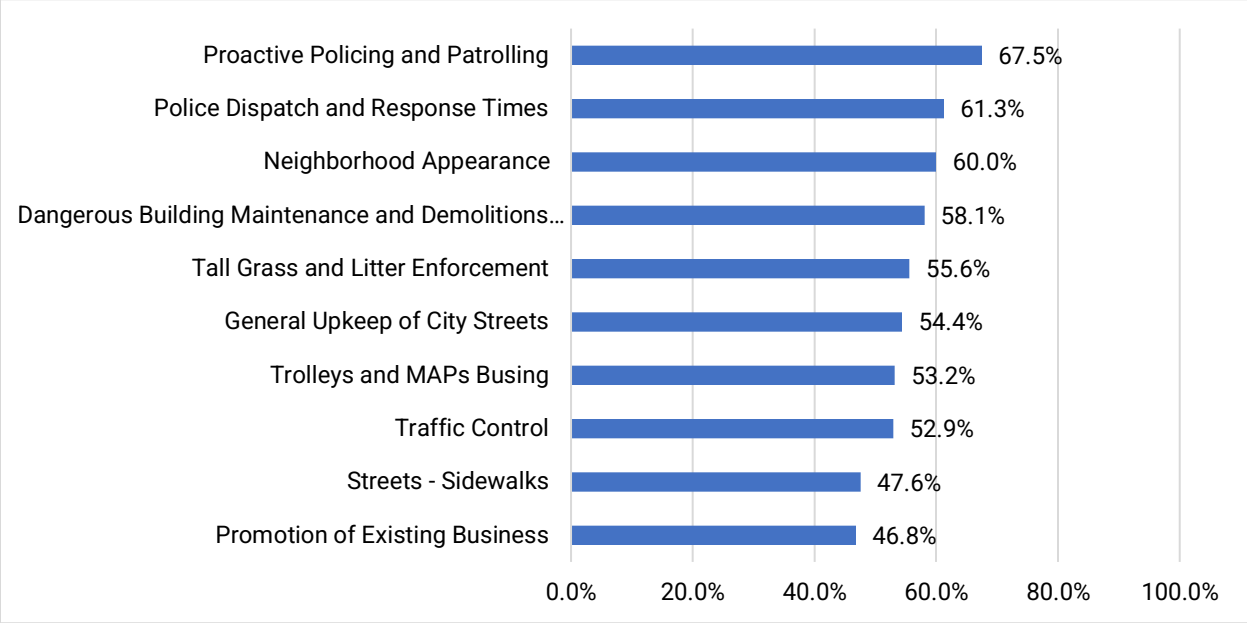
The following chart shows the ten services where the highest number of respondents indicated that said service should receive a lower priority from the City:



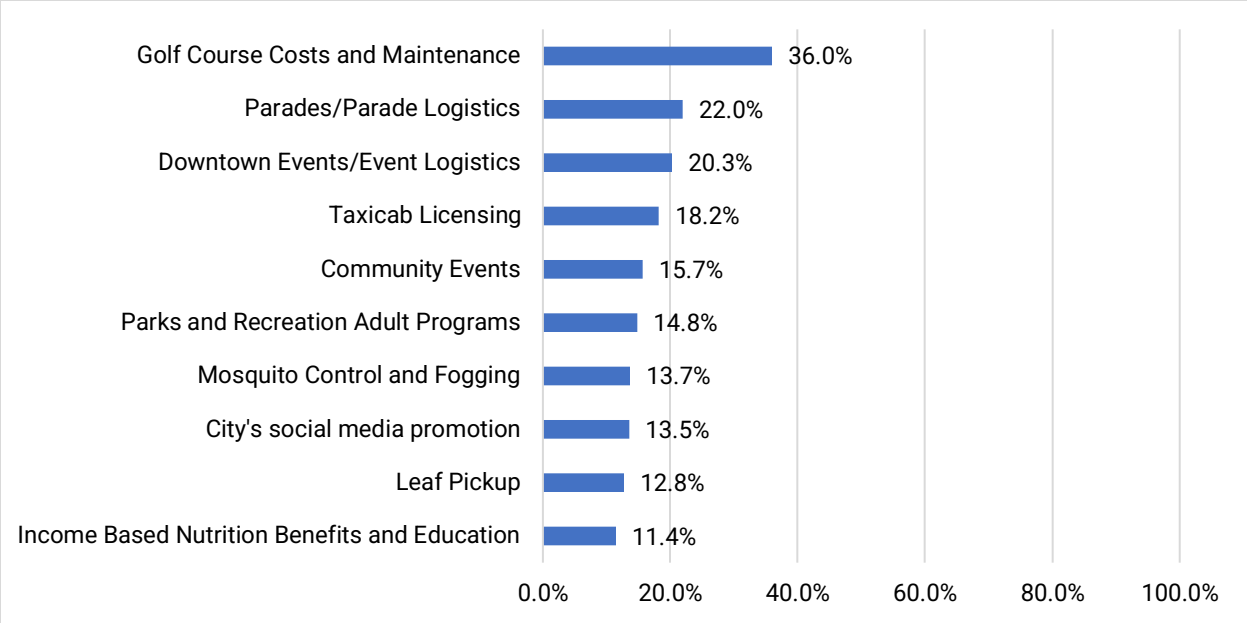
As with individual importance of services, respondents were generally more likely to indicate that a service should either receive the same or more priority from the City. Again, one minor exception to this trend is golf course maintenance. 33.2% of respondents indicated that this service could receive less priority from the City.

(4) Which services require more (or fewer) resources?

Services that respondents indicated requiring additional resources (staff, funding, etc.) generally aligned with those that were considered "high priority" by respondents overall. As shown in the table below, respondents would like additional resources allocated to Police services (proactive policing, dispatch, traffic), code enforcement/city appearance, and public transportation. Promotion of existing business was also included in the top ten here, despite not appearing in preceding charts.



As can be seen from the following table, very few services were highlighted by respondents as requiring fewer resources. One exception is again golf course costs and maintenance - 36% of participants indicated that the City could allocate less resources to this service. Parades and downtown events also had slightly higher "negative" responses compared to other services in this section.



2.2. Overall City Performance

As noted in the introduction to this chapter, respondents were also asked to rate the overall performance of the City via six multiple-choice responses. The results from all respondents are contained below:

Statement	Excellent	Good	Fair	Poor
Effectively budgeting funds annually.	6.1%	32.1%	34.4%	27.4%
The value of services for the local taxes paid to the City.	6.0%	29.6%	39.4%	25.0%
Providing a strong future vision for the City.	5.6%	24.7%	38.1%	31.6%
Effectively providing opportunities for citizen involvement in local government.	8.3%	30.1%	38.0%	23.6%
Listening to citizen input.	8.4%	22.3%	31.2%	38.1%
Addressing high-priority issues in the community.	6.1%	23.3%	34.0%	36.7%

Few (less than 10%) rated the City as “excellent” for any of the six statements. On average, respondents were slightly more likely to indicate “fair” (35.8%), followed by “poor” (30.4%). On average, 27% of respondents selected “good” for all statements. Overall, responses to each statement were close to the average.

3. Demographic Insights

This chapter focuses on key differences based on demographic differences between respondents. As noted in the introductory section, the survey asked respondents to identify their age, council district, and how long they lived in Joplin.

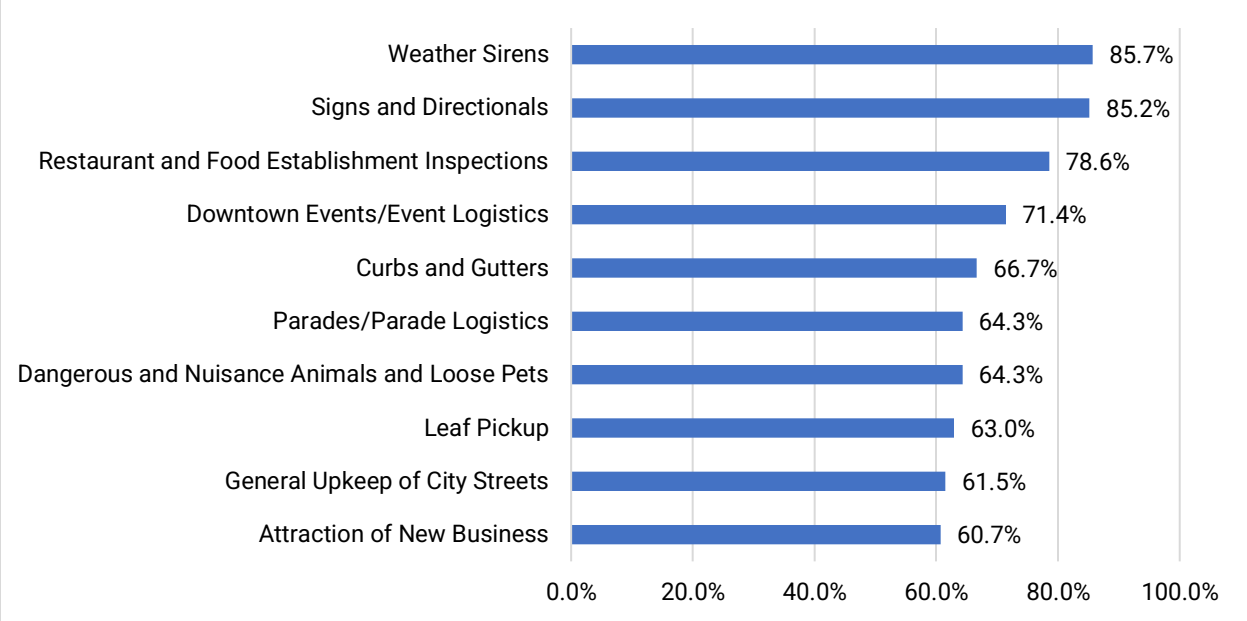
3.1. Service Rating

The project team also created bar charts (the same as those found in section two) to develop a better understanding of how respondents of different age groups rate each City service. The following subsections show charts based on satisfaction and importance for each demographic group.

Ages 18 – 34

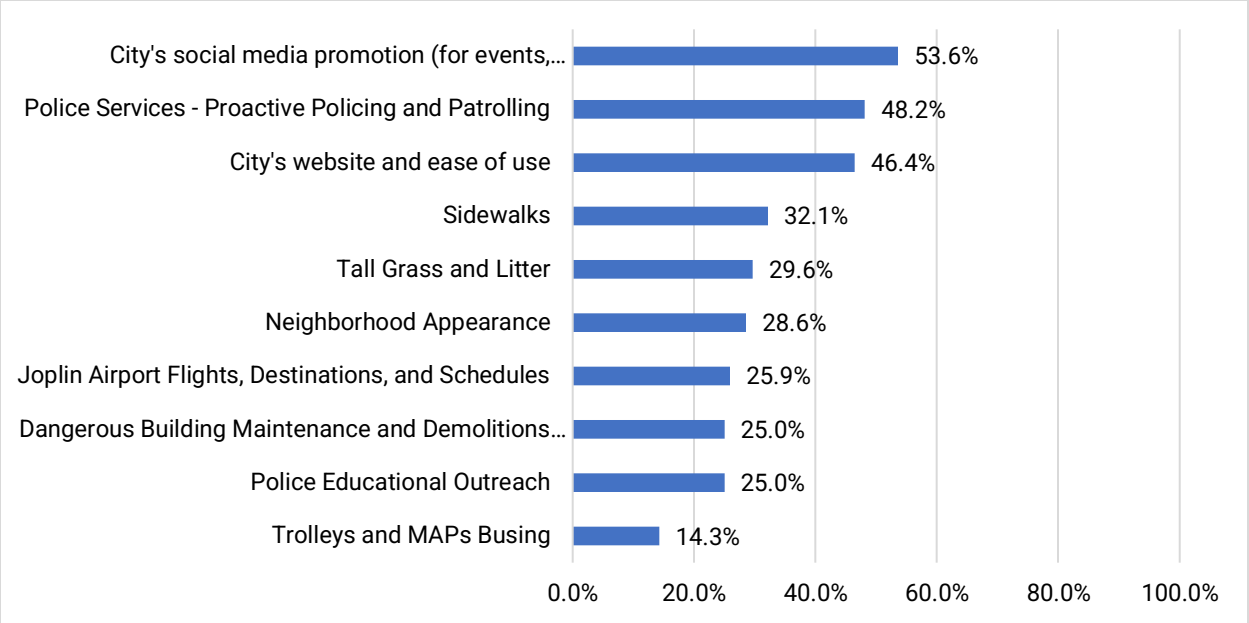
(1) Top Ten Services Based on Overall Satisfaction and Dissatisfaction

The following chart shows ten services with the highest overall satisfaction rating among those aged 18-34:



Weather sirens and City signs and directionals were the most well-received City services within this age group. Several streets-maintenance related services also appeared in this group's top ten.

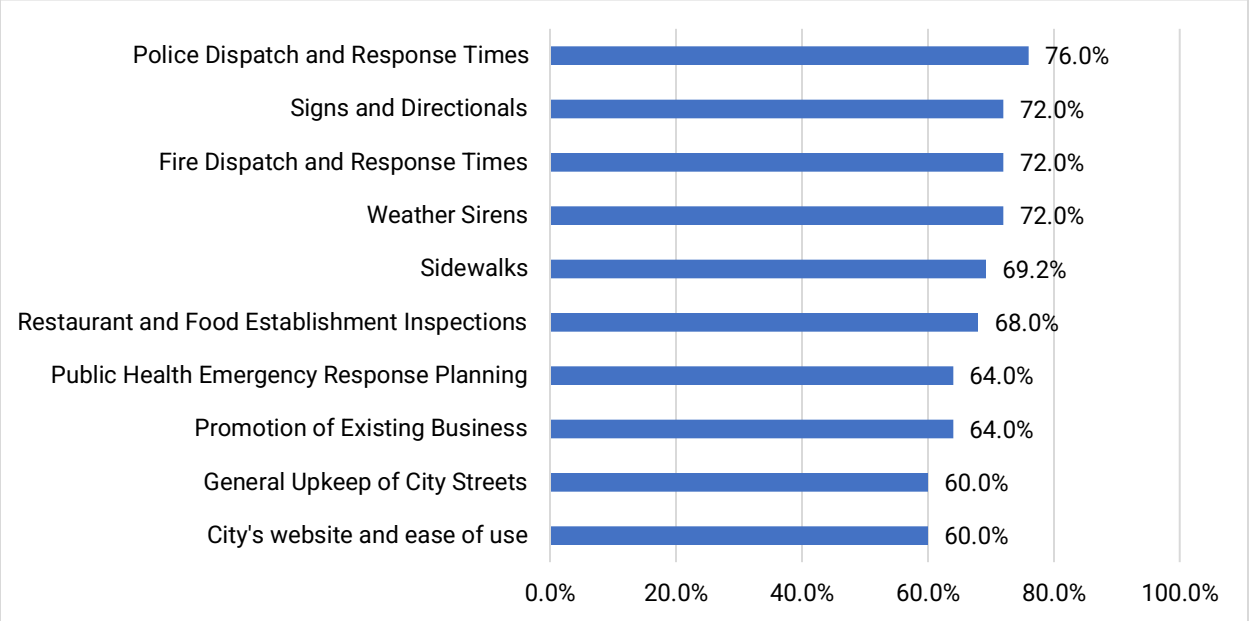
The following chart shows the top ten City services which received the highest "not satisfied" ratings from this age group:



This age group had higher dissatisfaction ratings for services related to the City's online presence, as well as proactive policing. Like other respondent groups, those ages 18-34 were also less than satisfied with services related to maintaining the City's appearance.

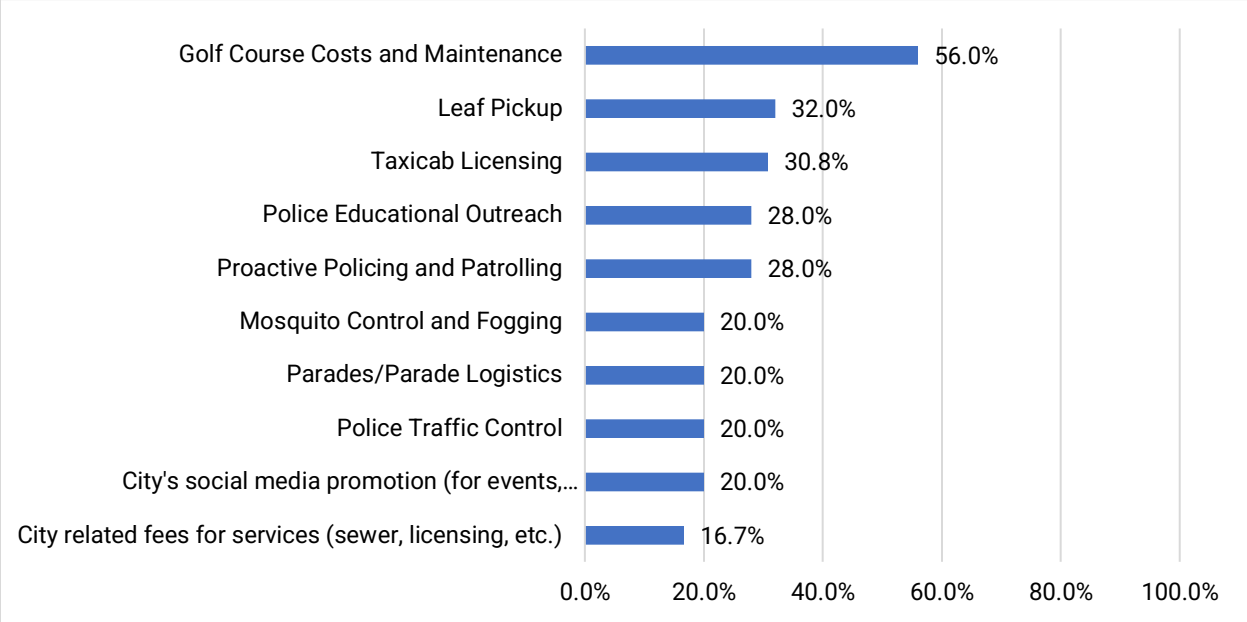
(2) Most (and less) Important Services

The first chart shows the services that those aged 18-34 were most likely to select as "very important":



Several of the services found in the graph above also appeared in the aggregate chart shown earlier in this report. Services unique to this age group (in importance) included Sidewalks, emergency response planning, promotion of existing businesses, and the City's website.

The following chart show the services that those aged 18-34 were most likely to select as "not important":

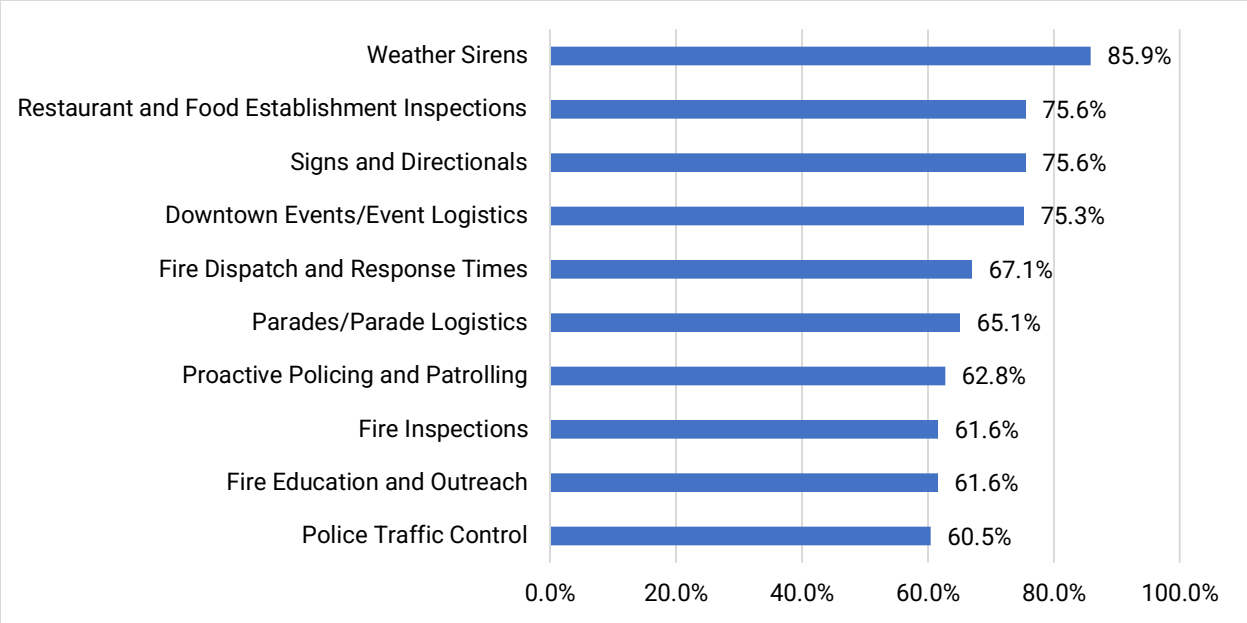


In general, this age group had higher "not important" response rate than others, though their responses were still generally low.

Ages 35 – 54

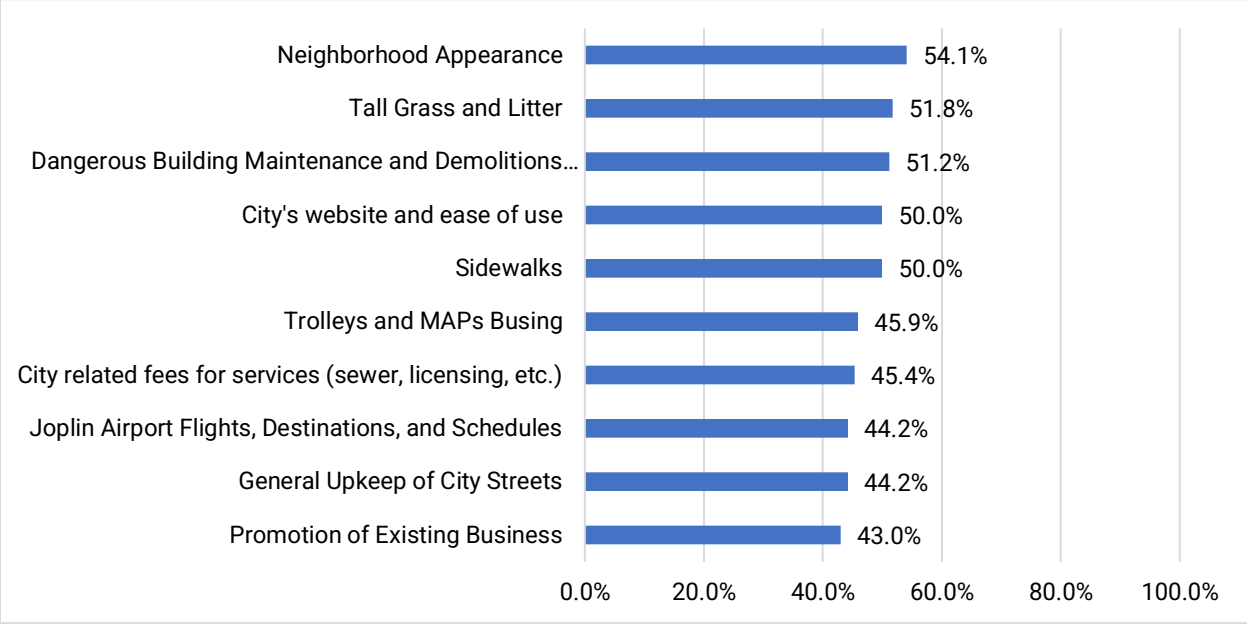
(1) Top Ten Services Based on Overall Satisfaction and Dissatisfaction

The following chart shows the ten services with the highest overall satisfaction rating among those aged 35-54:



Those within this demographic had more public safety-related services within their top ten. Similar to those aged 18-34, this group was highly satisfied with the City's weather sirens, food inspections, signs and directionals, and events as well.

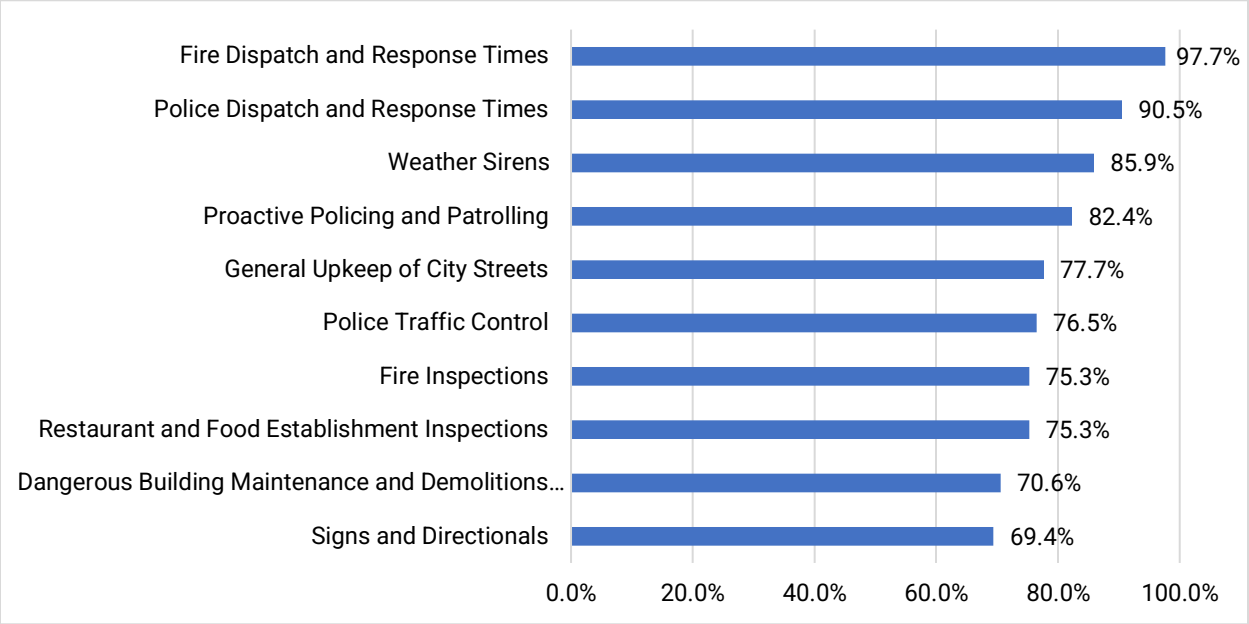
The following chart shows the top ten City services which received the highest "not satisfied" ratings from this age group:



The three services with the highest levels of dissatisfaction within this age group all related to code enforcement and neighborhood enhancement.

(2) Most (and less) Important Services

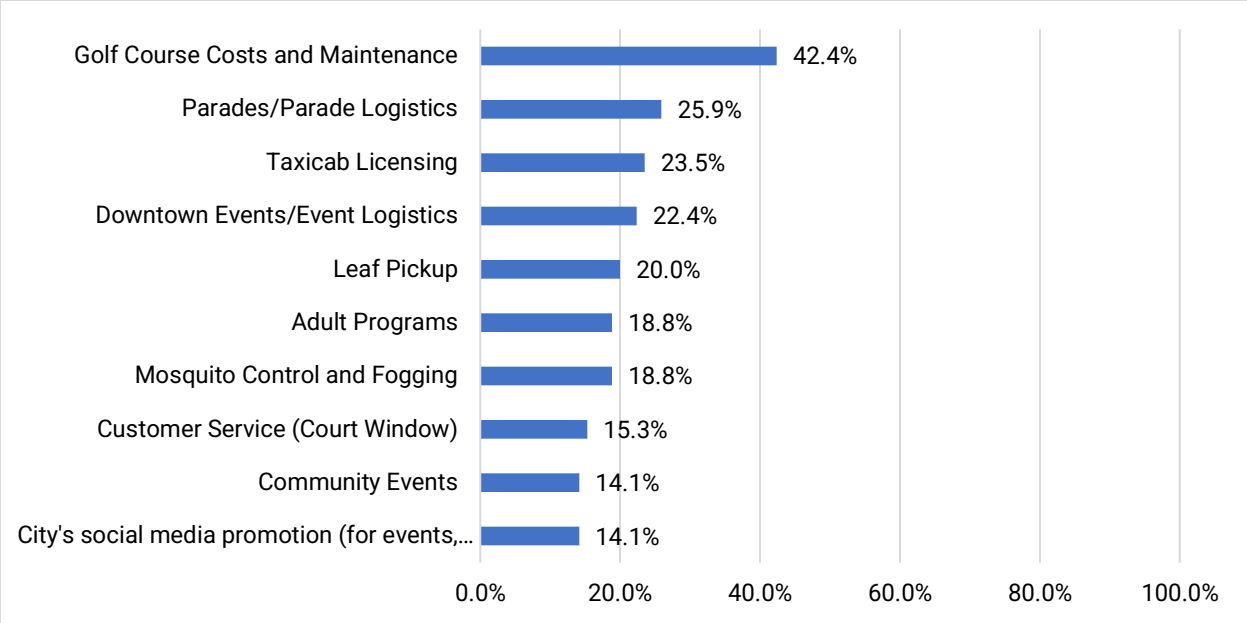
The following chart show the services that those aged 35-54 were most likely to select as “very important”:



Public safety dispatch and response received high levels of importance from this demographic. Other public safety services in the top included weather sirens, proactive policing, traffic control, and fire inspections.

Street upkeep, food inspections, signs and directionals, and building maintenance/demolition also placed highly on this list.

The following chart show the services that those aged 35-54 were most likely to select as “not important”:

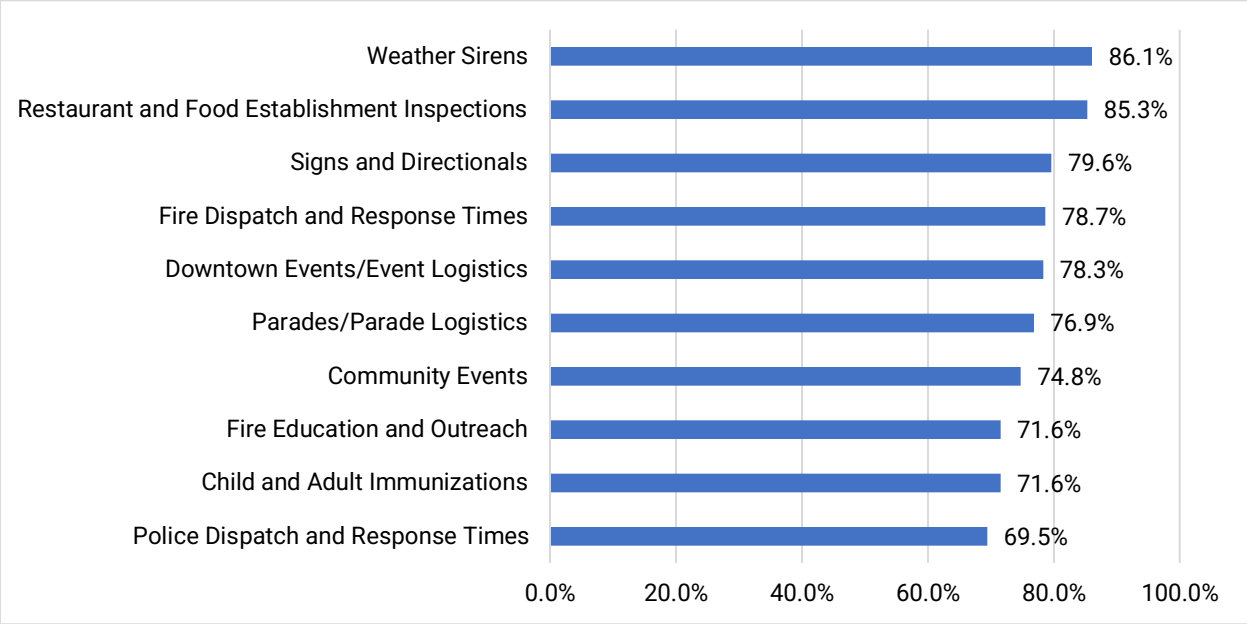


As was shown with the aggregate responses, most respondents did not place a high degree of "unimportance" on most services offered by the City. Within this age group, however, 42.4% of respondents indicated that Golf Course Costs and Maintenance was not important to them individually.

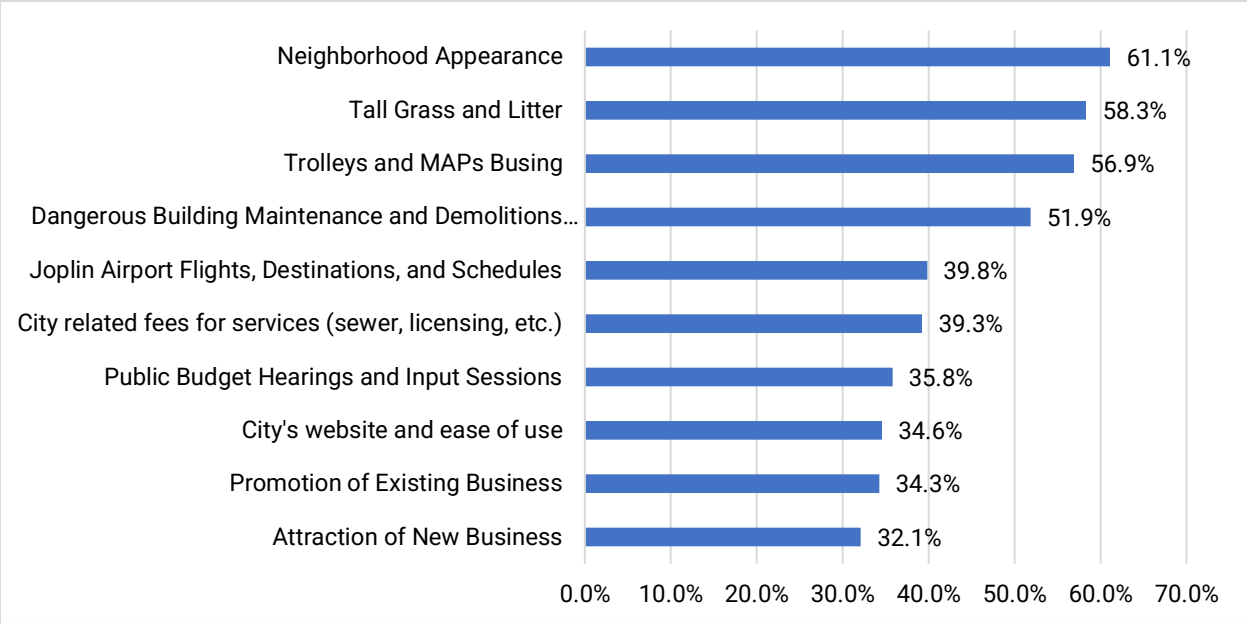
Ages 55+

(1) Top Ten Services Based on Overall Satisfaction and Dissatisfaction

The following chart shows the ten services with the highest overall satisfaction rating among those aged 55+:



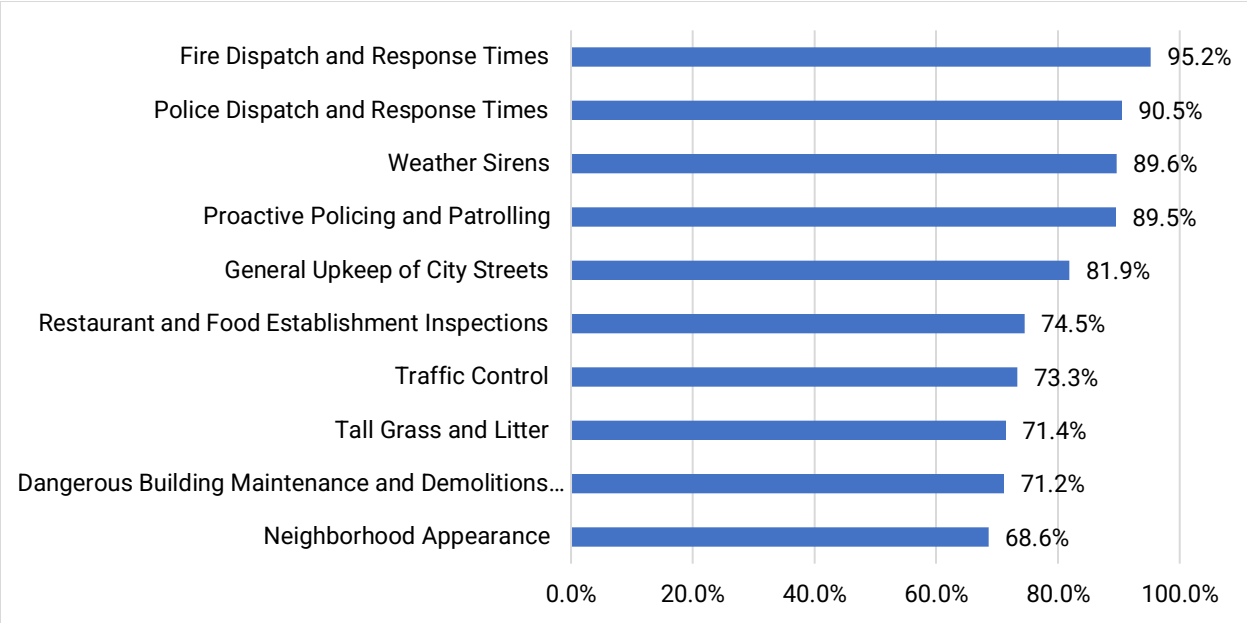
Similar to the other two groups, those 55+ were highly satisfied with weather sirens, food inspections, signs and directionals, and City events. This group also had high levels of satisfaction towards Police and Fire dispatch times as well as Fire education and outreach.



Again, services related to code enforcement and neighborhood enhancement received lower satisfaction levels relative to other City services. This group also had the highest level of "dissatisfaction" with the trolley and MAPs busing service.

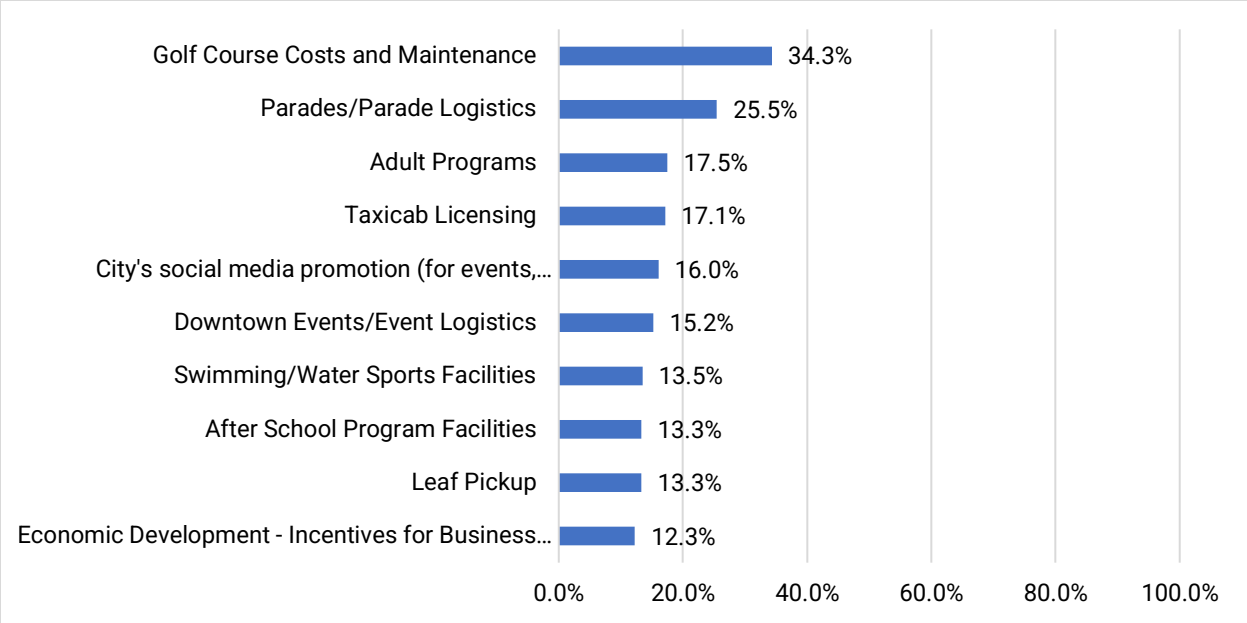
(2) Most (and less) Important Services

The following chart show the services that those aged 55+ were most likely to select as "very important":



Being the largest respondent group, data in the chart above aligns closely with the aggregate data shown earlier in the report. Individuals within this age range were likely to place a high degree of importance on Police and Fire dispatch times.

The following chart show the services that those aged 55+ were most likely to select as "not important":



Once again, most City services were considered at least "somewhat important" by those within this group. Respondents were unlikely to select "not important", and the service that received the highest rating was Golf Course Costs and Maintenance.

3.2. Overall City Performance

As noted in a previous chapter, question ten of the survey asked respondents to rate the City's overall performance in various categories from excellent to poor. This section looks at differences in responses to each statement based on differences in demographics.

Effectively Budgeting Funds

This section shows how each demographic group responded to the statement "[The City] effectively budget[s] funds annually." Note that some overall responses may be different due to some participants skipping certain demographic questions in the introduction.

(1) Differences by Age

Age Range	Excellent	Good	Fair	Poor	Total
Under 18	0.0%	0.0%	0.0%	0.0%	0
18-34	14.8%	18.5%	37.0%	29.6%	27
35-54	3.5%	25.9%	30.6%	40.0%	85
55+	5.9%	41.2%	37.3%	15.7%	102
Overall	**6.1%**	**32.1%**	**34.4%**	**27.0%**	

(2) Differences by Council Zone

Legislative Zone	Excellent	Good	Fair	Poor	Total
Legislative Zone 1	9.7%	29.0%	41.9%	19.4%	31
Legislative Zone 2	4.6%	40.9%	31.8%	22.7%	44
Legislative Zone 3	5.9%	35.3%	23.5%	35.3%	51
Legislative Zone 4	5.5%	26.0%	38.4%	30.1%	73
Overall	**6.1%**	**32.1%**	**34.4%**	**27.0%**	

Value of Services

This section shows how each demographic group responded to the statement "The value of services for the local taxes paid to the City." Note that some overall responses may be different due to some participants skipping certain demographic questions in the introduction.

(1) Differences by Age

Age Range	Excellent	Good	Fair	Poor	Total
Under 18	0.0%	0.0%	0.0%	0.0%	0
18-34	11.1%	22.2%	29.6%	37.0%	27
35-54	3.5%	24.7%	36.5%	35.3%	85
55+	6.8%	35.9%	43.7%	13.6%	103
Overall	**6.0%**	**29.6%**	**39.4%**	**25.0%**	

(2) Differences by Council Zone

Legislative Zone	Excellent	Good	Fair	Poor	Total
Legislative Zone 1	6.5%	35.5%	41.9%	16.1%	31
Legislative Zone 2	4.6%	34.1%	38.6%	22.7%	44
Legislative Zone 3	3.9%	27.5%	31.4%	37.3%	51
Legislative Zone 4	6.8%	27.0%	41.9%	24.3%	74
Overall	**6.0%**	**29.6%**	**39.4%**	**25.0%**	

Future Vision for The City

This section shows how each demographic group responded to the statement "Providing a strong future vision for the City." Note that some overall responses may be different due to some participants skipping certain demographic questions in the introduction.

(1) Differences by Age

Age Range	Excellent	Good	Fair	Poor	Total
Under 18	0.0%	0.0%	0.0%	0.0%	0
18-34	7.4%	25.9%	37.0%	29.6%	27
35-54	3.5%	17.7%	38.8%	40.0%	85
55+	6.9%	30.4%	37.3%	25.5%	102
Overall	**5.6%**	**24.7%**	**38.1%**	**31.6%**	

(2) Differences by Council Zone

Legislative Zone	Excellent	Good	Fair	Poor	Total
Legislative Zone 1	6.5%	25.8%	35.5%	32.3%	31
Legislative Zone 2	2.3%	31.8%	36.4%	29.6%	44
Legislative Zone 3	5.9%	23.5%	39.2%	31.4%	51
Legislative Zone 4	5.5%	21.9%	41.1%	31.5%	73
Overall	**5.6%**	**24.7%**	**38.1%**	**31.6%**	

Providing Opportunities for Citizen Involvement

This section shows how each demographic group responded to the statement "Effectively providing opportunities for citizen involvement in local government." Note that some overall responses may be different due to some participants skipping certain demographic questions in the introduction.

(1) Differences by Age

Age Range	Excellent	Good	Fair	Poor	Total
Under 18	0.0%	0.0%	0.0%	0.0%	0
18-34	11.1%	14.8%	48.2%	25.9%	27
35-54	3.5%	24.7%	40.0%	31.8%	85
55+	11.7%	38.8%	33.0%	16.5%	103
Overall	**8.3%**	**30.1%**	**38.0%**	**23.6%**	

(2) Differences by Council Zone

Legislative Zone	Excellent	Good	Fair	Poor	Total
Legislative Zone 1	12.9%	35.5%	25.8%	25.8%	31
Legislative Zone 2	6.8%	29.6%	43.2%	20.5%	44
Legislative Zone 3	3.9%	31.4%	43.1%	21.6%	51
Legislative Zone 4	10.8%	27.0%	37.8%	24.3%	74
Overall	**8.3%**	**30.1%**	**38.0%**	**23.6%**	

Listening to Citizen Input

This section shows how each demographic group responded to the statement "Listening to citizen input." Note that some overall responses may be different due to some participants skipping certain demographic questions in the introduction.

(1) Differences by Age

Age Range	Excellent	Good	Fair	Poor	Total
Under 18	0.0%	0.0%	0.0%	0.0%	0
18-34	3.9%	19.2%	34.6%	42.3%	26
35-54	5.9%	21.2%	29.4%	43.5%	85
55+	11.7%	24.3%	32.0%	32.0%	103
Overall	**8.4%**	**22.3%**	**31.2%**	**38.1%**	

(2) Differences by Council Zone

Legislative Zone	Excellent	Good	Fair	Poor	Total
Legislative Zone 1	12.9%	22.6%	29.0%	35.5%	31
Legislative Zone 2	6.8%	15.9%	40.9%	36.4%	44
Legislative Zone 3	5.9%	25.5%	27.5%	41.2%	51
Legislative Zone 4	6.9%	23.3%	30.1%	39.7%	73
Overall	**8.4%**	**22.3%**	**31.2%**	**38.1%**	

Addressing High Priority Issues

This section shows how each demographic group responded to the statement "Addressing high-priority issues in the community." Note that some overall responses may be different due to some participants skipping certain demographic questions in the introduction.

(1) Differences by Age

Age Range	Excellent	Good	Fair	Poor	Total
Under 18	0.0%	0.0%	0.0%	0.0%	0
18-34	3.7%	18.5%	40.7%	37.0%	27
35-54	4.7%	21.2%	23.5%	50.6%	85
55+	7.8%	26.5%	41.2%	24.5%	102
Overall	**6.1%**	**23.3%**	**34.0%**	**36.7%**	

(2) Differences by Council Zone

Legislative Zone	Excellent	Good	Fair	Poor	Total
Legislative Zone 1	6.5%	25.8%	38.7%	29.0%	31
Legislative Zone 2	2.3%	30.2%	34.9%	32.6%	43
Legislative Zone 3	5.9%	19.6%	29.4%	45.1%	51
Legislative Zone 4	6.8%	20.3%	33.8%	39.2%	74
Overall	**6.1%**	**23.3%**	**34.0%**	**36.7%**	

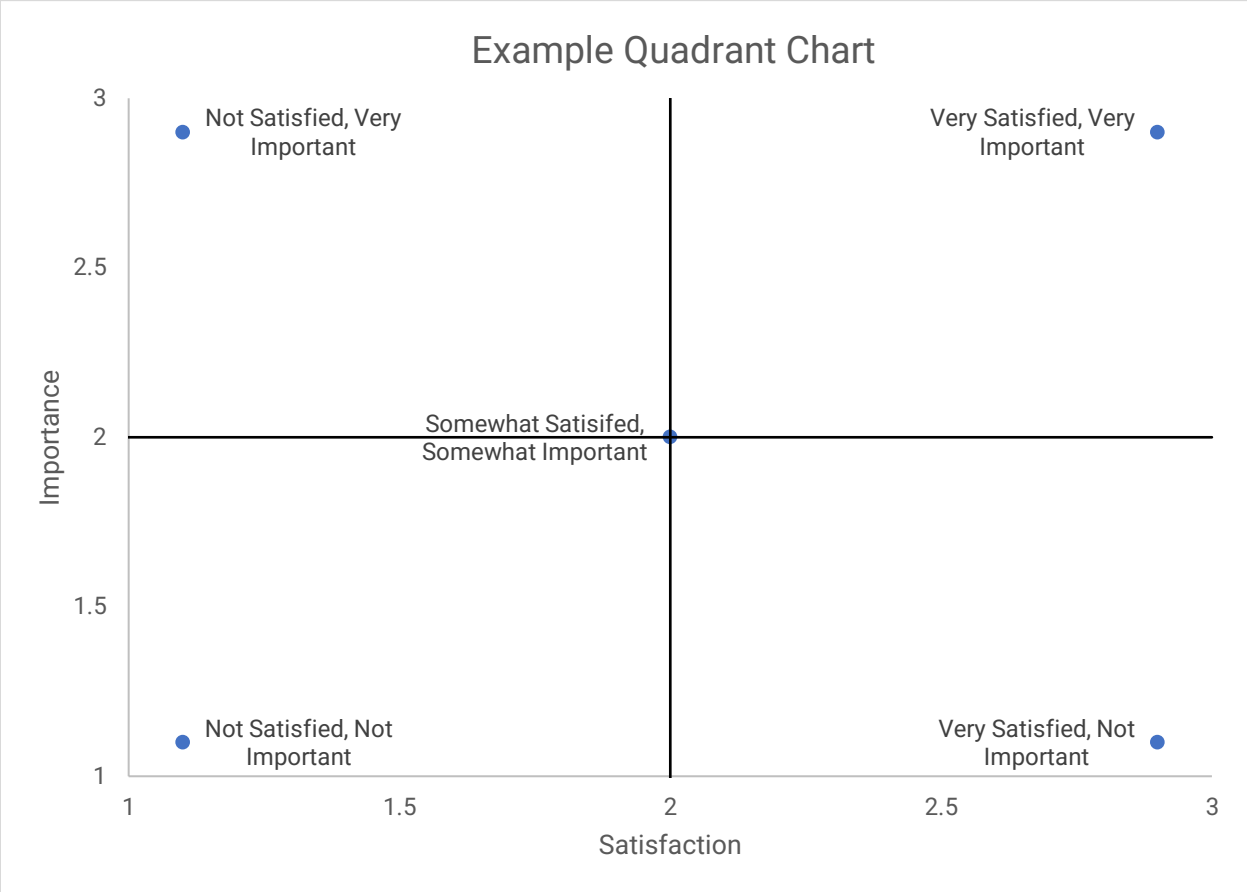
4. Community Needs Quadrant Charts

The project team developed a variety of quadrant charts utilizing data from the City services rating section. The intent of these charts is to provide a visual means for understanding community needs. Charts are developed using the weighted average of responses to each City service and are on a numeric scale of one to three. Each number on the rating scale represents the following:

- **One:** Fewer resources, lower priority, not important, not satisfied
- **Two:** No change (resources and priority), somewhat important, somewhat satisfied
- **Three:** More resources, more priority, very important, very satisfied

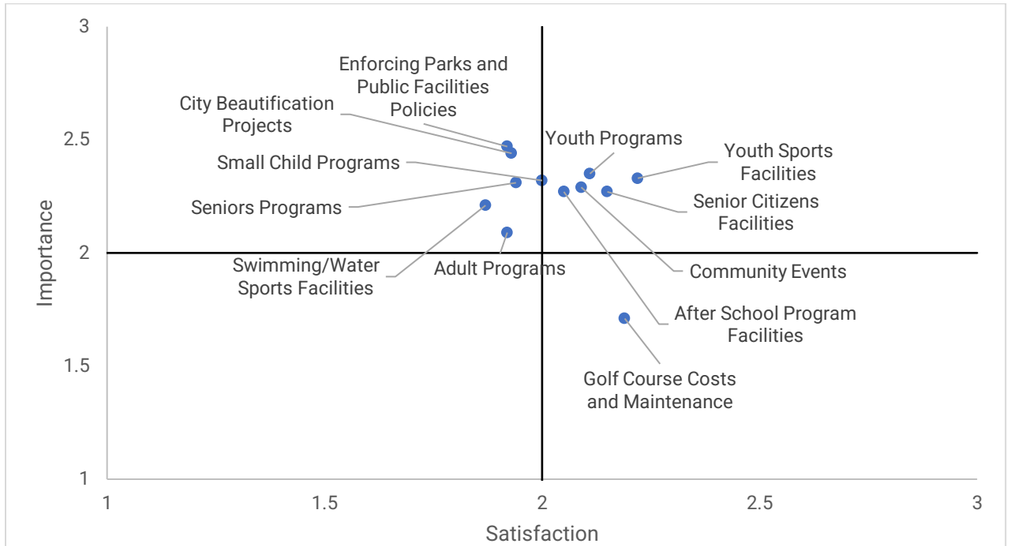
Separate charts have been developed based on different service groups. For instance, one chart includes only Parks and Recreation Services.

An example quadrant chart (with points expressing what each section represents) can be found below:

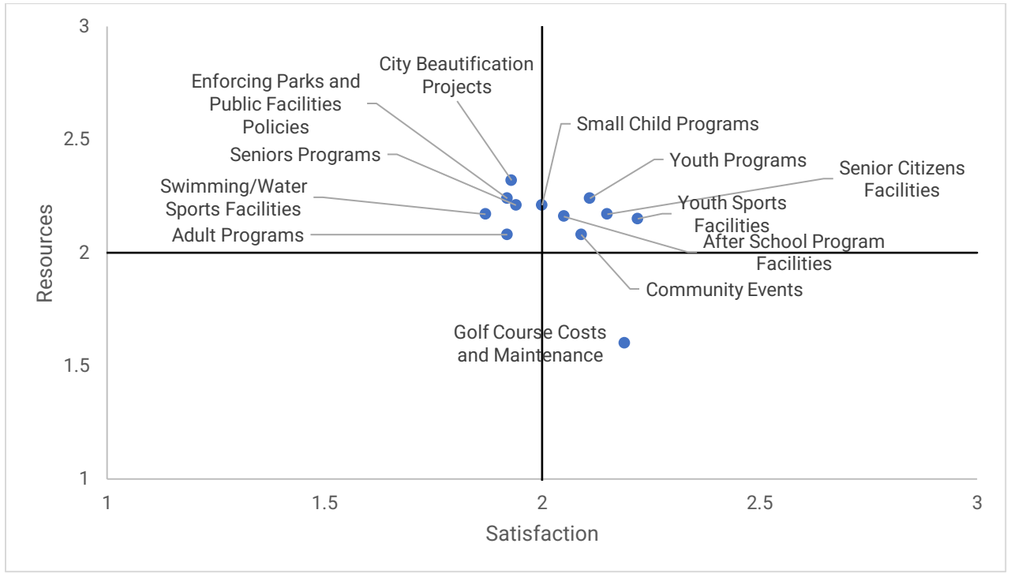


4.1. Parks and Recreation

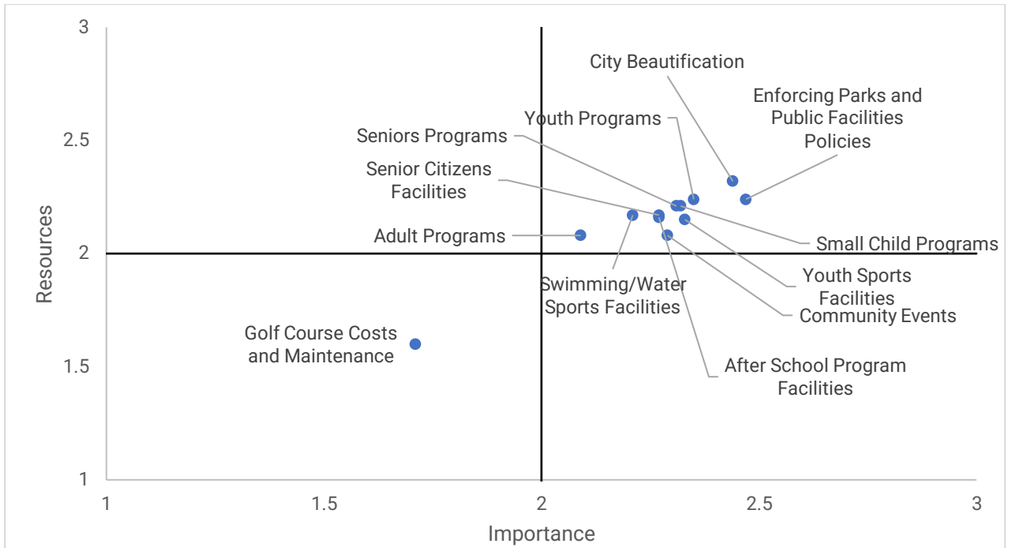
(1) Satisfaction vs. Importance



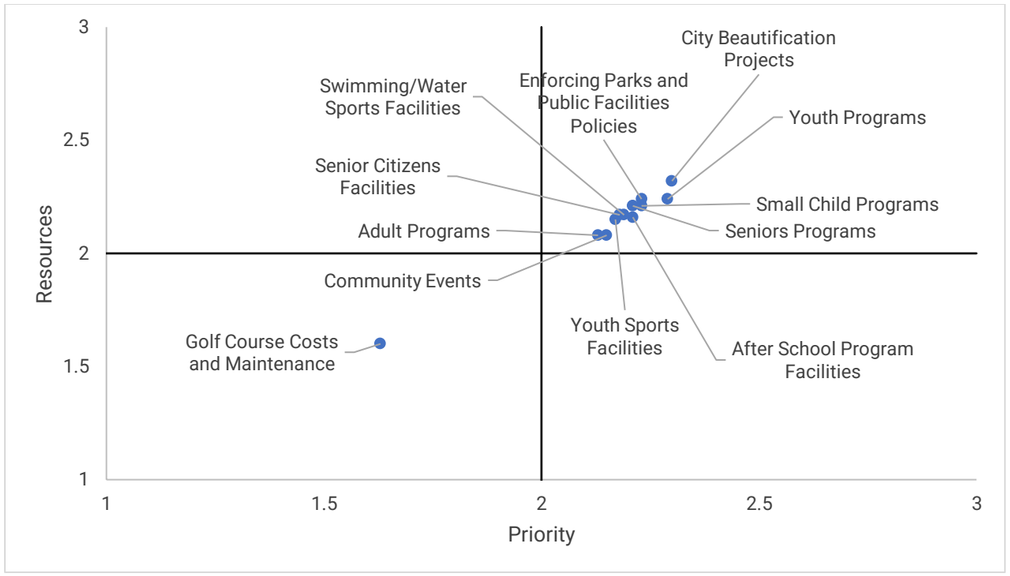
(2) Satisfaction vs. Resources



(3) Importance vs. Resources



(4) Priority vs. Resources

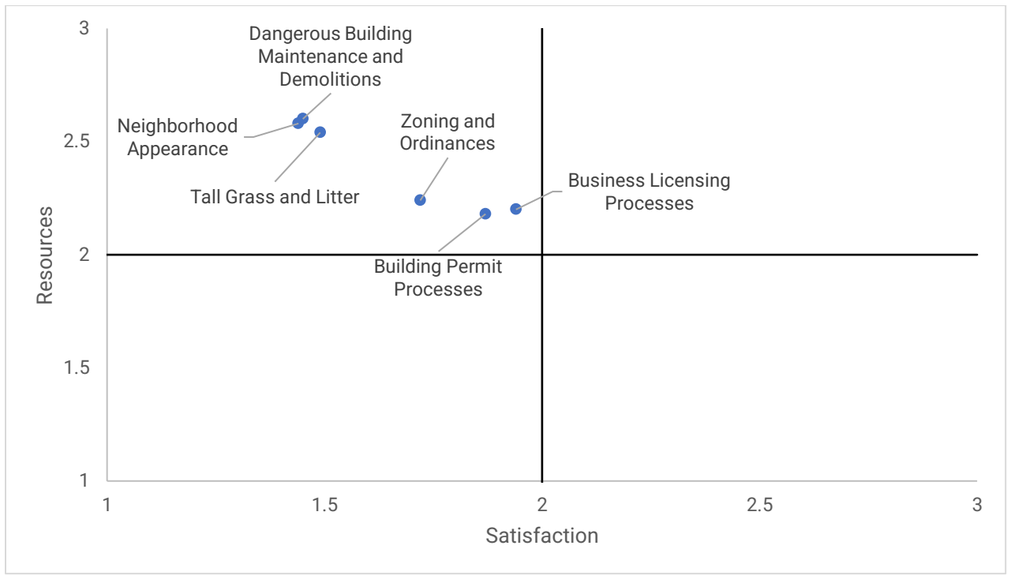


4.2. Planning and Code Enforcement

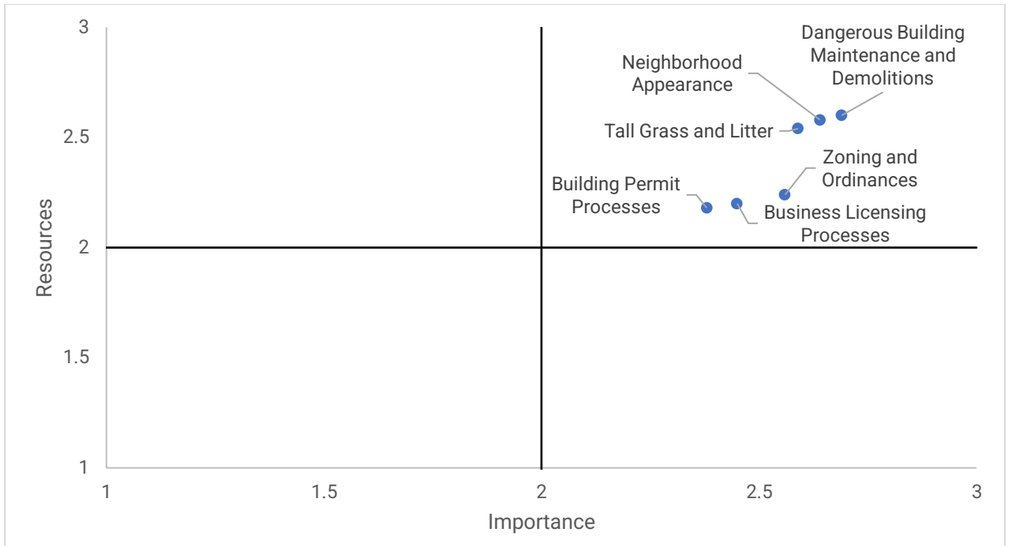
(1) Satisfaction vs. Importance



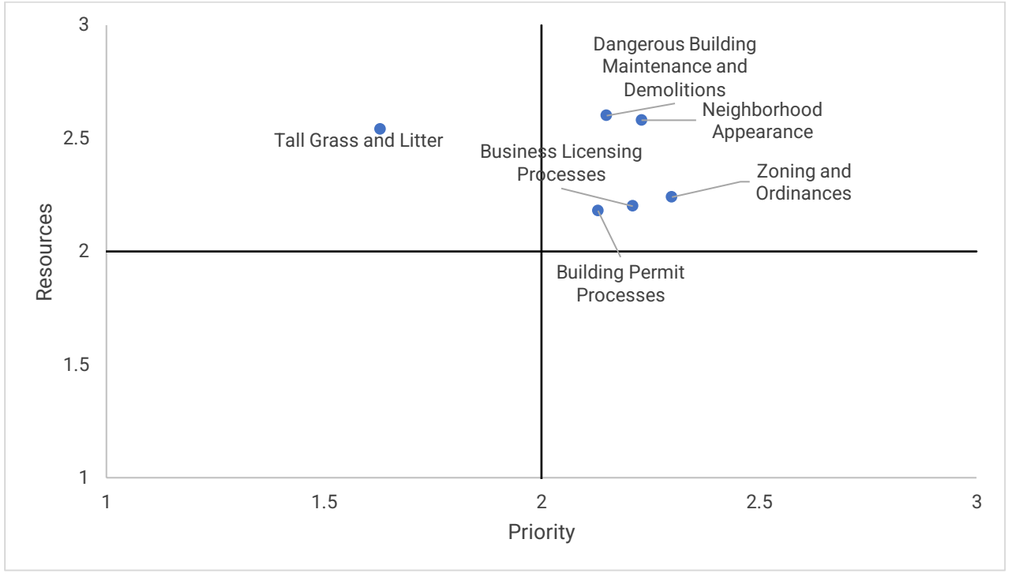
(2) Satisfaction vs. Resources



(3) Importance vs. Resources

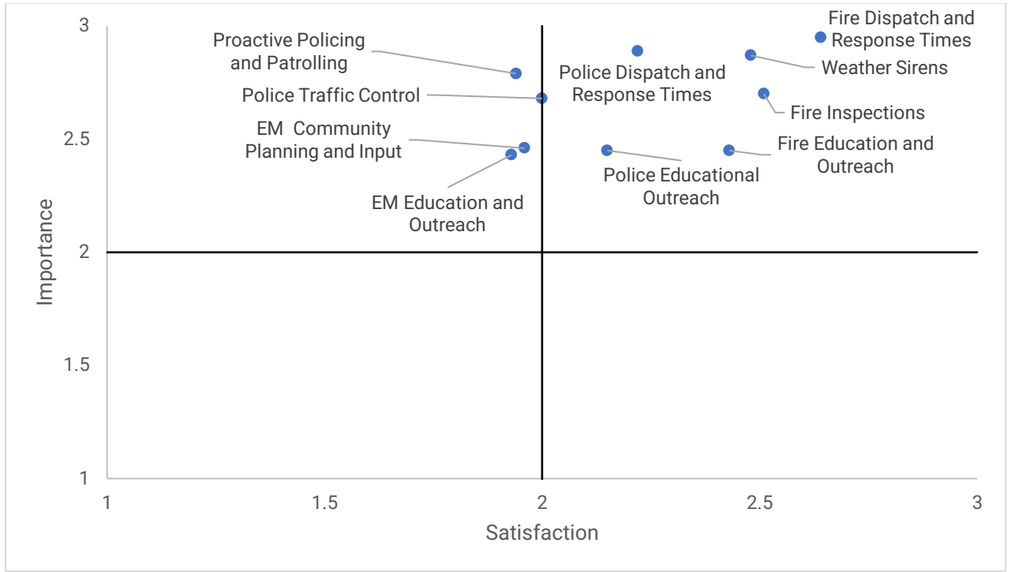


(4) Priority vs. Resources

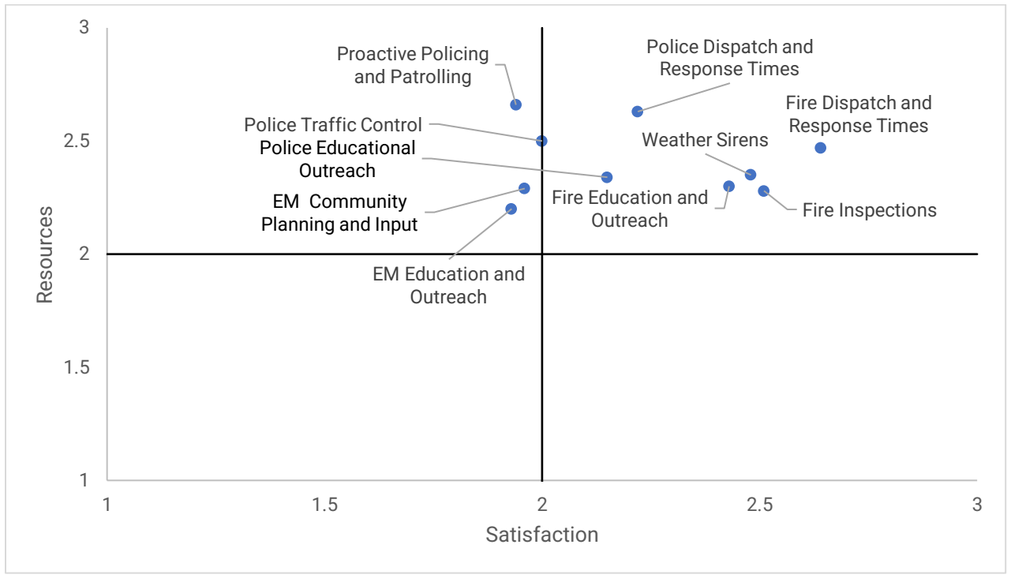


4.3. Public Safety

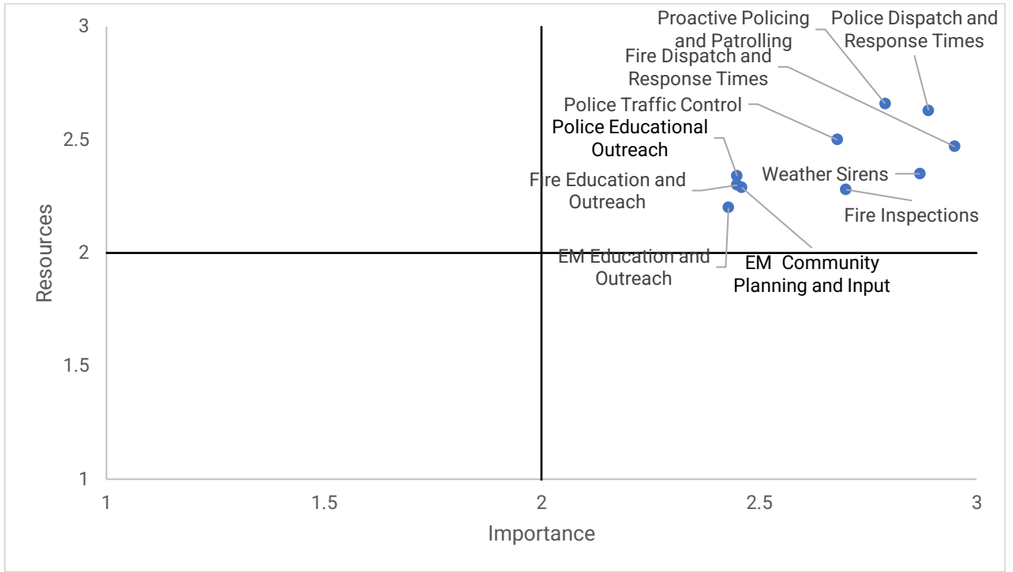
(1) Satisfaction vs. Importance



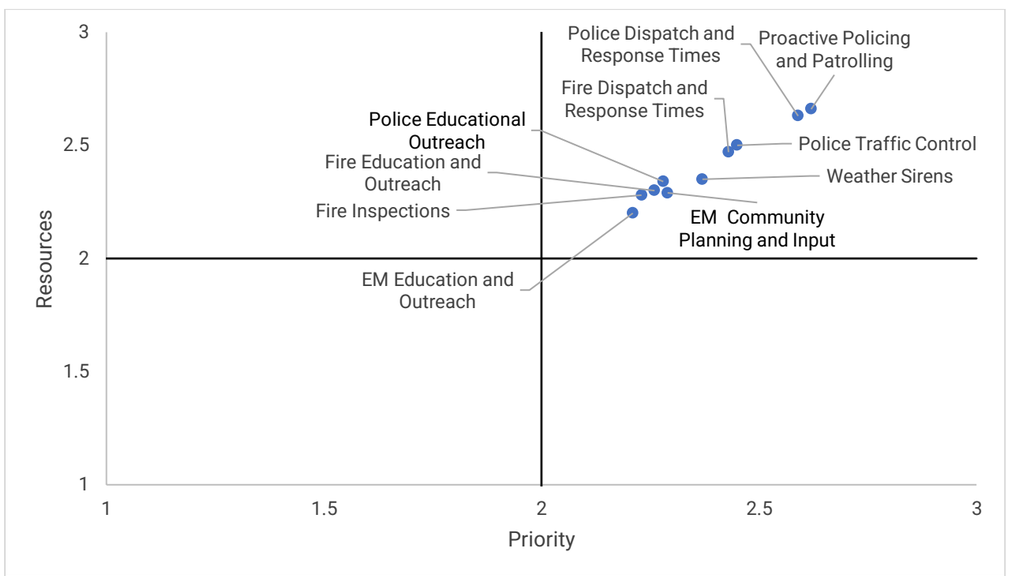
(2) Satisfaction vs. Resources



(3) Importance vs. Resources

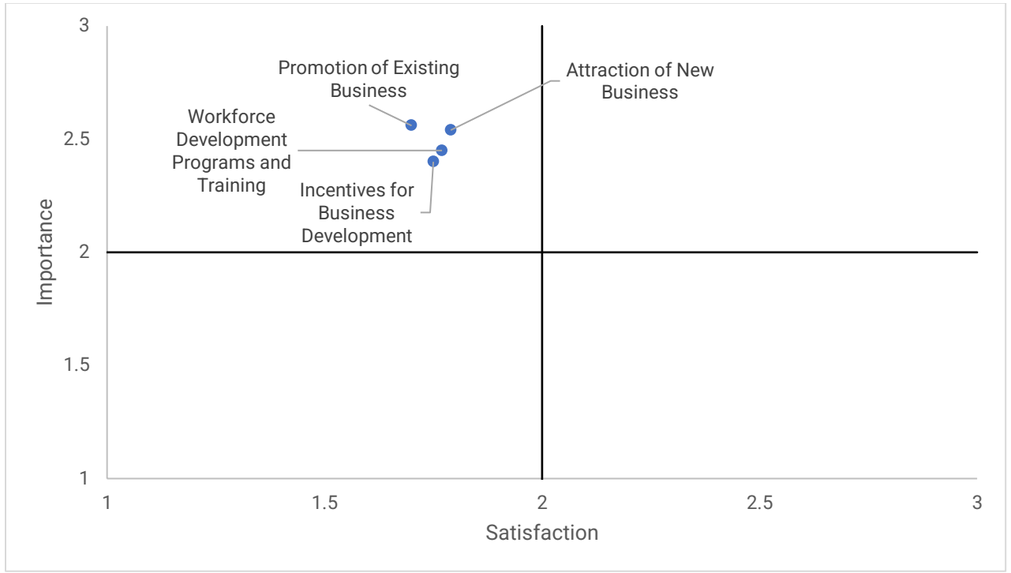


(4) Priority vs. Resources

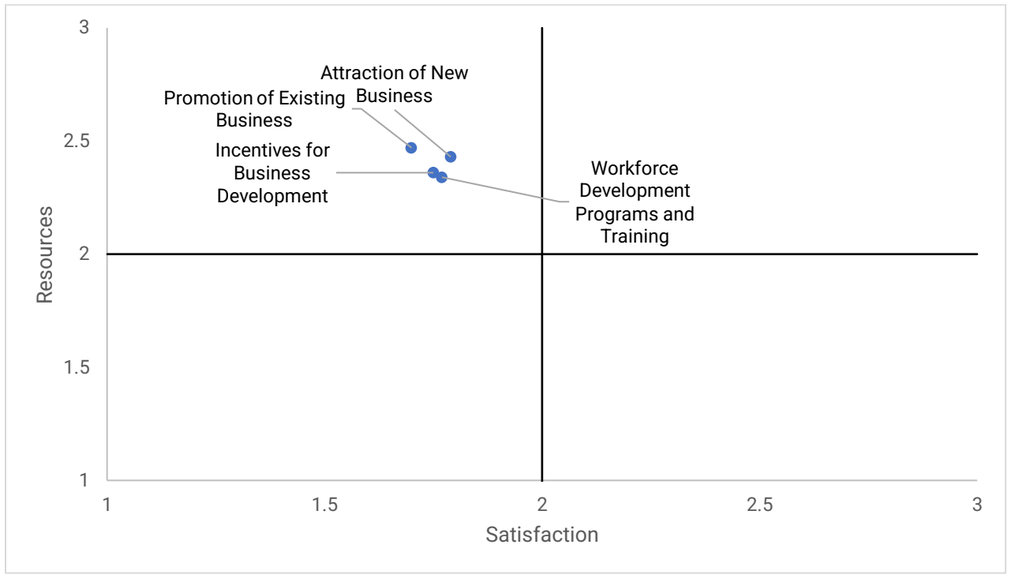


4.4. Economic Development

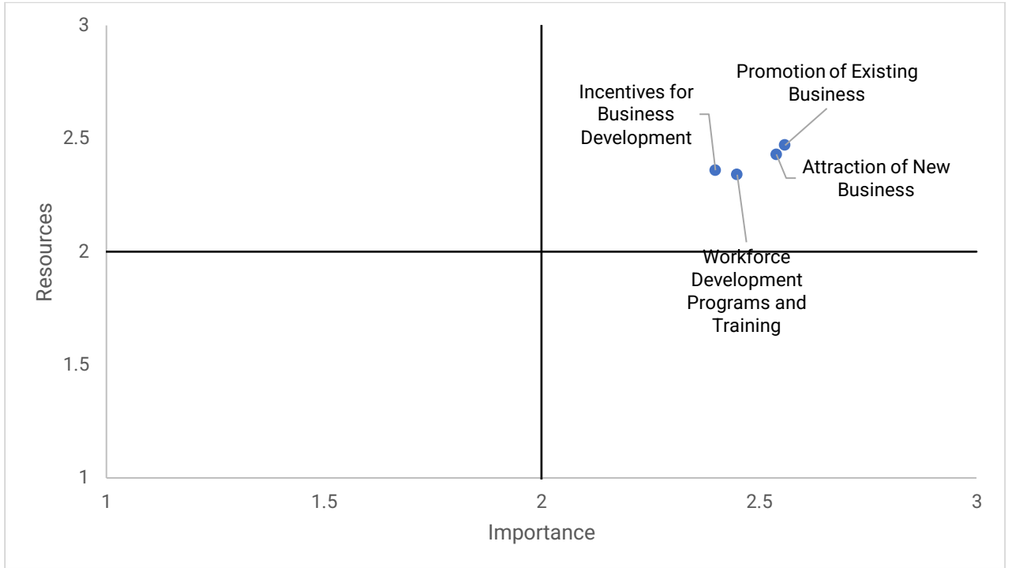
(1) Satisfaction vs. Importance



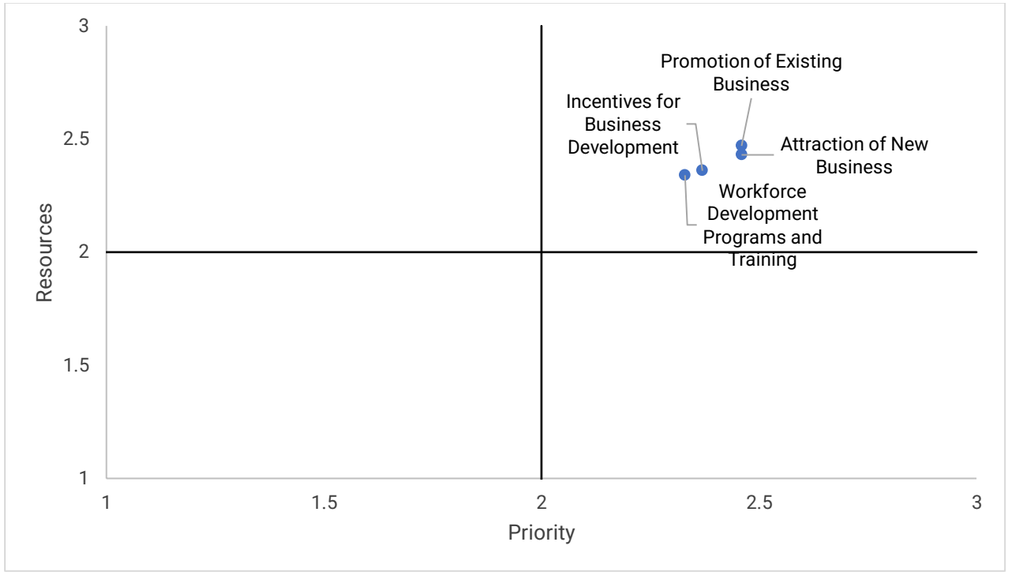
(2) Satisfaction vs. Resources



(3) Importance vs. Resources

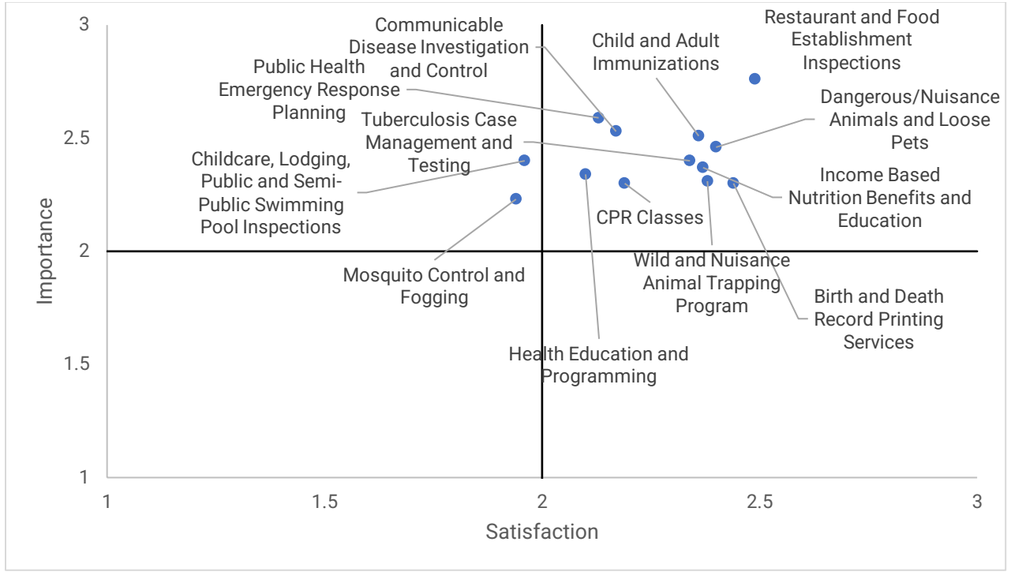


(4) Priority vs. Resources

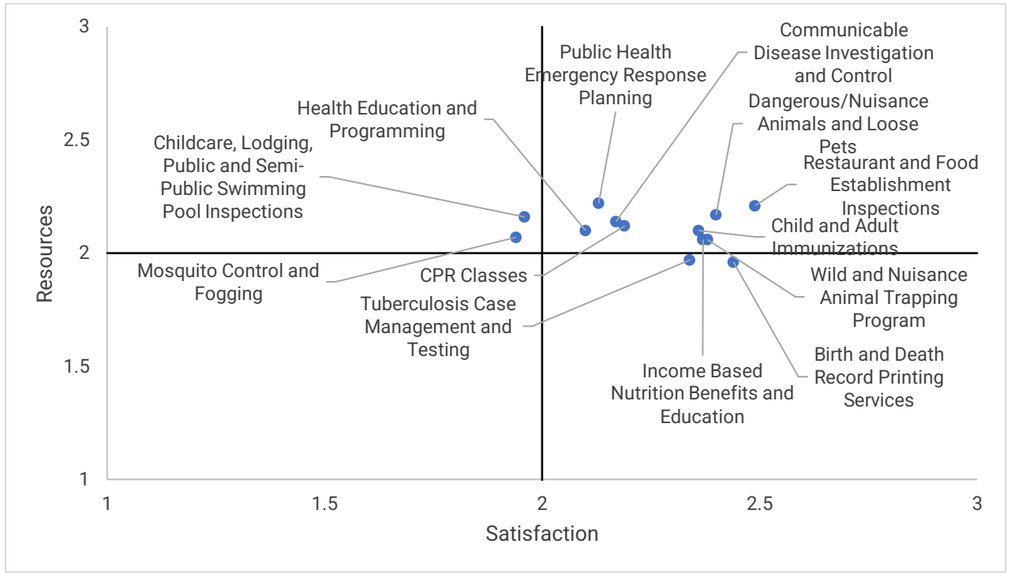


4.5. Public/Environmental Health

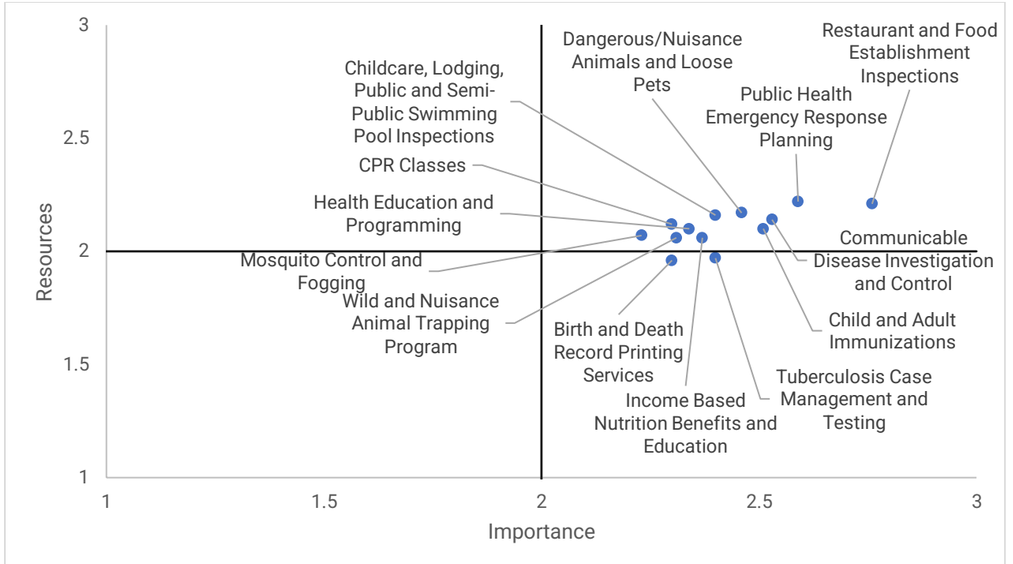
(1) Satisfaction vs. Importance



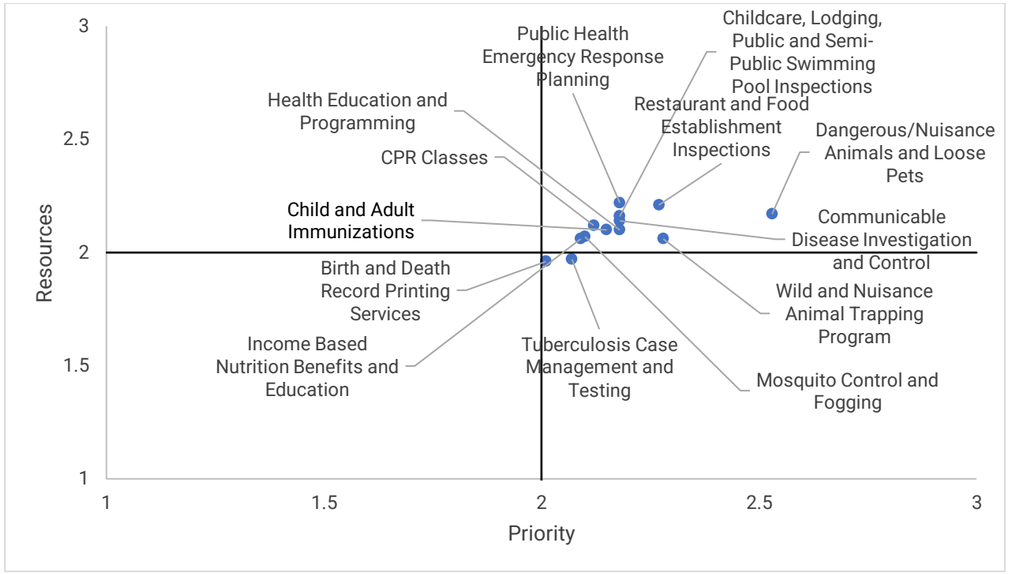
(2) Satisfaction vs. Resources



(3) Importance vs. Resources

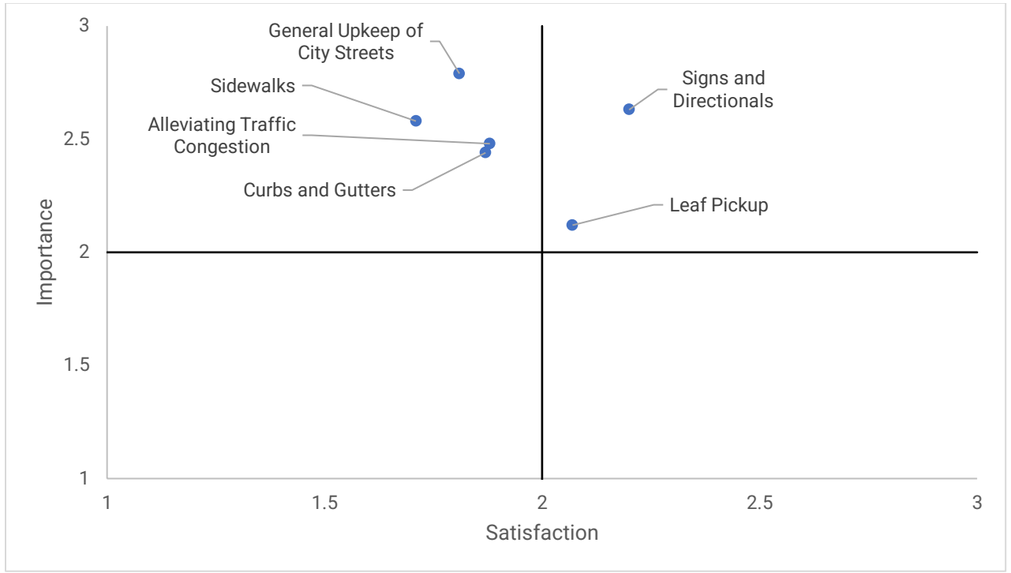


(4) Priority vs. Resources

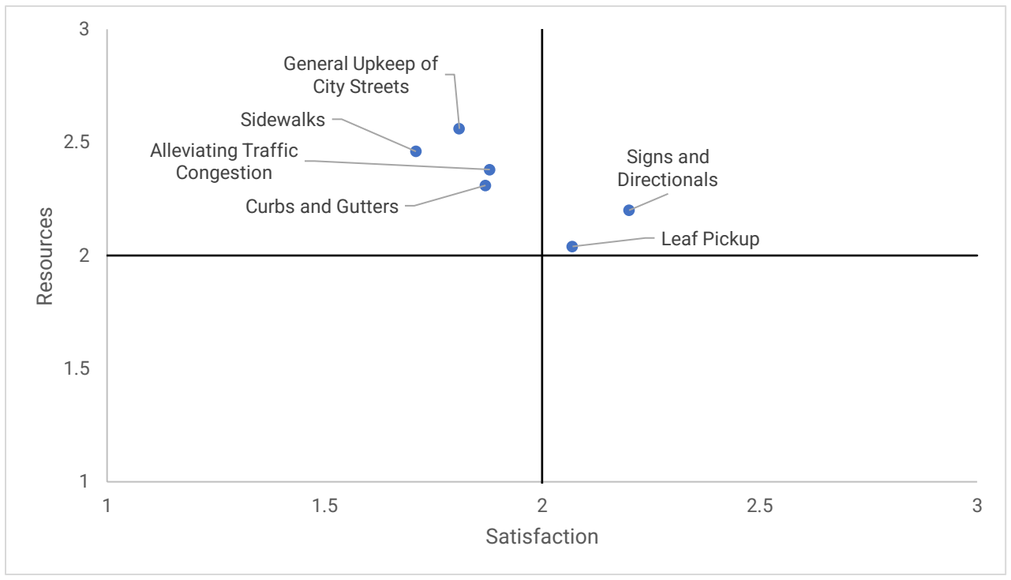


4.6. Streets

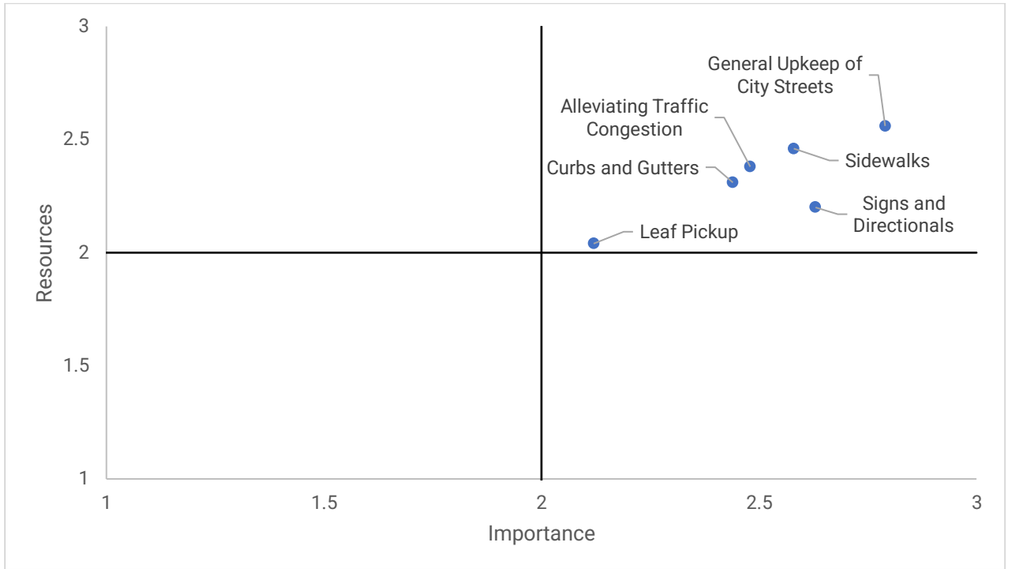
(1) Satisfaction vs. Importance



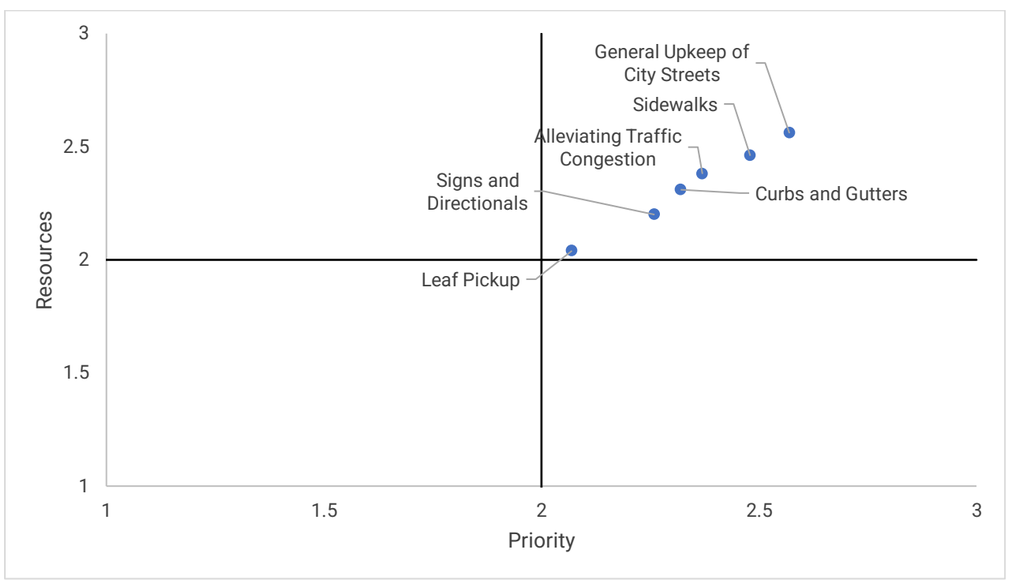
(2) Satisfaction vs. Resources



(3) Importance vs. Resources

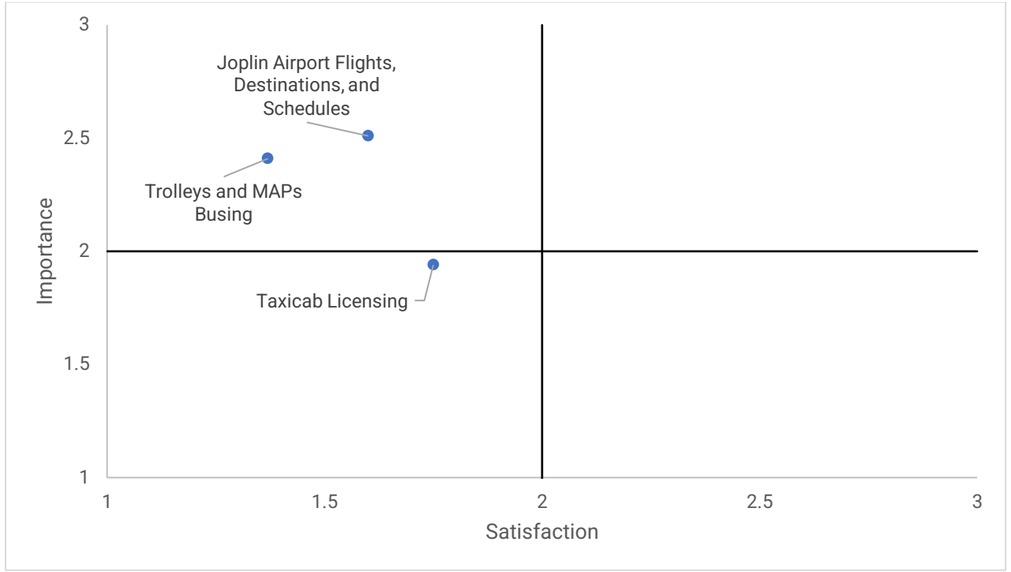


(4) Priority vs. Resources

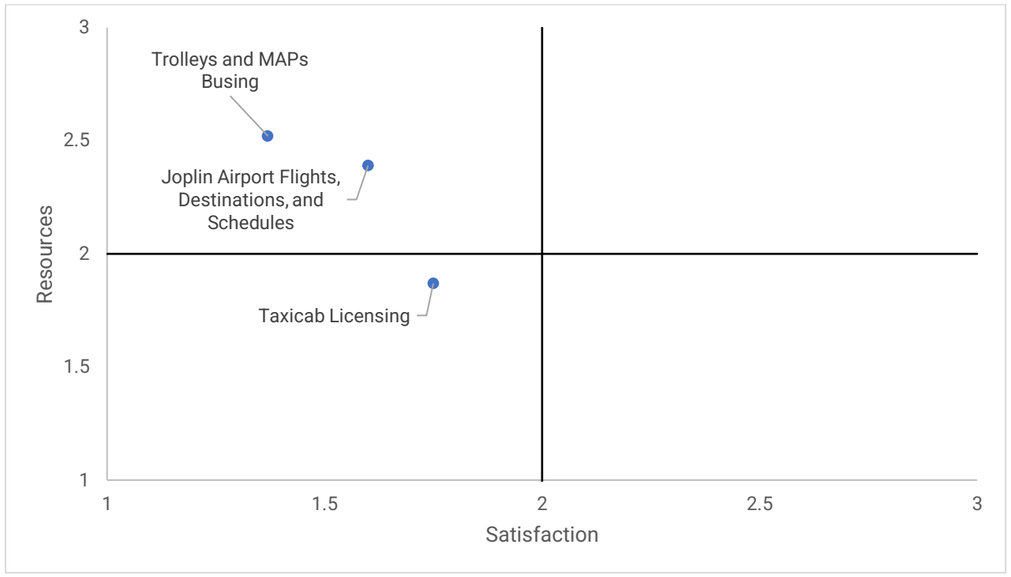


4.7. Public Transportation

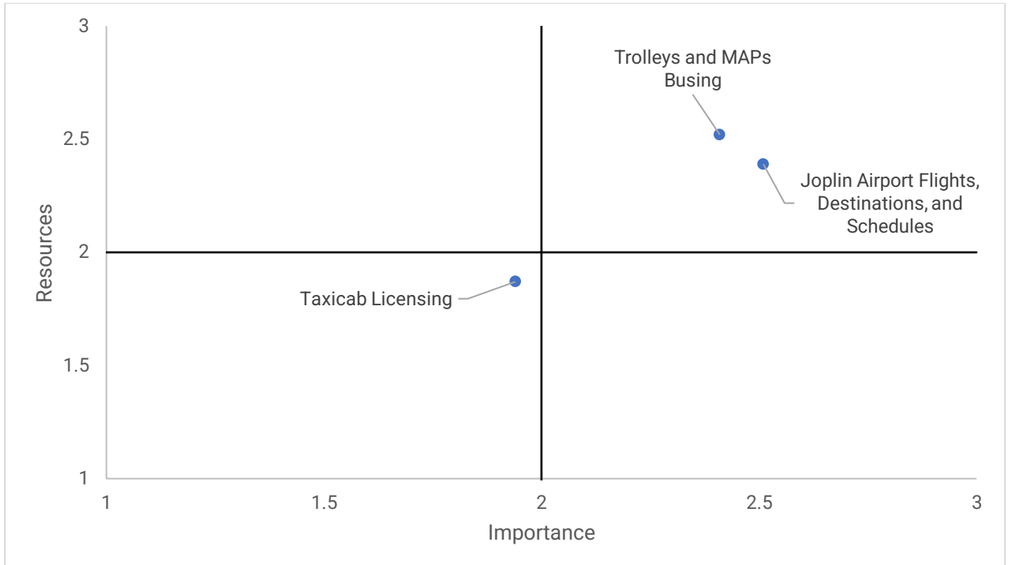
(1) Satisfaction vs. Importance



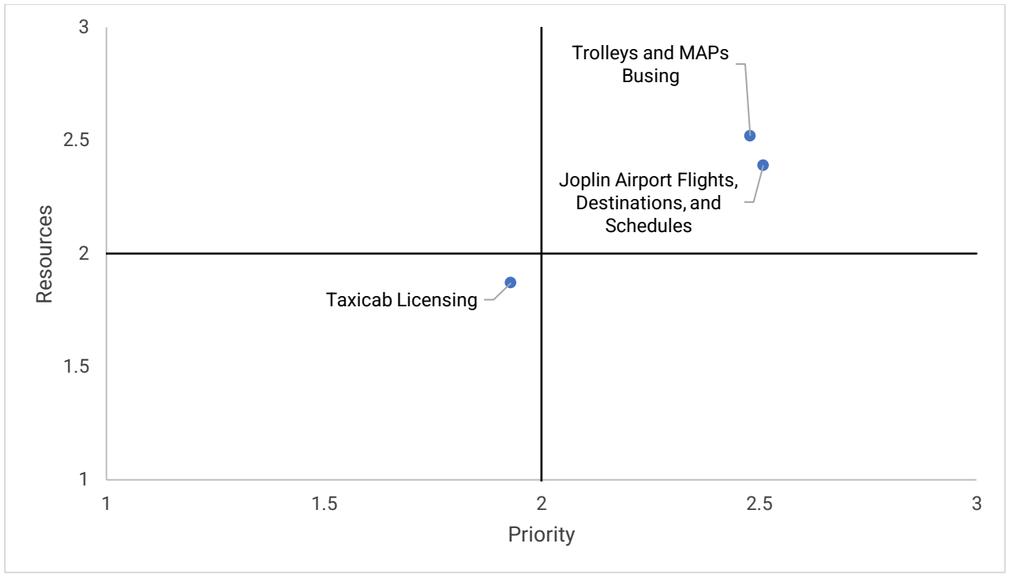
(2) Satisfaction vs. Resources



(3) Importance vs. Resources

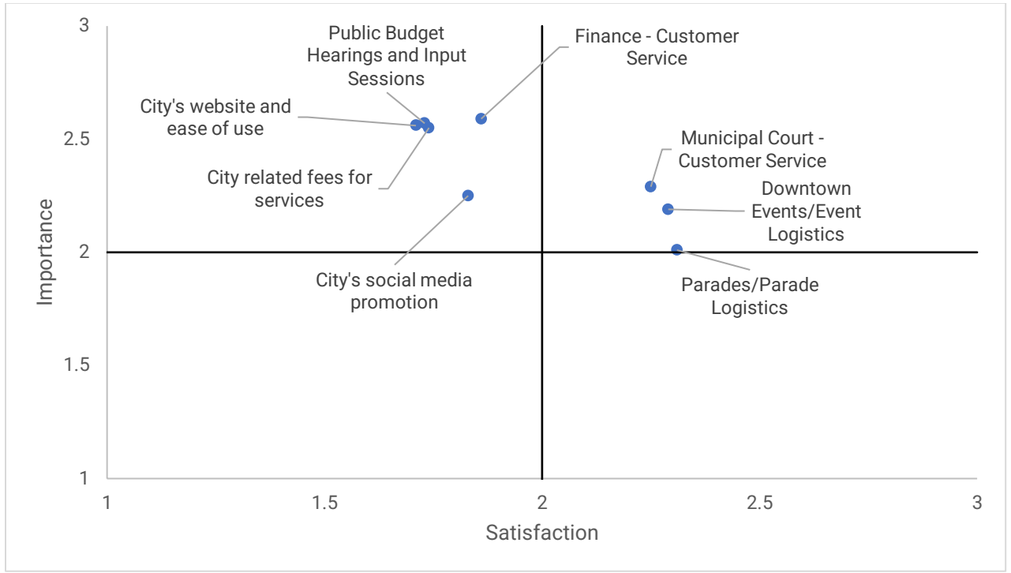


(4) Priority vs. Resources

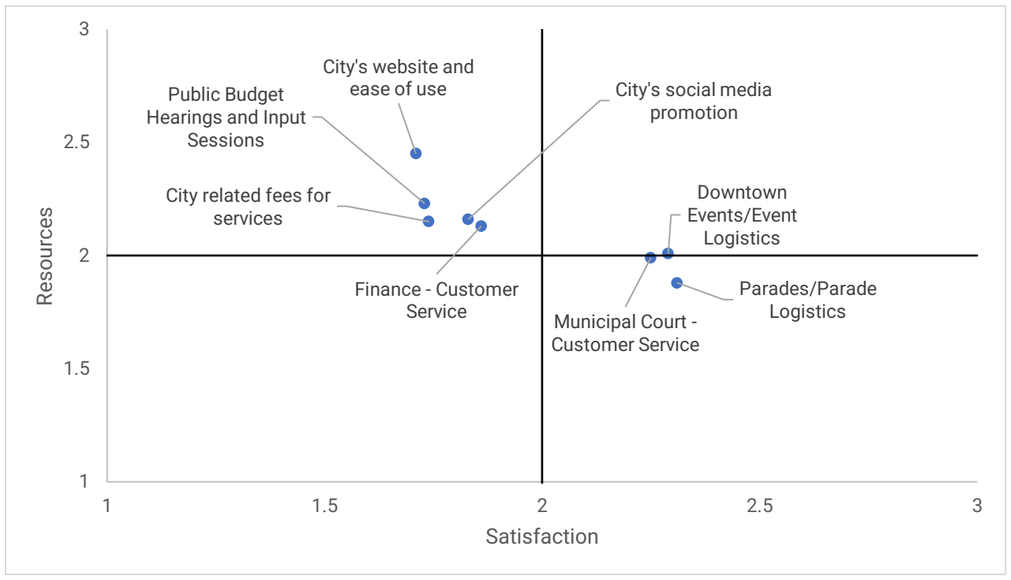


4.8. Other City Services (Events, Website, Finance, Court)

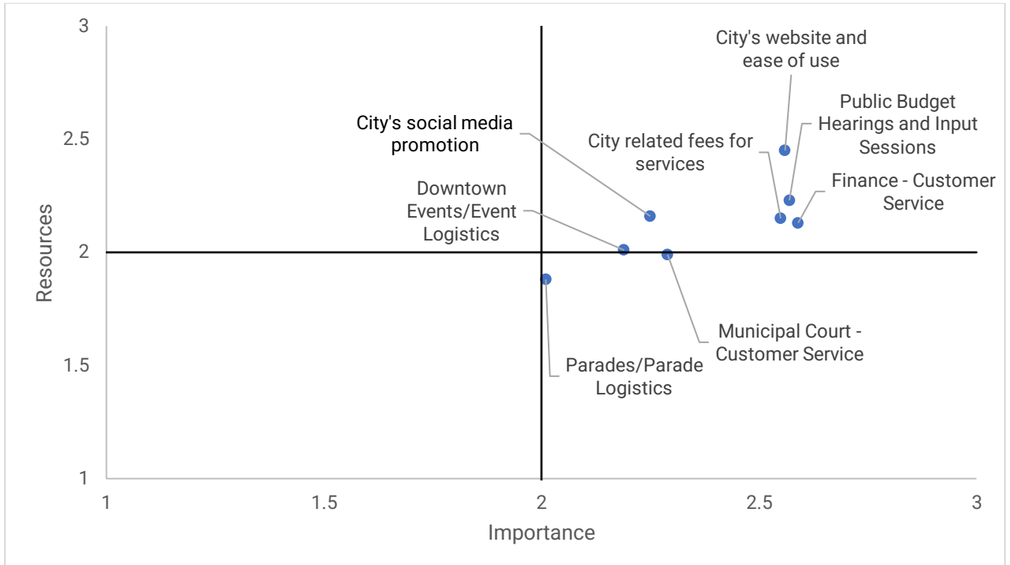
(1) Satisfaction vs. Importance



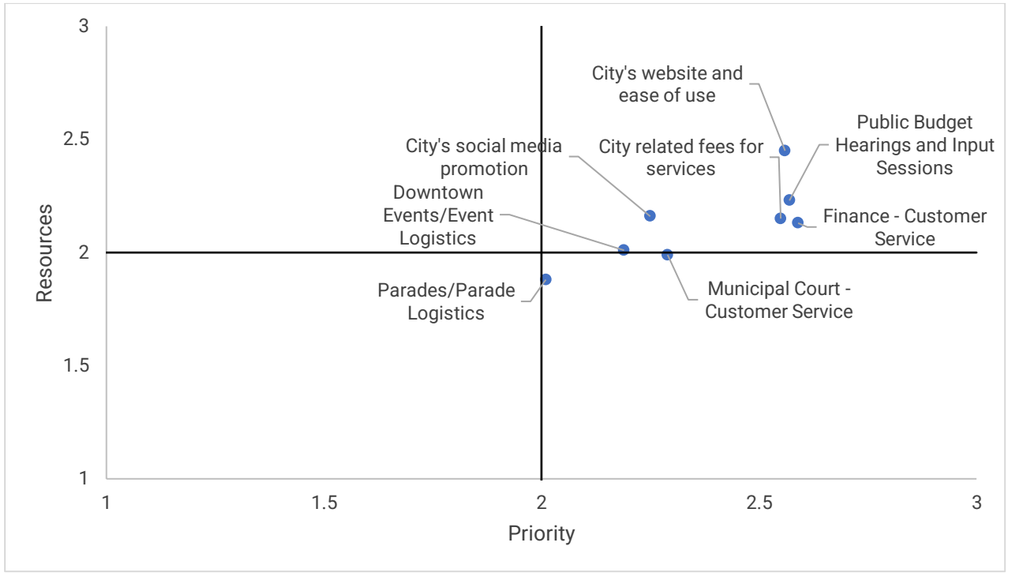
(2) Satisfaction vs. Resources



(3) Importance vs. Resources



(4) Priority vs. Resources



5. Quadrant Chart Analysis

This section summarizes some key findings identified from analyzing the quadrant charts in section four. As with the charts themselves, each service group has its own dedication subsection. A complete list of services, along with the weighted averages of responses across each category, can be found in Exhibit A at the end of this chapter.

5.1 Parks and Recreation

Parks and Recreation services, save for golf course, scored two or higher on importance, resources, and priority. This indicates that these services are at least somewhat important, and that the City should maintain or increase resources/priority assigned to them.

Services were nearly perfectly split across the satisfaction axis, with five scoring less than two and six scoring greater than two. Adult and Senior programs, City beautification projects, swimming facilities, and Parks policy enforcement all received lower satisfaction scores despite scoring higher on importance. Two of these services scored the highest on the importance axis – namely policy enforcement and City beautification.

5.2 Planning and Code Enforcement

Services within this grouping had high levels of importance placed on them, but also received low satisfaction ratings. Consequently, all of these services were plotted in the upper left quadrant in the satisfaction versus importance chart. Respondents would like to see more resources/a higher priority allocated to practically all services belonging to this group, with a larger emphasis on code enforcement/neighborhood appearance measures compared to planning and zoning.

5.3 Public Safety

Again, all services within this grouping scored above two in regard to importance, priority, and resources. A more notable difference can be seen in relation to overall satisfaction with public safety services. Services such as Police patrol, traffic control, and emergency management community planning/education all scored lower than two on the satisfaction scale.

5.4 Economic Development

These services all scored higher than two on the importance, priority, and resource scales. All services within this grouping also scored lower than two on the satisfaction scale. Promotion of existing businesses in the City scored the lowest overall satisfaction,

and also the highest in the other three categories. Attracting new businesses was a close second in terms of importance/resources/priority.

5.5 Public and Environmental Health

One of the largest service groupings, most items scored above two in importance, resource allocation, and priority level. Tuberculosis case management/testing and death record printing services were the only two to score lower than two on resource allocation (though they were just barely under at approximately 1.9 overall).

Respondents were mostly satisfied with most services in this grouping, with restaurant and food inspections receiving the highest satisfaction rating while also being considered the most important by respondents. Mosquito control and childcare, lodging, and pool inspections were the only services that received satisfaction scores lower than two.

5.6 Streets

Four out of six services within this grouping received a satisfaction score lower than two: street maintenance, sidewalk maintenance, traffic control, and curbs and gutters. Sidewalks received the lowest satisfaction score overall. Respondents were mostly satisfied with leaf pickup and signs and directionals.

While all services within this grouping were considered important and requiring more resources/additional priority, street maintenance scored highest in all three categories.

5.7 Public Transportation

All services within this grouping received satisfaction scores lower than two, with the trolley service/MAPs being the lowest (around 1.4). This service also received the highest scores in priority and resources and was allocated a similar level of importance compared to Joplin Airport.

The taxicab licensing service scored lower than two in the importance, resources, and priority categories.

5.8 Other City Services (Events, Website, Finance, Court)

Several administrative-related services were grouped together in the final chart. This included City events, services offered by Finance and the Municipal Court, and the City's online presence.

Three services – public budget hearings, City fees, and the website – were grouped similarly in terms of satisfaction and importance. These received importance scores of 2.5 or higher and satisfaction scores lower than two. Likewise, all of these services were

highlighted as requiring more resources and priority by respondents. The City's website scored the highest in these two categories.

5.9 Services Overall

Results from this survey show that practically all services offered by the City are at least somewhat important to respondents. Most services also scored above two in the categories of priority and resource allocation. Overall satisfaction with City services, however, was much more mixed. 31 of the 62 services included in this survey received an overall satisfaction rating lower than two.

While many of these lower-scoring services were just under two, 13 of these satisfaction scores ranging from 1.37 to 1.75. The lowest scoring services were related to public transportation (trolley/MAPs and the Airport) as well as neighborhood enhancement/code enforcement. These services also scored above 2.5 in the three other categories – indicating that respondents find these services important and would like to see additional priority and resources added to them.

Information from this report will be leveraged in further analysis of the level of service at which these functions are provided.

6. Open Responses

The final four questions were open response. Participants in the survey were able to input suggestions in their own words for the following statements:

- Are there any services offered by the City that you feel should no longer be provided?
- Are there any services you feel that the City should provide that are not currently available?
- What are the City's three greatest strengths related to the provision of municipal services?
- What are the City's three greatest opportunities for improvement related to the provision of municipal services?

The final section received input from an average of 85 respondents across all questions, though this fluctuated greatly. Specific respondent amounts are noted in each subsection of this report.

6.1. Services That Should No Longer Be Provided

The first question asked respondents to identify up to three services that they felt as though should no longer be provided. This section received a total of 90 responses from 47 participants. The following list summarizes the three services mentioned multiple times by respondents:

- 14 responses noted that the City's golf course could receive less resources or be closed down entirely.
- Six responses indicated that the City's leaf program could be targeted for discontinuation.
- Four respondents requested that the City's airport receive less funding or be closed.

6.2. New Services That Could Be Offered

One question asked respondents to identify up to three services that, while not currently being offered by the City, could be beneficial to its residents. This section received a total of 180 responses from 97 participants:

- 23 responses requested that the City improve or expand its public transportation system. This includes its current trolley service.

- 14 responses indicated that the current recycling program could be improved. Respondents noted a desire for a program that collects more recyclable products, such as glass.
- 13 comments conveyed a need for more programs and services to address Joplin's houseless population.
- Eight responses noted a need for improvements to Joplin's internet services. Suggestions included the implementation of a fiber-optic network and providing a free community Wi-Fi service.

6.3. Greatest Strengths

The penultimate question asked respondents to list up to three of the City's greatest strengths regarding the provision of municipal services. This section received a total of 171 responses from 81 participants:

(1) Emergency Services are well received by residents.

A total of 42 comments highlighted either police, fire, or emergency management as one of the City's greatest strengths. Specific comments pointed to emergency planning and management, dispatch times, and the helpfulness of staff in these departments.

(2) Many residents enjoy Parks and Recreation programming, as well as community events.

16 comments positively noted the City Parks and Recreation department. These remarked on park upkeep, the number of parks, and the programming offered there and in other recreation facilities. A further seven comments made note of community events, especially those downtown.

(3) Some residents appreciate the culture surrounding the organization.

Ten comments made a positive remark on City staff and/or the customer service provided by them. 11 other respondents appreciated the City's attempts to increase transparency, involve its residents, and respond to feedback.

(4) A variety of City upkeep/maintenance services were also positively received.

Trash, recycling, and leaf pickup were mentioned in 12 comments. Nine comments also positively remarked on street maintenance in the City.

6.4. Opportunities for Improvement

Finally, respondents were asked to list up to three opportunities for improvement related to the provision of municipal services in the City. This section received a total of 271 responses from 113 participants:

(1) Code enforcement and City beatification are key issues on the minds of residents.

44 responses mentioned a need for improving on the overall appearance of the City via beatification programs and stricter code enforcement. Common complaints included demolishing/redeveloping abandoned buildings, improving less-desirable neighborhoods, litter pickup, and park maintenance. Of these, the most commonly referenced need was to address vacant/run-down buildings.

(2) Some residents would like to see the City do more to address its houseless population.

19 comments mentioned the need to address the City's houseless population. These responses generally mentioned a need to reduce the population and did not mention specific measures that could be taken (such as programs or housing).

(3) Many respondents would like to see the City improve new business attraction and retention.

14 responses noted a desire for new businesses to be attracted to the City, and for more stringent retention measures to be employed.

(4) Some residents would like to see better communications from the City.

Six comments would like to see better communication from the City, while a further six would like to see the City's website used a more effective means of community engagement. Residents would like to see more information regarding events, road closures, and upcoming City projects. Suggested improvements to the website included online permitting, online payment services, and an overall improvement to the user experience.

(5) Residents would like to see improvements to public safety departments, mainly via budget and staffing.

A total of 29 comments referenced either Police or Fire. Responses mainly focused on a need to increase staffing for both functions, and potentially increase pay. A further nine comments remarked on a need for measures to address traffic, including stricter enforcement of traffic laws.

Exhibit A – Full Data Tables

Contained in this exhibit are tables showing all services rated by the criteria found in the multiple-choice section.

1. Satisfaction – Highest "Satisfied" Rating to Lowest

Service	Satisfied	Somewhat satisfied	Not satisfied	N/A
Weather Sirens	57.2%	28.8%	10.8%	3.2%
Fire Dispatch and Response Times	55.9%	16.2%	5.9%	22.1%
Restaurant and Food Establishment Inspections	53.6%	27.2%	9.4%	9.8%
Parades/Parade Logistics	41.7%	29.2%	15.3%	13.9%
Fire Education and Outreach	41.1%	24.1%	9.4%	25.5%
Dangerous and Nuisance Animals and Loose Pets	39.3%	23.7%	10.3%	26.8%
Child and Adult Immunizations	37.7%	26.5%	10.8%	25.1%
Fire Inspections	36.8%	19.6%	5.5%	38.2%
Signs and Directionals	36.5%	42.3%	17.1%	4.1%
Downtown Events/Event Logistics	35.9%	40.5%	10.9%	12.7%
Police Dispatch and Response Times	34.5%	29.2%	17.0%	19.3%
Wild and Nuisance Animal Trapping Program	31.1%	14.2%	10.2%	44.4%
Police Educational Outreach	31.1%	23.0%	20.3%	25.7%
Police Traffic Control	30.2%	30.2%	30.6%	9.0%
Leaf Pickup	28.8%	30.6%	23.4%	17.1%
Communicable Disease Investigation and Control	28.1%	25.3%	16.3%	30.3%
Birth and Death Record Printing Services	26.1%	16.7%	5.0%	52.3%
Mosquito Control and Fogging	25.5%	21.9%	29.9%	22.8%
Community Events	25.3%	39.4%	17.7%	17.7%
Proactive Policing and Patrolling	24.8%	36.9%	30.2%	8.1%
City Beautification Projects	23.8%	37.7%	30.0%	8.5%
Youth Sports Facilities	23.5%	19.9%	11.3%	45.3%
Health Education and Programming	23.4%	32.0%	16.2%	28.4%
Emergency Response Planning	23.0%	23.9%	14.9%	38.3%
Alleviating Traffic Congestion	22.5%	35.1%	33.8%	8.6%
Golf Course Costs and Maintenance	22.1%	15.3%	12.6%	50.0%
CPR Classes	21.8%	16.4%	12.3%	49.6%
Childcare, Lodging, Public and Semi-Public Swimming Pool Inspections	21.1%	26.0%	24.2%	28.7%
Income Based Nutrition Benefits and Education	20.8%	9.1%	7.2%	62.9%
Community Planning and Input Opportunities	20.6%	35.9%	23.8%	19.7%
Senior Citizens Facilities	20.5%	21.4%	12.5%	45.5%
Finance Customer Service	19.3%	29.2%	30.5%	21.1%

Service	Satisfied	Somewhat satisfied	Not satisfied	N/A
City's social media	19.3%	35.4%	34.1%	11.2%
Enforcing Parks and Public Facilities Policies	18.9%	32.0%	25.2%	23.9%
Curbs and Gutters	18.9%	43.7%	30.6%	6.8%
Swimming/Water Sports Facilities	18.8%	23.8%	27.8%	29.6%
EM Education and Outreach	18.5%	36.9%	24.3%	20.3%
Youth Programs	18.5%	20.7%	12.6%	48.2%
P&R Adult Programs	18.4%	29.2%	24.2%	28.3%
City related fees for services (sewer, licensing, etc.)	18.0%	30.6%	41.9%	9.5%
Tuberculosis Case Management and Testing	17.7%	12.7%	5.4%	64.3%
Customer Service (Court Window)	17.6%	14.0%	7.7%	60.8%
General Upkeep of City Streets	16.3%	45.3%	34.8%	3.6%
After School Program Facilities	15.8%	19.9%	13.6%	50.7%
Sidewalks	15.7%	35.4%	43.1%	5.8%
Public Budget Hearings and Input Sessions	15.6%	22.3%	35.3%	26.8%
Attraction of New Business	15.2%	36.6%	33.5%	14.7%
City's website and ease of use	15.1%	36.0%	41.8%	7.1%
Incentives for Business Development	13.4%	29.5%	31.7%	25.5%
Business Licensing Processes	13.4%	23.2%	16.5%	46.9%
Promotion of Existing Business	12.6%	33.6%	37.7%	16.1%
Seniors Programs	12.1%	21.1%	14.8%	52.0%
Workforce Development Programs and Training	12.1%	31.3%	28.6%	28.1%
Small Child Programs	11.8%	21.4%	11.8%	55.0%
Building Permit Processes	11.6%	28.1%	19.2%	41.1%
Zoning and Ordinances	11.2%	26.5%	30.0%	32.3%
Tall Grass and Litter	10.4%	22.2%	55.7%	11.8%
Joplin Airport Flights, Destinations, and Schedules	9.9%	27.9%	41.4%	20.7%
Neighborhood Appearance	9.0%	21.2%	58.1%	11.7%
Taxicab Licensing	8.1%	11.2%	17.0%	63.7%
Dangerous Building Maintenance and Demolitions Enforcement	7.6%	19.7%	50.7%	22.0%
Trolleys and MAPs Busing	7.2%	10.8%	50.7%	31.4%

2. Importance – Highest "Very Important" Rating to Lowest

Service	Very Important	Somewhat Important	Not Important	N/A
Fire Dispatch and Response Times	93.5%	4.2%	0.5%	1.9%
Police Dispatch and Response Times	88.8%	6.5%	1.9%	2.8%
Weather Sirens	86.2%	11.1%	0.9%	1.8%
Proactive Policing and Patrolling	81.9%	11.6%	4.6%	1.9%
General Upkeep of City Streets	77.8%	19.4%	0.5%	2.3%

Service	Very Important	Somewhat Important	Not Important	N/A
Restaurant and Food Establishment Inspections	74.2%	20.7%	1.4%	3.7%
Police Traffic Control	70.8%	23.2%	4.2%	1.9%
Dangerous Building Maintenance and Demolitions Enforcement	69.3%	21.4%	3.7%	5.6%
Fire - Inspections	69.3%	22.3%	3.3%	5.1%
Neighborhood Appearance	64.8%	25.9%	4.2%	5.1%
Tall Grass and Litter	63.9%	25.0%	7.4%	3.7%
Signs and Directionals	63.9%	28.7%	3.7%	3.7%
Sidewalks	61.8%	32.3%	4.6%	1.4%
City Finance Customer Service	59.9%	30.0%	4.2%	6.0%
City's website and ease of use	58.5%	35.0%	4.2%	2.3%
Public Health Emergency Response Planning	58.3%	27.3%	4.6%	9.7%
Promotion of Existing Business	57.1%	32.3%	4.6%	6.0%
City related fees for services	56.7%	32.1%	5.1%	6.1%
Public Budget Hearings and Input Sessions	54.9%	35.8%	1.9%	7.4%
Attraction of New Business	54.8%	38.3%	2.8%	4.2%
Alleviating Traffic Congestion	54.4%	35.4%	7.4%	2.8%
Joplin Airport Flights, Destinations, and Schedules	54.2%	29.2%	7.9%	8.8%
Zoning and Ordinances	53.7%	24.1%	6.5%	15.7%
Communicable Disease Investigation and Control	52.3%	31.0%	5.6%	11.1%
Child and Adult Immunizations	51.2%	31.2%	6.1%	11.6%
Police Educational Outreach	50.9%	34.7%	8.3%	6.0%
City Beautification Projects	49.5%	36.1%	8.3%	6.0%
Enforcing Parks and Public Facilities Policies	49.5%	36.6%	6.5%	7.4%
Trolleys and MAPs Busing	48.9%	28.1%	12.4%	10.6%
Fire Education and Outreach	48.4%	40.0%	6.1%	5.6%
Incentives for Business Development	47.9%	34.1%	10.6%	7.4%
Community Planning and Input Opportunities	46.3%	37.0%	5.6%	11.1%
Curbs and Gutters	46.1%	47.0%	3.7%	3.3%
Childcare, Lodging, Public and Semi-Public Swimming Pool Inspections	45.2%	33.6%	9.7%	11.5%
Workforce Development Programs and Training	44.2%	39.2%	4.6%	12.0%
EM Education and Outreach	43.8%	40.1%	5.5%	10.6%
Dangerous and Nuisance Animals and Loose Pets	42.6%	44.4%	1.9%	11.1%
Business Licensing Processes	42.5%	31.8%	6.5%	19.2%
City's social media promotion (for events, programs, etc.)	39.6%	39.2%	16.1%	5.1%
Tuberculosis Case Management and Testing	39.4%	31.9%	7.9%	20.8%
Community Events	39.1%	42.8%	11.6%	6.5%
Building Permit Processes	39.1%	35.8%	7.4%	17.7%
Income Based Nutrition Benefits and Education	37.5%	25.5%	10.2%	26.9%

Service	Very Important	Somewhat Important	Not Important	N/A
Youth Programs	37.5%	31.9%	9.7%	20.8%
Health Education and Programming	36.7%	45.6%	6.5%	11.2%
Mosquito Control and Fogging	36.6%	41.7%	15.3%	6.5%
Downtown Events/Event Logistics	36.1%	40.3%	18.1%	5.6%
Youth Sports Facilities	35.2%	36.1%	8.8%	19.9%
Small Child Programs	34.0%	32.1%	9.8%	24.2%
Seniors Programs	33.8%	35.2%	9.7%	21.3%
After School Program Facilities	33.3%	33.8%	12.0%	20.8%
Wild and Nuisance Animal Trapping Program	32.7%	41.9%	7.4%	18.0%
Customer Service (Court Window)	32.1%	33.0%	10.2%	24.7%
CPR Classes	32.1%	49.3%	5.6%	13.0%
Birth and Death Record Printing Services	31.5%	40.3%	7.9%	20.4%
Senior Citizens Facilities	30.7%	40.0%	8.8%	20.5%
Swimming/Water Sports Facilities	29.8%	41.9%	12.1%	16.3%
Leaf Pickup	29.2%	48.2%	18.1%	4.6%
Parades/Parade Logistics	26.7%	41.5%	25.4%	6.5%
Adult Programs	25.7%	44.9%	17.8%	11.7%
Taxicab Licensing	17.1%	37.3%	21.7%	24.0%
Golf Course Costs and Maintenance	16.7%	23.6%	39.8%	19.9%

3. Priority – Highest "More Priority" Rating to Lowest

Service	More Priority	No Change	Less Priority	N/A
Proactive Policing and Patrolling	65.1%	25.4%	5.7%	3.8%
Dangerous Building Maintenance and Demolitions Enforcement	59.9%	30.9%	2.9%	6.3%
Neighborhood Appearance	59.8%	30.6%	4.3%	5.3%
Police Dispatch and Response Times	58.6%	33.8%	2.4%	5.2%
Tall Grass and Litter	56.9%	30.6%	7.2%	5.3%
General Upkeep of City Streets	55.3%	39.9%	1.0%	3.9%
City's website and ease of use	54.0%	36.5%	3.8%	5.7%
Trolleys and MAPs Busing	52.4%	25.2%	10.0%	12.4%
Joplin Airport Flights, Destinations, and Schedules	52.2%	30.1%	6.7%	11.0%
Sidewalks	50.0%	43.3%	3.4%	3.4%
Promotion of Existing Business	49.8%	35.9%	7.2%	7.2%
Traffic Control	48.6%	41.9%	5.7%	3.8%
Attraction of New Business	47.4%	42.1%	4.3%	6.2%
Incentives for Business Development	44.0%	38.3%	10.1%	7.7%
Dispatch and Response Times	42.8%	50.5%	1.9%	4.8%
Alleviating Traffic Congestion	41.2%	48.3%	5.7%	4.8%

Service	More Priority	No Change	Less Priority	N/A
City Beautification Projects	39.2%	42.6%	11.0%	7.2%
Workforce Development Programs and Training	36.8%	43.1%	7.7%	12.4%
Weather Sirens	36.7%	59.1%	1.0%	3.3%
Curbs and Gutters	35.9%	54.6%	5.3%	4.3%
City's social media promotion	35.7%	45.2%	10.0%	9.1%
Zoning and Ordinances	34.9%	44.0%	5.3%	15.8%
Educational Outreach	34.3%	49.5%	8.1%	8.1%
Public Budget Hearings and Input Sessions	33.5%	51.2%	4.8%	10.5%
Customer Service	32.1%	54.6%	4.3%	9.1%
Community Planning and Input Opportunities	31.6%	54.1%	5.3%	9.1%
Youth Programs	29.8%	49.0%	5.3%	15.9%
City related fees for services	29.7%	52.6%	10.1%	7.7%
Fire Education and Outreach	29.7%	57.4%	5.3%	7.7%
Signs and Directionals	29.7%	62.7%	4.8%	2.9%
Swimming/Water Sports Facilities	28.7%	45.5%	12.0%	13.9%
Enforcing Parks and Public Facilities Policies	28.7%	52.6%	8.1%	10.5%
Restaurant and Food Establishment Inspections	28.0%	66.2%	1.9%	3.9%
Community Events	26.0%	52.4%	12.5%	9.1%
Fire - Inspections	26.0%	62.5%	4.3%	7.2%
EM Education and Outreach	25.7%	60.0%	6.2%	8.1%
Seniors Programs	25.0%	48.6%	7.7%	18.8%
Small Child Programs	24.9%	45.9%	7.2%	22.0%
Communicable Disease Investigation and Control	24.4%	56.9%	8.1%	10.5%
Building Permit Processes	23.9%	52.2%	5.3%	18.7%
Health Education and Programming	23.6%	59.1%	7.2%	10.1%
Adult Programs	23.4%	49.8%	12.4%	14.4%
Public Health Emergency Response Planning	23.4%	58.9%	7.2%	10.5%
After School Program Facilities	23.1%	51.9%	6.3%	18.8%
Business Licensing Processes	23.1%	52.4%	4.8%	19.7%
Downtown Events/Event Logistics	22.9%	53.3%	15.7%	8.1%
Childcare, Lodging, Public and Semi-Public Swimming Pool Inspections	22.5%	60.8%	6.7%	10.1%
Youth Sports Facilities	22.1%	52.4%	8.2%	17.3%
Child and Adult Immunizations	22.0%	58.9%	8.6%	10.5%
Mosquito Control and Fogging	21.6%	58.2%	12.0%	8.2%
Senior Citizens Facilities	21.5%	52.2%	6.7%	19.6%
Leaf Pickup	20.6%	56.9%	14.4%	8.1%
CPR Classes	19.1%	57.9%	8.6%	14.4%
Dangerous and Nuisance Animals and Loose Pets	18.9%	64.2%	4.7%	12.3%
Income Based Nutrition Benefits and Education	17.7%	49.3%	10.5%	22.5%

Service	More Priority	No Change	Less Priority	N/A
Parades/Parade Logistics	14.7%	59.7%	17.5%	8.1%
Tuberculosis Case Management and Testing	14.4%	57.4%	9.1%	19.1%
Taxicab Licensing	12.4%	46.2%	17.6%	23.8%
Wild and Nuisance Animal Trapping Program	11.3%	61.8%	8.5%	18.4%
Customer Service (Court Window)	9.6%	55.8%	9.6%	25.0%
Birth and Death Record Printing Services	9.1%	61.5%	8.2%	21.2%
Golf Course Costs and Maintenance	5.7%	36.7%	33.8%	23.8%

4. Resources – Highest "More Resources" Rating to Lowest

Service	More Resources	No Change	Fewer Resources	N/A
Weather Sirens	67.5%	22.2%	4.9%	5.4%
Restaurant and Food Establishment Inspections	61.3%	29.9%	2.5%	6.4%
General Upkeep of City Streets	60.0%	29.8%	4.9%	5.4%
Dispatch and Response Times	58.1%	30.2%	2.9%	8.8%
Dangerous Building Maintenance and Demolitions Enforcement	55.6%	34.6%	4.4%	5.4%
Neighborhood Appearance	54.4%	39.2%	1.5%	4.9%
Fire Dispatch and Response Times	53.2%	22.7%	8.9%	15.3%
Sidewalks	52.9%	37.3%	5.4%	4.4%
EM Education and Outreach	47.6%	43.2%	3.9%	5.3%
Fire - Inspections	46.8%	34.6%	5.9%	12.7%
Alleviation Traffic Congestion	46.1%	40.3%	4.9%	8.7%
Educational Outreach	45.2%	47.1%	1.0%	6.8%
Dangerous and Nuisance Animals and Loose Pets	44.0%	38.2%	6.3%	11.6%
Fire Education and Outreach	42.4%	35.5%	8.9%	13.3%
City's website and ease of use	40.9%	38.9%	11.3%	8.9%
Tall Grass and Litter	40.6%	37.7%	9.2%	12.6%
Public Health Emergency Response Planning	40.2%	47.6%	4.9%	7.4%
Youth Programs	36.5%	47.3%	5.9%	10.3%
Proactive Policing and Patrolling	36.4%	41.3%	7.3%	15.1%
Taxicab Licensing	33.3%	60.3%	0.5%	5.9%
Tuberculosis Case Management and Testing	32.4%	57.4%	3.4%	6.9%
Incentives for Business Development	30.9%	56.4%	3.4%	9.3%
Small Child Programs	30.4%	50.5%	5.4%	13.7%
Seniors Programs	28.8%	44.9%	8.8%	17.6%
Adult Programs	28.6%	59.7%	3.4%	8.3%
Customer Service (Court Window)	28.6%	53.2%	7.4%	10.8%
Business Licensing Processes	28.0%	49.3%	13.5%	9.2%

Service	More Resources	No Change	Fewer Resources	N/A
Trolleys and MAPs Busing	25.7%	55.9%	5.9%	12.4%
CPR Classes	24.9%	53.7%	6.0%	15.4%
Promotion of Existing Business	24.8%	47.0%	5.9%	22.3%
Traffic Control	24.6%	43.8%	11.3%	20.2%
Downtown Events/Event Logistics	24.5%	62.8%	5.9%	6.9%
Community Planning and Input Opportunities	23.2%	43.4%	7.4%	26.1%
Swimming/Water Sports Facilities	23.0%	58.3%	5.4%	13.2%
Signs and Directionals	23.0%	47.1%	7.4%	22.6%
Zoning and Ordinances	22.8%	55.5%	9.9%	11.9%
Workforce Development Programs and Training	22.6%	49.0%	15.7%	12.8%
Enforcing Parks and Public Facilities Policies	22.1%	50.5%	7.4%	20.1%
Birth and Death Record Printing Services	21.7%	51.7%	5.4%	21.2%
Childcare, Lodging, Public and Semi-Public Swimming Pool Inspections	21.3%	48.3%	20.3%	10.1%
Public Budget Hearings and Input Sessions	21.2%	47.3%	14.8%	16.8%
Golf Course Costs and Maintenance	21.1%	68.1%	2.0%	8.8%
Communicable Disease Investigation and Control	20.7%	48.8%	8.4%	22.2%
City's social media promotion	20.1%	59.3%	8.8%	11.8%
Health Education and Programming	20.0%	56.6%	6.3%	17.1%
Building Permit Processes	19.9%	49.3%	8.0%	22.9%
Wild and Nuisance Animal Trapping Program	19.5%	55.1%	13.7%	11.7%
Income Based Nutrition Benefits and Education	18.7%	59.1%	6.9%	15.3%
Youth Sports Facilities	18.7%	54.7%	5.4%	21.2%
Joplin Airport Flights, Destinations, and Schedules	18.5%	55.8%	4.9%	20.9%
Leaf Pickup	18.2%	59.1%	9.4%	13.3%
Mosquito Control and Fogging	17.7%	59.6%	9.4%	13.3%
After School Program Facilities	17.3%	55.0%	7.9%	19.8%
Community Events	16.7%	59.8%	12.8%	10.8%
Senior Citizens Facilities	15.9%	44.3%	11.4%	28.4%
Customer Service	13.2%	55.6%	8.8%	22.4%
Child and Adult Immunizations	11.2%	56.6%	22.0%	10.2%
City Beautification Projects (Sidewalks, Trees, Shrubs, etc.)	8.4%	58.4%	10.4%	22.8%
Attraction of New Business	8.4%	47.8%	18.2%	25.6%
City related fees for services	7.4%	57.1%	7.9%	27.6%
Curbs and Gutters	4.9%	36.0%	36.0%	23.2%
Parades/Parade Logistics	4.0%	66.3%	7.4%	22.3%

Service	S	I	P	R
Animal Control - Dangerous and Nuisance Animals and Loose Pets	1.71	2.56	2.53	2.45
Animal Control - Wild and Nuisance Animal Trapping Program	1.83	2.25	2.28	2.16
City Events - Downtown Events/Event Logistics	2.29	2.19	2.08	2.01
City Events - Parades/Parade Logistics	2.31	2.01	1.97	1.88
City's social media promotion (for events, programs, etc.)	2.38	2.31	2.03	2.06
City's website and ease of use	2.4	2.46	2.16	2.17
Economic Development - Attraction of New Business	1.79	2.54	2.46	2.43
Economic Development - Incentives for Business Development	1.75	2.4	2.37	2.36
Economic Development - Promotion of Existing Business	1.7	2.56	2.46	2.47
Economic Development - Workforce Development Programs and Training	1.77	2.45	2.33	2.34
Emergency Management - Community Planning and Input Opportunities	1.96	2.46	2.29	2.29
Emergency Management - Education and Outreach	1.93	2.43	2.21	2.2
Emergency Services - Weather Sirens	2.48	2.87	2.37	2.35
Environmental Health - Childcare, Lodging, Public and Semi-Public Swimming Pool Inspections	1.96	2.4	2.18	2.16
Environmental Health - Mosquito Control and Fogging	1.94	2.23	2.1	2.07
Environmental Health - Restaurant and Food Establishment Inspections	2.49	2.76	2.27	2.21
Fire - Dispatch and Response Times	2.64	2.95	2.43	2.47
Fire - Education and Outreach	2.43	2.45	2.26	2.3
Fire - Inspections	2.51	2.7	2.23	2.28
City Finance Services - City related fees for services (sewer, licensing, etc.)	1.74	2.55	2.21	2.15
City Finance Services - Customer Service	1.86	2.59	2.31	2.13
City Finance Services - Public Budget Hearings and Input Sessions	1.73	2.57	2.32	2.23
Managing Growth and Development - Building Permit Processes	1.87	2.38	2.23	2.18
Managing Growth and Development - Business Licensing Processes	1.94	2.45	2.23	2.2
Managing Growth and Development - Zoning and Ordinances	1.72	2.56	2.35	2.24
Municipal Court - Customer Service (Court Window)	2.25	2.29	2	1.99
Neighborhood Enhancement/Code Enforcement - Dangerous Building Maintenance and Demolitions Enforcement	1.45	2.69	2.61	2.6
Neighborhood Enhancement/Code Enforcement - Neighborhood Appearance	1.44	2.64	2.59	2.58
Neighborhood Enhancement/Code Enforcement - Tall Grass and Litter	1.49	2.59	2.53	2.54
Parks and Rec - Adult Programs	1.92	2.09	2.13	2.08
Parks and Rec - After School Program Facilities	2.05	2.27	2.21	2.16
Parks and Rec - City Beautification Projects (Sidewalks, Trees, Shrubs, etc.)	1.93	2.44	2.3	2.32
Parks and Rec - Community Events	2.09	2.29	2.15	2.08
Parks and Rec - Enforcing Parks and Public Facilities Policies	1.92	2.47	2.23	2.24
Parks and Rec - Golf Course Costs and Maintenance	2.19	1.71	1.63	1.6

Service	S	I	P	R
Parks and Rec - Senior Citizens Facilities	2.15	2.27	2.18	2.17
Parks and Rec - Seniors Programs	1.94	2.31	2.21	2.21
Parks and Rec - Small Child Programs	2	2.32	2.23	2.21
Parks and Rec - Swimming/Water Sports Facilities	1.87	2.21	2.19	2.17
Parks and Rec - Youth Programs	2.11	2.35	2.29	2.24
Parks and Rec - Youth Sports Facilities	2.22	2.33	2.17	2.15
Police Services - Dispatch and Response Times	2.22	2.89	2.59	2.63
Police Services - Educational Outreach	2.15	2.45	2.28	2.34
Police Services - Proactive Policing and Patrolling	1.94	2.79	2.62	2.66
Police Services - Traffic Control	2	2.68	2.45	2.5
Public Health Services - Health Education and Programming	2.1	2.34	2.18	2.1
Public Health Services - Child and Adult Immunizations	2.36	2.51	2.15	2.1
Public Health Services - Communicable Disease Investigation and Control	2.17	2.53	2.18	2.14
Public Health Services - Tuberculosis Case Management and Testing	2.34	2.4	2.07	1.97
Public Health Services - Birth and Death Record Printing Services	2.44	2.3	2.01	1.96
Public Health Services - Public Health Emergency Response Planning	2.13	2.59	2.18	2.22
Public Health Services - CPR Classes	2.19	2.3	2.12	2.12
Public Transportation - Joplin Airport Flights, Destinations, and Schedules	1.6	2.51	2.51	2.39
Public Transportation - Taxicab Licensing	1.75	1.94	1.93	1.87
Public Transportation - Trolleys and MAPs Busing	1.37	2.41	2.48	2.52
Streets - Alleviating Traffic Congestion	1.88	2.48	2.37	2.38
Streets - Curbs and Gutters	1.87	2.44	2.32	2.31
Streets - General Upkeep of City Streets	1.81	2.79	2.57	2.56
Streets - Leaf Pickup	2.07	2.12	2.07	2.04
Streets - Sidewalks	1.71	2.58	2.48	2.46
Streets - Signs and Directionals	2.2	2.63	2.26	2.2
WIC - Income Based Nutrition Benefits and Education	2.37	2.37	2.09	2.06

Appendix B: Employee Survey Results

1. Introduction

The Matrix Consulting Group conducted a survey of employees of the City of Joplin as part of the Benchmarking and Service Level study. The intent of the survey was to develop an understanding of employee's perception of their experience working for the City, quality of services offered by their (and other departments) and highlight staffing and resource needs. The survey was offered via a SurveyMonkey link and was open from January 3, 2023, to January 20, 2023, and received input from 124 respondents.

1. Key Findings

The following are several key findings from the employee survey:

- **Services:** Staff were overwhelmingly positive towards statements related to the quality and necessity of their work. This is further reflected in the open-response section related to levels of service.
- **Multiple Choice Responses:** The multiple-choice section received mostly positive input, with most statements receiving upwards of 65% agreement and disagreement levels lower than 20%.
- **Staffing:** A significant number of respondents highlighted a need for additional personnel in their department. Respondents not only called for the filling of currently vacant positions, but for budgeting new positions as well. A limiting factor identified in the open-response section was pay. General sentiment points towards a perception of the City paying less for jobs of similar classifications when compared to other organizations.
- **Workload:** 30.7% of respondents described their workload as too much to keep up with. In total**,** 81.6% of all respondents defined their workload as 'busy'.

2. Respondent Demographics

While the survey was anonymous, respondents were asked a series of demographic questions to allow greater insight into the responses:

Which Department do you belong to?	Number of Respondents	% of Respondents
City Attorney	1	0.8%
City Clerk	0	0.0%
City Manager	2	1.6%
Conventions and Visitors	2	1.6%
Finance	8	6.5%
Fire	13	10.6%
Garage	1	0.8%
Health	14	11.4%
HR	0	0.0%
Municipal Courts	2	1.6%
IT	1	0.8%
Parks and Recreation	12	9.8%
PIO	1	0.8%
Planning	7	5.7%
Police	26	21.1%
Public Works	33	26.8%

The largest respondent groups by department were Police and Public Works. While response rates were low from other departments, this can easily be attributed to their size. For instance, the Public Information Office (PIO) is currently staffed by one employee.

Which employee classification best suits your position?	Number of Respondents	% of Respondents
Employee	66	53.2%
Supervisor/Manager	58	46.8%

The survey received a relatively equal number of responses from both employees and supervisors/managers.

How long have you worked for the City?	Number of Respondents	% of Respondents
Less than a year.	8	6.5%
1-5 Years.	27	22.0%
5-10 Years.	29	23.6%
More than 10 Years.	59	48.0%

The survey received the most input from employees of more than ten years. Those with between one to ten years' experience comprised a total of 45.6% of respondents. New employees of less than a year were the smallest respondent group.

3. Multiple Choice Responses – Department

In this section, respondents were asked to provide their level of agreement towards 12 statements related to their department. Participants were able to select "strongly agree/disagree", "agree/disagree", or "neutral" for each statement. This section received input from 116 respondents. Results are contained in the table below:

#	Statement	Overall Agreement	Neutral	Overall Disagreement
1	My Department provides a high level of service to residents (or other employees if an internal services Department).	92.2%	3.5%	4.4%
2	Providing high-quality work is a priority for my Department.	94.0%	3.5%	2.6%
3	In my Department, employees in similar classifications are assigned a similar amount of work.	67.2%	17.2%	15.5%
4	The organizational structure of my Department promotes the efficient delivery of services.	71.6%	17.2%	11.2%
5	Staffing levels in my Department promote the efficient delivery of services.	25.9%	12.1%	62.1%
6	Our internal policies and procedures are effective at helping me perform my job.	58.6%	25.0%	16.4%
7	I am encouraged by managers and supervisors to identify better ways to provide services.	72.4%	13.8%	13.8%
8	As a supervisor/manager, I am provided an acceptable degree of autonomy in performing my duties and managing staff.	61.2%	34.7%	4.1%
9	My section effectively manages workload so that all employees are highly utilized.	64.4%	20.9%	14.8%
10	My Department explores new and innovative ways to provide services.	66.4%	23.3%	10.3%
11	I am provided with adequate resources and equipment to do my job effectively.	57.8%	19.8%	22.4%
12	My current workspace allows me to efficiently perform my duties.	70.7%	16.4%	12.9%

1. Analysis of Overall Responses

Overall, responses to this section were largely positive, with only two statements receiving levels of disagreement exceeding 20%. Results from this section show that City staff are confident in the quality of their department's work and the service they provide to residents (statements #1 and #2).

Other highly rated statements related to each department's organizational structure (#4), encouragement by managers and supervisors (#7), and the quality of each individual's workspace (#12).

62.1% of respondents indicate that staffing levels in their department are not sufficient to provide an efficient delivery of services (#4). This statement received the highest level of disagreement overall. Similarly, 22.4% of respondents felt that they do not receive adequate resources and equipment to perform their job effectively (#11). There is a degree of overlap here – since 'resources' could also refer to staffing.

2. Managers/Supervisors Versus Line Level Staff

The following table shows difference in responses to each statement based on whether the respondent identified as a manager/supervisor or as a line level employee. Responses are summarized as overall agreement (strongly agree and agree) and overall disagreement (strongly disagree and disagree):

#	Statement	Employee Type	Overall Agreement	Neutral	Overall Disagreement
1	My Department provides a high level of service to residents (or other employees if an internal services Department).	Employee	95.2%	0.0%	4.8%
		Supervisor/Manager	88.7%	7.6%	3.8%
2	Providing high-quality work is a priority for my Department.	Employee	92.1%	4.8%	3.2%
		Supervisor/Manager	96.2%	1.9%	1.9%
3	In my Department, employees in similar classifications are assigned a similar amount of work.	Employee	63.5%	19.1%	17.5%
		Supervisor/Manager	71.7%	15.1%	13.2%
4	The organizational structure of my Department promotes the efficient delivery of services.	Employee	71.4%	15.9%	12.7%
		Supervisor/Manager	71.7%	18.9%	9.4%
5	Staffing levels in my Department promote the efficient delivery of services.	Employee	30.2%	12.7%	57.1%
		Supervisor/Manager	20.8%	11.3%	67.9%
6	Our internal policies and procedures are effective at helping me perform my job.	Employee	60.3%	22.2%	17.5%
		Supervisor/Manager	56.6%	28.3%	15.1%
7		Employee	69.8%	12.7%	17.5%

#	Statement	Employee Type	Overall Agreement	Neutral	Overall Disagreement
	I am encouraged by managers and supervisors to identify better ways to provide services.	Supervisor/Manager	75.5%	15.1%	9.4%
8	As a supervisor/manager, I am provided an acceptable degree of autonomy in performing my duties and managing staff.	Employee	26.7%	66.7%	6.7%
		Supervisor/Manager	90.6%	7.6%	1.9%
9	My section effectively manages workload so that all employees are highly utilized.	Employee	53.2%	25.8%	21.0%
		Supervisor/Manager	77.4%	15.1%	7.6%
10	My Department explores new and innovative ways to provide services.	Employee	60.3%	25.4%	14.3%
		Supervisor/Manager	73.6%	20.8%	5.7%
11	I am provided with adequate resources and equipment to do my job effectively.	Employee	57.1%	19.1%	23.8%
		Supervisor/Manager	58.5%	20.8%	20.8%
12	My current workspace allows me to efficiently perform my duties.	Employee	68.3%	19.1%	12.7%
		Supervisor/Manager	73.6%	13.2%	13.2%

As noted in the table above, responses from different employee classifications were very similar, with responses from each group being withing 5% -10% of each other. Average agreement (barring statements #7 and #8, which were specific to each employee group) was 65.6% for employees and 69.5% for managers/supervisors.

While employees had a slightly lower average agreement rating, this was largely driven by a few key statements. Employees were less likely to indicate that work is assigned equitably based on classification (#3), that workload is effectively managed (#9), and that new and innovative means of providing services were explored in their department (#10).

Conversely, managers were more likely to indicate that staffing levels were inadequate in their department (#5). Responses to statement #8 also indicated that managers and supervisors feel as though they are afforded a high degree of autonomy in performing their duties.

3. Differences by Department

This section analyzes differences in responses to the multiple-choice questions based on which department the respondent identified as belonging to. Note that City Clerk and

Human Resources are excluded from this analysis due to the survey receiving no responses from individuals in those departments.

Furthermore, this analysis is performed at a higher level than the employee vs. manager section and thus excludes a table. This is done to avoid instances where respondents from a small or singularly staffed department may identify themselves based on their answers.

(1) Level of Service

Statements #1 and #2 received the highest levels of agreement overall – 92.2% and 94% respectively. Planning had the highest level of disagreement among all respondent groups for statement #1, with 20% indicating that their department does not provide a high level of service to residents. Furthermore, 12.5% of Finance staff indicated that their department does not prioritize high-priority work (#2).

While these levels of disagreement are low, they are relatively higher than the overall levels of disagreement (4.4% and 2.6%) provided for these statements.

(2) Organizational Structure and Staffing

Respondents from nine departments provided agreement levels exceeding 75% towards statement #4, which related to the efficiency of their department's organizational structure. Departments that had a lower level of agreement for this statement included Municipal Courts, Parks and Recreation, Police, and Public Works. The latter, Public Works, had the highest level of disagreement towards this statement at 15.6%. Respondents from these departments tended to respond as 'neutral' towards the role their department's organizational structure plays in efficiently delivering services.

Statement #5 received the highest level of disagreement overall at 62.1%, indicating a strong level of disagreement. Five departments provided a disagreement level exceeding 80% towards this statement, including Fire, IT, PIO, Planning, and Police.

(3) Workload Management

Statements #3 and #9 dealt with how work is assigned and managed within each department.

Statement #3 – which dealt with the equitable assigning of work to employees in similar classifications – received 67.2% agreement and 15.5% disagreement overall. City Attorney, City Manager, Fire, Garage, Municipal Courts, and IT all provided agreement exceeding 90% for this statement. Police and Planning each had the highest level of

disagreement towards this statement at 21.7% and 20% respectively. Finance, Planning, and Public Works also had a higher neutral response rate compared to others.

Statement #9 – that the department effectively manages workload to promote employee utilization – received 64.4% agreement and 14.8% disagreement overall. Departments with the highest levels of disagreement (exceeding 15%) included Municipal Courts, Parks and recreation, Planning, Police, and Public Works.

(4) Employee Resources

Statements #6, #11, and #12 each dealt with how well-equipped employees are to perform their duties. Statement #6 related to the quality of policies and procedures, #11 with resources and equipment, and #12 related to the quality of the respondent's workspace.

Statement #6 received 58.6% agreement and 16.4% disagreement overall. Departments with agreement levels exceeding 75% for this statement included City Attorney, Finance, Fire, Garage, Municipal Courts, IT, and PIO. Police and Public Works had the highest levels of disagreement towards this statement at 21.7% and 25% respectively.

Statement #11 received 57.8% agreement and 22.4% disagreement overall. City Attorney, Conventions and Visitors, and Health all provided agreement levels of 75% or above. Conversely, IT, Parks and Recreation, PIO, Planning, Police, and Public Works staff were all much more likely to indicate that their department lacked resources to effectively perform their duties.

Statement #12 received 70.7% agreement and 12.9% disagreement overall. While agreement was high for this statement across most departments, staff from Parks and Recreation and Planning had disagreement ratings exceeding 20%. The former had the highest disagreement level at 36.4%.

(5) Workplace Culture

Statements #7, #8, and #10 loosely dealt with the 'culture' surrounding each department. This includes how well managers encourage line staff to explore new approaches to providing services (#7), the level of autonomy afforded to managers/supervisors (#8), and the department's ability to explore new means of providing services (#10).

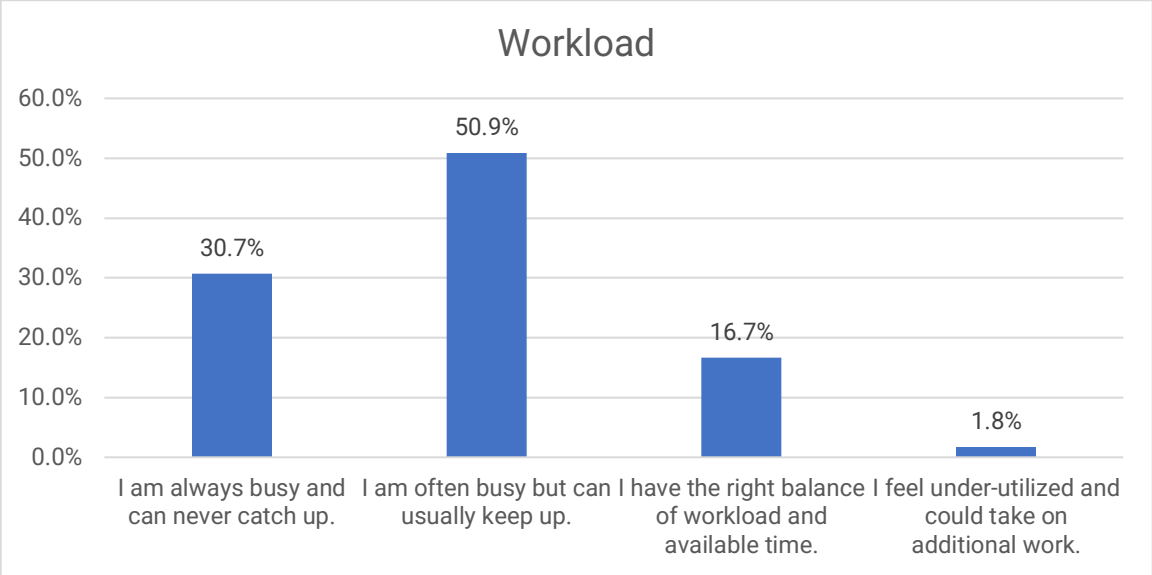
Statement #7 received 72.4% agreement and 13.8% disagreement overall. Most departments had high levels of agreement for this statement, indicating that staff feel encouraged by their managers and supervisors to identify better ways to provide services. Planning, Police, and Public Works had the highest levels of disagreement for this statement, with Police being the highest at 21.7%.

Statement #8 related to how much autonomy is afforded to managers and supervisors in each department. It received 61.2% agreement and 4.1% disagreement overall. It should be noted that this statement received a high level of neutral responses due to it relating specifically to the manager/supervisor level. Responses based on department were mostly positive or neutral, with the highest level of disagreement coming from Finance at 25%. Only two other departments provided any level of disagreement towards this statement – Police (5%) and Public Works (6.7%).

Finally, statement #10 asked respondents to rate how well their department explores new and innovative ways to provide services. It received 66.4% agreement and 10.4% disagreement overall. Parks and Recreation, Planning, Police, and Public Works each had disagreement rates exceeding 20% for this statement. Public Works also had the highest level of disagreement at 34.4%.

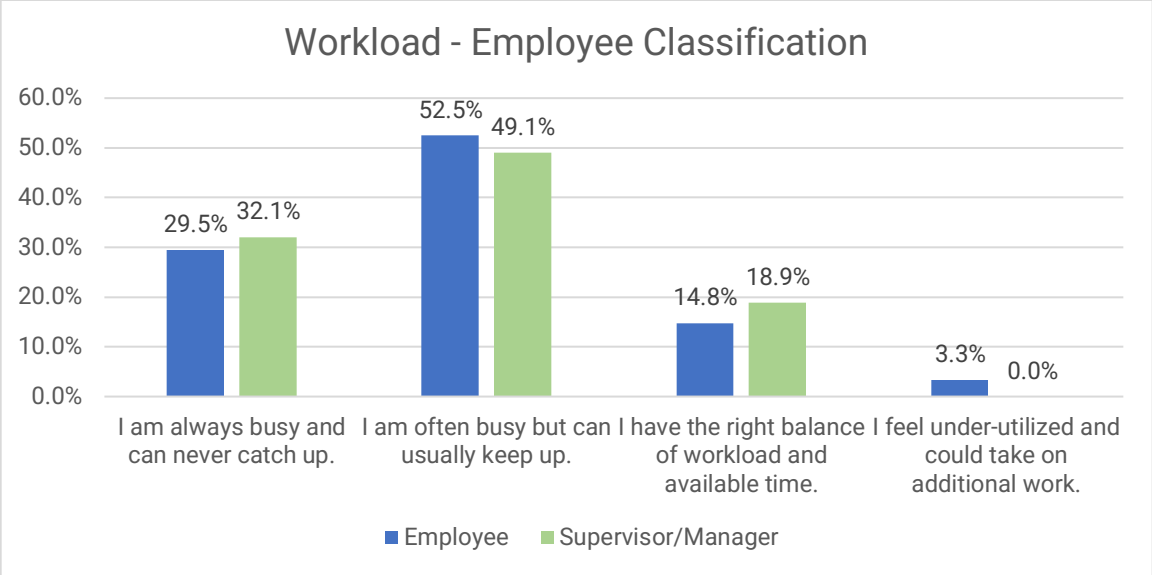
4. Multiple Choice Responses – Workload

Question five asked respondents to indicate their perception of individual workload. This section received input from 114 respondents. Results are contained in chart below:



As shown by the table, 81.6% of respondents indicated that they are either often or always busy. 30.7% of respondents felt as though they could not keep up with the workload.

The following chart shows differences in responses to this workload question based on whether the respondent identified as a manager/supervisor or as a line-level employee:



Comparing employee classifications shows no real difference in respondent's perceptions of workload. Supervisors and Managers were marginally more likely to indicate that they could not manage their current workload, while a very small number of line-level respondents indicated that they felt under-utilized.

5. Open Response

The survey concluded with a variety of open-response questions. Respondents were able to provide input, in their own words, on subject related to the quality of service provided by other departments, staffing related challenges, and strengths/opportunities for improvement for their own department.

1. Support From Other Departments

The first open-response question asked respondents to provide suggestions for how each internal service department could improve its services. This question received 280 responses from 63 participants:

(1) Building Maintenance and Custodial Services

Building Maintenance and Custodial Services received a total of 41 comments. By and large, the most common improvement listed was increasing staffing levels. 16 comments specifically cited the need for more personnel in this department. A further ten noted that the current level of service is lacking due to infrequent services for their particular facility. This again could be attributed to staffing levels stretching this department thin.

Three comments specifically mentioned that several buildings are aging and could be renovated or replaced. This sentiment was echoed in other comments mentioning short staffing and improvements in service.

Seven comments noted that the current staff do a good job.

(2) City Attorney

The City Attorney's Office received a total of 18 comments. 12 of these comments noted that the respondent had not interacted with the department or simply read 'N/A'. Three comments noted that the department is helpful, one suggested improving communications between it and other departments, and one suggested increasing staffing.

(3) City Clerk

City Clerk received a total of 17 comments, nine of which were 'N/A'. A further five noted that the current service was good. Two noted additional staffing could be required, while another suggested improving processes and workflows (such as for open records requests) to add efficiency.

(4) City Manager

The City Manager's office received a total of 22 comments, seven of which were 'N/A'. Four comments also simply noted that the City Manager was doing a good job – one of which noted that the addition of the Assistant City Manager has helped departments feel more heard by City Hall.

Similarly, seven comments cited a need for more visibility from the City Manager, with the aim of developing more trust/rapport with line-level staff. These comments noted that they rarely interact with the City Manager due to their current workload, and that efforts to communicate and take suggestions from staff would be more appreciated.

(5) Public Works Communications Shop

This department received 28 comments, 12 of which were 'N/A'. Staffing was one of the more prominent suggestions for improvement, with 11 comments noting that the department was understaffed. Additional comments also noted a need for better communications and processes between this department and others, specifically on updates to projects being undertaken by Public Works.

(6) Finance

Finance received a total of 38 comments, seven of which were 'N/A'. The most common suggestion was transitioning to more electronic-based, paperless systems. Nine respondents mentioned this change. Frequently mentioned in these comments were a need for a paperless pay system (including the elimination of paper time sheets), as well as a desire for employee credit cards for low-value purchases.

A further six responses alluded to a perception of Finance having too much authority over certain processes within the City. This includes hiring and terminations, individual employee pays, and other functions such as business licensing. This sentiment seemingly ties in with an additional six comments requesting better communication between Finance and other departments, as well as more training opportunities related to the purchasing and budgeting processes.

(7) Garage

This department received a total of 22 comments, seven of which were 'N/A'. A further seven simply noted that the Garage performs well.

Six comments indicated a need for additional staff and/or resources for this department. One of these comments also noted a need for upgraded equipment. An additional comment took issue with the Garage not being a budgeted department, while another suggested updating and standardize a full fleet inventory for the City.

(8) Human Resources (HR)

Human Resources (HR) received a total of 40 comments, six of which were 'N/A'. A further seven noted that the department is performing well, several of which indicated that there have been improvements in recent years.

Ten comments related to training and communication. A key issue identified by respondents is a lack of structured, well-documented, and understandable policies and procedures for items handled by HR. This includes personnel changes, employee injuries, benefits, etc.

Eight respondents cited a desire for HR to be more involved in the recruitment and onboarding process. Multiple comments noted that departments currently perform their own recruiting initiatives and that a recruiter in HR could be beneficial.

(9) Information Technology (IT)

Information Technology (IT) received a total of 32 comments. Five of these were 'N/A' while a further five simply noted the department was doing a good job.

Six comments indicated a need for additional staffing for the department, noting that the current contingent of staff may be too small to handle IT for all City employees. A further three comments did not specify staffing but cited issues with the timeliness of repairs (most likely related to staffing).

Eight comments suggested technology improvements City-wide. Examples included providing newer computers to staff, improving the City's website, and fully utilizing GIS.

(10) Public Information Office (PIO)

This department received a total of 28 comments. Ten of these were 'N/A' while a further six noted that the department was doing a good job.

The most common suggestion was hiring at least one additional position for this department. Suggestions included either a PIO assistant or a webmaster for running the City's website.

A further four comments dealt with communication. One suggested that the PIO could be more involved in providing information about each department to other departments in the City. Another would like to see more collaboration with departments and a need to establish a calendar for internal groups to refer to.

2. Adjustments to Department Services

Three questions dealt with the services offered by each department. They asked the respondent if certain services should be discontinued (or offered at a lower service level), if certain current services should be offered at a higher service level, or if additional services should be offered by their department.

(1) Services for Discontinuation

This question asked respondents to identify services performed by their department that could potentially be discontinued or provided at a lower service level. It received a total of 40 responses. 22 respondents indicated that they could think of no specific service for potential discontinuation.

The following list summarizes some of the other responses:

- Animal trapping

- Building permits (in favor of an online process)
- Event closures
- Funeral escorts
- Leaf pickup
- Open records requests (improve process, not necessarily eliminate)
- Receptionist duties
- Water shut offs
- Website design, maintenance, and support

Several comments suggested making changes to low-priority law enforcement incidents, such as non-injury crashes and non-criminal offenses. This includes reporting, dispatching, and response. Comments suggest a more hands-off approach towards these incidents and a reliance on online-reporting instead.

Multiple comments highlighted the need for more staff, and that current services could (and should) be provided at the current service level or higher given more personnel.

(2) Services That Require Improvements

This question asked respondents to identify services currently being performed at a lower level than they should be. This section received a total of 47 responses. Again, a very common sentiment found in these responses was that current services could be offered at a higher level of service if additional positions were added (or current ones filled).

The following list summarizes some of the services that could be offered at a higher service level:

- Building inspections
- Police administrative duties (issuing warrants, summons, processing, etc.)
- Community policing
- Dedicated customer service/phone staff
- Digital marketing
- Felony property crime investigations

- Guest and visitor services
- Homeless programs and enforcement
- Museum programs (exhibits, camps, tours)
- Police patrol (mentioned three times)
- Police dispatch
- Police investigations
- Police administrative duties (issuing warrants, summons, processing, etc.)
- Trolley service (mentioned in two comments)
- Real time crime reporting
- Resident surveys regarding City projects
- Social media presence
- Weed eating

(3) Additional Services

Respondents were also asked to identify new services that could be offered by their department. This section received a total of 38 responses, 20 of which were 'no' or not applicable. Suggestions are summarized in the list below:

- Audio tours (museum)
- Automated phone/online payments for utility billing (mentioned twice)
- Automatic truck and car wash
- Customer service staff - phones
- Community needs liaison (volunteer coordination, working with nonprofits, citizens in need, etc.)
- Driving range (golf course)
- Educational programming, internship programs, traveling exhibits (museum)
- Public recreation programming (mentioned twice)

- Rental property inspections
- Street crimes and drug interdiction unit
- Veterinary vaccinations, microchipping, rabies, etc.
- Web-based eCommerce
- Website improvements – videos, photos, infographics, links to pertinent services

3. Resource Needs and Staffing Limitations

Two open response questions asked respondents to identify resource needs (other than staffing) for their department, as well as their greatest staffing-related challenges.

(1) Resource Needs

The first question asked respondents to identify non-staffing resource needs for their department. This question received a total of 43 responses.

- **Conventions and Visitors:** Office space to accommodate more materials and visitors.
- **Finance:** Office and storage space, outsourcing printing/mailing of bills, online services.
- **Fire:** Reserve engines.
- **Health:** Online appointments for customers.
- **Municipal Courts:** Additional computers.
- **IT:** Help desk software.
- **Parks and Recreation:** Research tools, freight elevator, autonomous equipment, additional indoor facilities, additional electronic equipment (computers, phone lines, etc.).
- **Planning:** Training/professional development opportunities, greater control over SCF functions.
- **Police:** Technology improvements (radios, computers, car video, license plate readers), take home cars, software/predictive analytics (RMS/CAD).

- **Public Works:** Improved SCADA, mapping software, improved data management (including asset management software), general technology improvements (computers, software).

(2) Staffing Challenges

This question asked respondents to identify their department's staffing-related challenges. This section received 73 responses in total. Regardless of department, respondents generally indicated three key staffing issues facing their department: pay, too few positions, and issues recruiting experienced staff.

Pay was by far the most common response, with 31 responses citing this as a major impediment to hiring and retaining employees. Regardless of department, respondents noted that other organizations (both public and private) are in some cases paying significantly higher for workers of similar classifications to Joplin.

25 comments noted that current staffing numbers are inadequate for addressing their department's workload. 19 indicated that additional positions need to be budgeted, while six highlighted that currently vacant positions need to be filled.

Recruiting experienced staff was an issue for nine respondents. Comments noted that the City is at risk of losing institutional knowledge following retirements or other vacancies, and that recruiting experienced staff is difficult. These comments generally pointed towards pay and overall workload as reasons why recruitment and retainment of experienced staff is an issue.

4. Greatest Strengths

Respondents were asked to identify up to three of their department's greatest strengths. This section received a total of 196 responses from 73 respondents. Findings from this section are summarized below:

(1) General staff attitude (including the ability to work as a team) is one of the City's greatest strengths.

Regardless of department, respondents overwhelmingly pointed to general staff attitude (especially in regard to teamwork) as being one of the City's greatest strengths. In total 44 comments referenced positive employee attitudes, such as professionalism, integrity, work ethic, adaptability, and more. A further 27 comments referenced a great level of teamwork within their department (and sometimes between departments as well).

(2) Respondents also highlighted staff knowledge, as well as just 'the people' in general as a great asset to the City.

29 comments noted that the current personnel in their department are highly knowledgeable and possess significant institutional knowledge. Another 17 comments generally referenced "staff" or "the people [they] work with" as one of their department's greatest strengths. 15 more comments positively reflected on leadership within their department.

(3) Other comments remarked on equipment quality and quality of service.

A total of 18 comments highlighted the level of service they provide (both externally and internally) to be one of their department's greatest strengths. Ten comments also indicated that they receive quality equipment/resources for performing their duties. This also includes training opportunities, which was included in six other positive comments.

5. Opportunities for Improvement.

Respondents were asked to identify up to three opportunities for improvement in their department. This section received a total of 167 responses from 64 respondents. Findings from this section are summarized below:

(1) Hiring additional staff is one of the City's greatest opportunities for improvement.

A total of 31 comments noted that additional staffing is required in their department. This encompassed both budgeted positions currently unfilled as well as the addition of new positions.

(2) Pay and general retention of staff is a potential weakness.

24 comments highlighted that pay is limiting the City's ability to hire and retain quality staff. Responses noted that pay is not competitive for similar roles in other both private and public sector organizations.

(3) Respondents would like to see additional improvements to equipment, technology, and training.

14 comments indicated a need for better training opportunities, regardless of department. This extended to include both job-specific training as well as cross training. Staff would also like to see technological improvements. 12 comments referred to a need for items such as permitting/inspection software, GIS layers for inspections, new computers, asset management tools, and payroll software. Lastly, seven comments remarked on a need for better equipment and parts to perform their duties.

sfsarchitecture

JOPLIN MISSOURI

Joplin Facilities Master Plan

Justice Center Plan Concept Updates

02 | 12 | 2024

JOPLIN POLICE DEPARTMENT

JOPLIN FIRE DEPARTMENT

Agenda

- Project program summary and comparison.
- Option 9b (Optimized) – Facility concept site and floor plans updates.
- Option 10 (Original) – Previous fire facility concept site
- Concept imagery for the new Justice Center.

SQUARE FOOTAGE COMPARISON

	Courts Existing SF	Courts Programmed SF	Police Existing SF	Police Programmed SF	Fire Existing SF	Fire Programmed SF
Municipal Courtroom	2,099	2,245				
Court Support	2,914	4,463				
Prosecutor	959	1,458				
Courts Total	**5,972**	**8,166**				
Public			3,572	3,173		
Administration Police			1,957	2,199		
Professional Standards			1,691	1,874		
Investigations			6,097	6,512		
Evidence			2,997	3,500		
Patrol			8,875	11,211		
Indoor Firing Range			0	5,750		
Jail			6,507	13,897		
Support (restrooms, lockers, janitor, mech, IT)			3,219	4,981		
Fitness			0	878		
Dispatch			1,832	3,226		
EOC			1,186	1,593		
Police Total			**37,933**	**58,794**		
Fire Administration					1,865	3,554
Operations					865	1,364
Ready State (Dayroom, Kitchen, Dining)					1,285	1,958
Fitness					579	1,012
Sleep					795	2,558
Warm Zone Support					190	2,381
Apparatus Bay					5,833	8,251
Fleet Maintenance					400	7,234
Fire Total					**11,812**	**28,312**

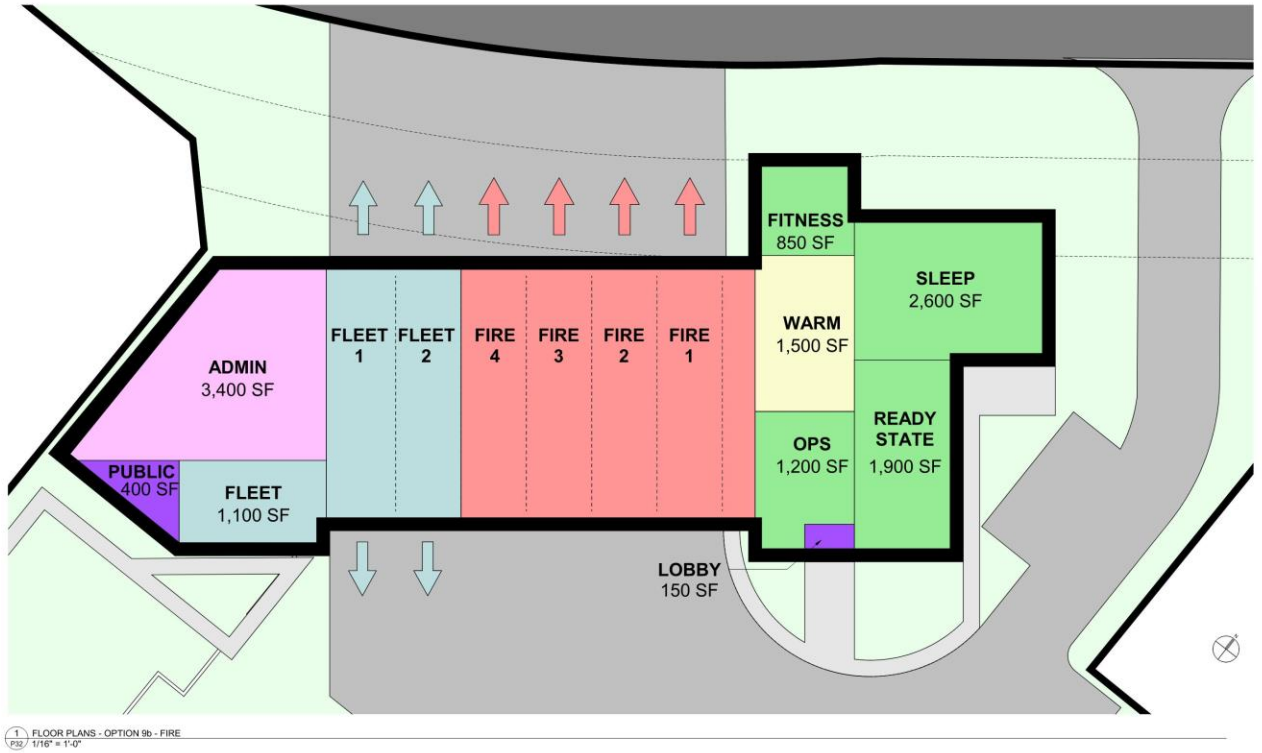
Existing Building Total	**55,717**
Programmed Building Total	**95,272**

OPTION 9b (OPTIMIZED) NEW FIRE STATION/NEW POLICE & COURT BUILDING SITE PLAN



OPTION 9b (OPTIMIZED) NEW FIRE STATION/NEW POLICE & COURT BUILDING

FLOOR PLAN FIRE



FIRE AND FLEET LEGEND

- FIRE ADMINISTRATION
- FLEET
- PUBLIC
- FIRE OPERATIONS: HIGH HAZARD
- FIRE OPERATIONS: MID HAZARD
- FIRE OPERATIONS: LOW HAZARD

N

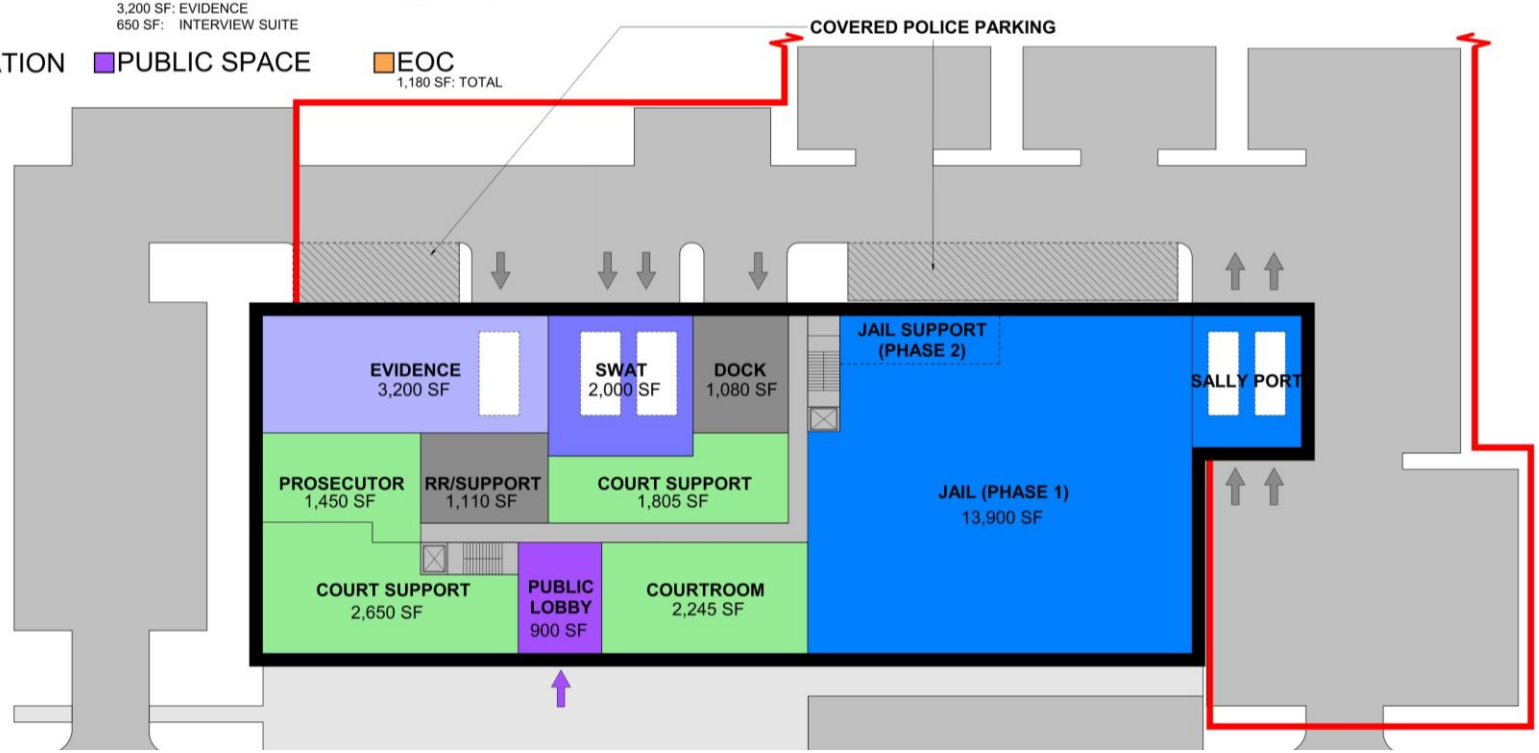
OPTION 9b (OPTIMIZED) NEW FIRE STATION/NEW POLICE & COURT BUILDING

FLOOR PLAN POLICE

POLICE AND COURTS LEGEND

- DISPATCH — 2,390 SF: TOTAL
- ADMINISTRATION — 2,200 SF: TOTAL
- PATROL — 19,000 SF: TOTAL; 7,900 SF: INDOOR FIRING RANGE; 2,000 SF: LARGE STORAGE/SWAT
- COURTS — 8,150 SF: TOTAL; 2,245 SF: COURTROOM; 1,450 SF: PROSECUTOR
- PRO STANDARDS — 2,000 SF: TOTAL
- JAIL — 13,900 SF: TOTAL; 1,200 SF: SALLYPORT
- SUPPORT
- INVESTIGATIONS — 10,000 SF: TOTAL; 3,200 SF: EVIDENCE; 650 SF: INTERVIEW SUITE
- FITNESS — 2,000 SF: TOTAL
- CIRCULATION
- PUBLIC SPACE
- EOC — 1,180 SF: TOTAL

MAIN LEVEL



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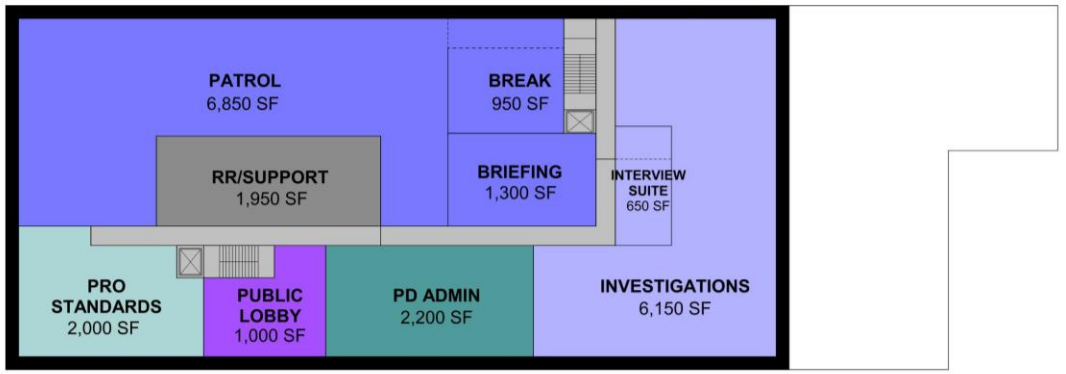
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- FITNESS — 2,000 SF: TOTAL
- CIRCULATION
- PUBLIC SPACE
- EOC — 1,180 SF: TOTAL

UPPER LEVEL



N

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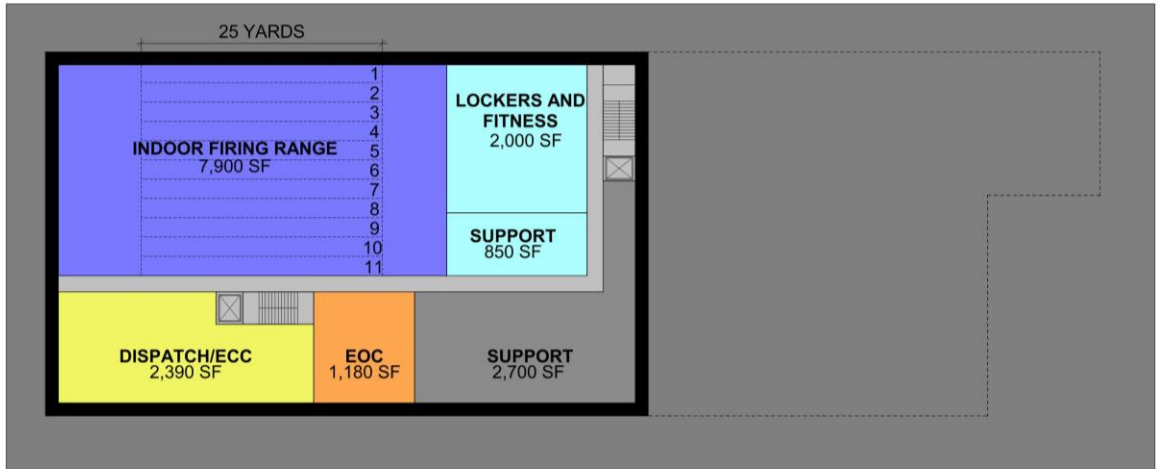
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- FITNESS — 2,000 SF: TOTAL
- CIRCULATION
- PUBLIC SPACE
- EOC — 1,180 SF: TOTAL

BASEMENT



N

OPTION 10 (ORIGINAL) NEW FIRE STATION/NEW POLICE & COURT BUILDING

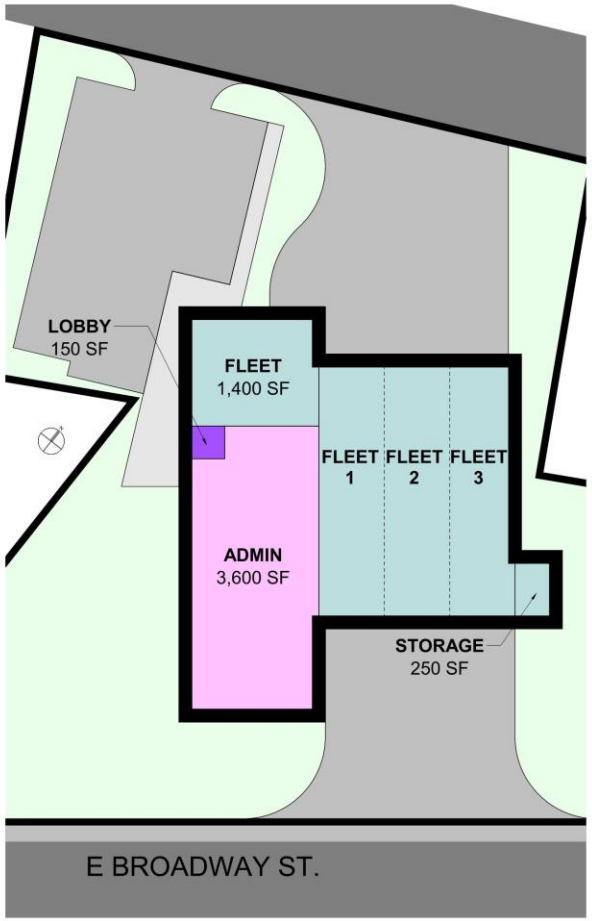
SITE PLAN

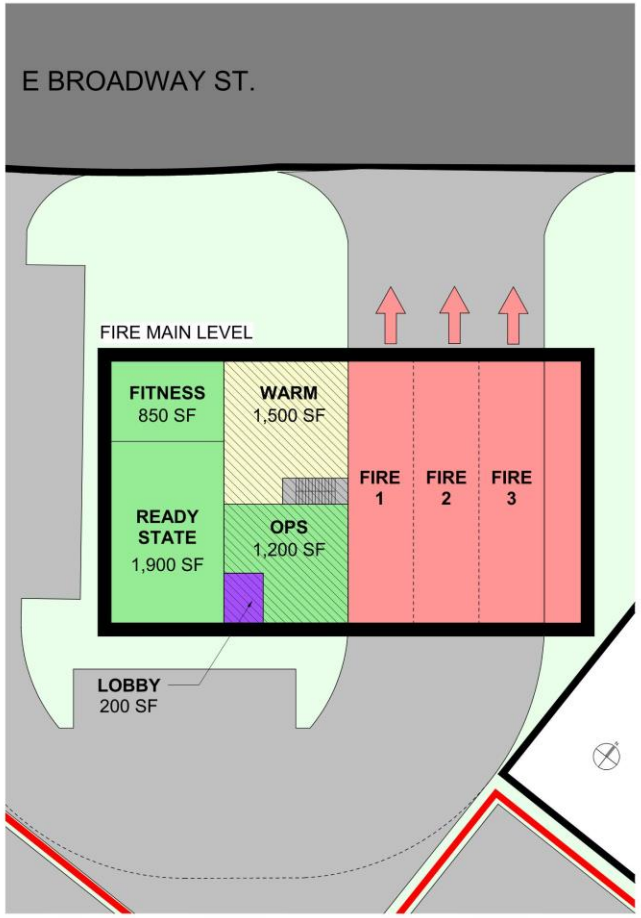


sfsarchitecture

OPTION 10 (ORIGINAL) NEW FIRE STATION/NEW POLICE & COURT BUILDING

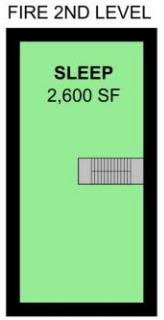
FLOOR PLAN FIRE





FIRE AND FLEET LEGEND

- FIRE ADMINISTRATION
- FLEET
- PUBLIC
- FIRE OPERATIONS: HIGH HAZARD
- FIRE OPERATIONS: MID HAZARD
- FIRE OPERATIONS: LOW HAZARD



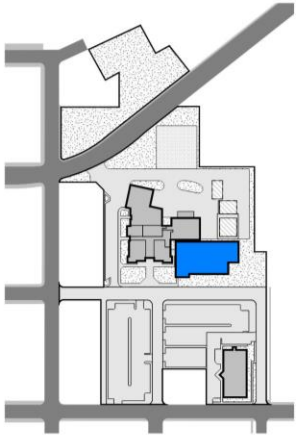
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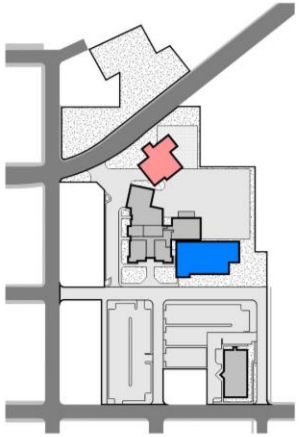
PHASING



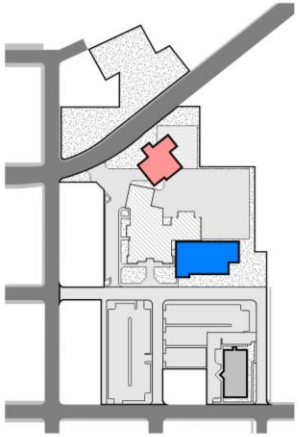
EXISTING SITE



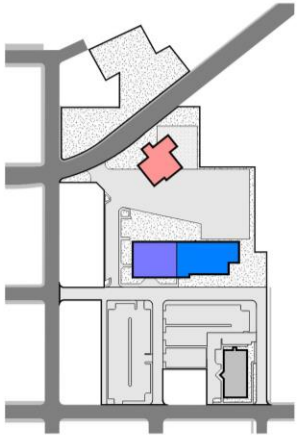
ADD NEW JAIL WING/ DISPATCH
DEMO OUT BUILDINGS



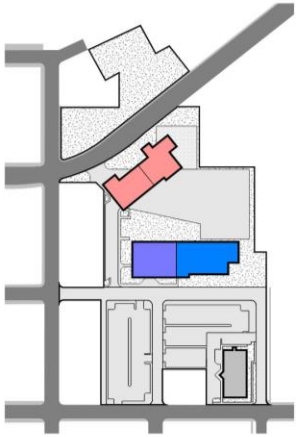
ADD FIRE OPERATIONS



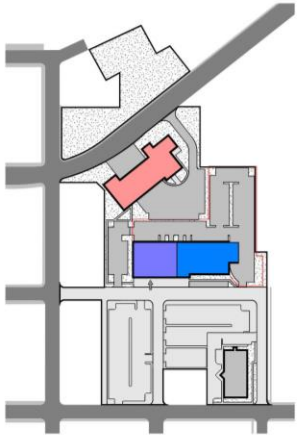
RELOCATE EXISTING PROGRAMS
DEMO EXISTING BUILDING



ADD REMAINDER OF POLICE
PROGRAM



ADD FLEET AND FIRE
ADMINISTRATION

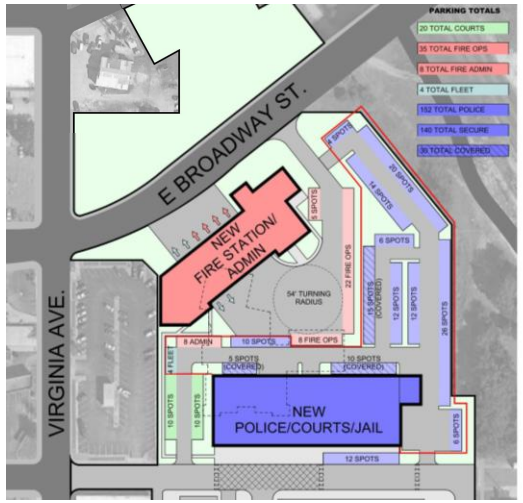


REWORK SITE

N



OPTION 10 (ORIGINAL)



OPTION 9b (OPTIMIZED)

PROS

- EVIDENCE IS IN ONE LOCATION. ONLY MOVED ONCE
- JAIL CONSTRUCTED FIRST; DETAINEES ARE TRANSFERRED ONCE.
- FIRE ADMIN IS SEPARATED FROM FIRE OPERATIONS WITH BAYS.
- ACCOMMODATES PROGRAMMED GROWTH.
- NEW BUILDINGS OFFER IMPROVED MAINTENANCE/ENERGY EFFICIENCY PER SQUARE FOOT
- OPPORTUNITY FOR CIVIC APPEARANCE.
- ACCESSIBILITY AND SECURITY ISSUES ARE ADDRESSED.

CONS

- RADIO/COMMUNICATIONS ISN'T COMBINED.
- TRANSITION OF STAFF IN CURRENT BUILDING AND POTENTIAL DISRUPTIONS TO DISPATCH.
- CITY WILL BE MAINTAINING TWO BUILDINGS VERSUS ONE FACILITY (OPTION 9B).
- CITY WILL BE MAINTAINING THREE BUILDINGS VERSUS ONE FACILITY (OPTION 10 ORIGINAL).
- FIRE APPARATUS CIRCULATION IS AT THE MAXIMUM SPACE AVALABLE.
- COORDINATION/RELOCATION OF FIRE APPARATUS REQUIRED DURING PHASING OF FIRE STATION BUILD.
- ALL FACILITIES REQUIRE SUBSTANTIAL PHASING.
- CANNOT ACCOMMODATE GROWTH BEYOND WHAT IS PROGRAMMED.

N

OPTION 9b (OPTIMIZED) NEW FIRE STATION/NEW POLICE & COURT BUILDING

IMAGERY
POLICE



OPTION 9b

(OPTIMIZED) NEW FIRE STATION/NEW POLICE & COURT BUILDING

IMAGERY
FIRE



sfsarchitecture

sfsarchitecture + CGA architecture planning design

JOPLIN MISSOURI

Joplin Facilities Master Plan

City Hall & Justice Center Concept Options

01 | 17 | 2023 CITY COUNCIL PRESENTATION

Project Parameters

Facilities Assessment

- Evaluation of 28 City buildings
- Report documenting existing conditions and recommendations for improvements
- Database to guide capital improvements and facilitate property management

City Hall Space Needs Assessment

- Space Analysis to determine how to optimize existing department and facility needs

Justice Center Feasibility Study

- Space Analysis to determine future needs
- Concept Options to meet space needs
- Plans and 3D imagery of preferred concept

Facilities Assessment Summary

Goals



What Do We *Own*?

What facilities assets are in the portfolio?

What role do our facilities play in meeting our strategic business objectives?



What Are The *Needs*?

What condition are our facilities assets in?

Do they support our strategic business objectives?



At How *Much*?

How much funding do we need to achieve the organization's strategic goals?



What Is *First*?

How do we rank which projects are most important?

What role do our facilities play in meeting strategic city objectives?

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Facilities Assessment Summary

Key Definitions

Facility Cost Index (FCI)

A Facility Condition Index (**FCI)** is simply the ratio of the cost of the Building's improvements identified needs within **5 years** (*Requirements*) divided by the Asset's calculated replacement value (**CRV**), and expressed as a decimal fraction of one.

FCI is an indicator of condition and can be used to benchmark condition along consistent, industry standards. Based on International Facility Managers Association (IFMA) definitions.

$$FCI = \frac{\sum \text{Near-Term Requirement \& System Renewal Costs}}{\text{Asset Current Replacement Value}}$$



Scale Value	Condition	Implication
0.00-0.10	Excellent	Typically New Construction
0.11-0.20	Good	Maintained within Life Cycle
0.21-0.40	Fair	Normal, Renovations Recommended
0.41-0.60	Poor	Major Renovations Recommended
0.61-1.00	Deficient	Total Renovation Recommended

*The **lower** an Asset's FCI value, the **better** the building's overall condition is assumed to be.*

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Facilities Assessment Summary

0.00 -0.10 EXCELLENT	12
PWC LOAFING SHED 1	
PWC LOAFING SHED 2	
JOPLIN SENIOR CENTER	
FIRE STATION NO. 4	
PWC SALT DOME	
PUBLIC SAFETY TRAINING FACILITY	
FIRE STATION NO. 2	
JOPLIN AIRPORT – NEW TERMINAL	
FIRE STATION NO. 6	
MAPS TROLLEY STORAGE – OFFICE	
PWC VEHICLE BARN	
PWC SEWER MAINTENANCE	

0.11 -0.20 GOOD	3
TOWER AND BASE FACILITY	
EVIDENCE BUILDING	
PWC OFFICE	

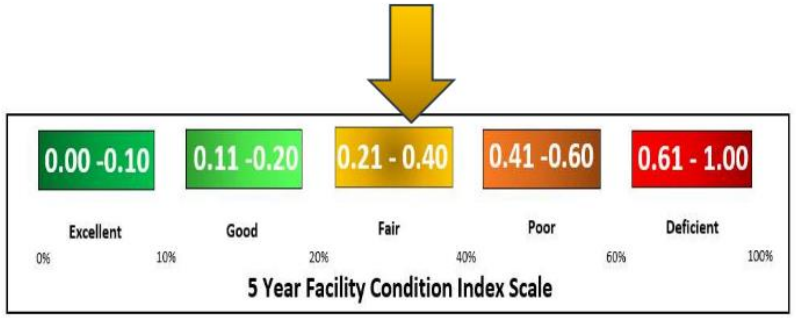
0.21 - 0.40 FAIR	13
MAPS TROLLEY STORAGE	
OLD GENERAL AVIATION TERMINAL	
PWC SIGN SHOP	
HEALTH DEPARTMENT AND WIC BUILDING	
POLICE GARAGE	
FIRE STATION NO. 5	
JOPLIN CITY HALL	
AIRPORT FIRE BARN (DENNIS WEAVER DR)	
RECORDS STORAGE FACILITY	
FIRE STATION NO. 3	
MAPS/RV – III FACILITY	
DR. DONALD E. CLARK JUSTICE CENTER	
PWC CENTRAL GARAGE	

Facilities Assessment Summary

Overview

Completed Building Data Sets

Building	Age	Use	Size (gdf)	CRV	FCI Cost	FCI	RI Cost	RI
Dr. Donald E. Clark Justice Center	55	Fire/Police Station	54,670	$23,702,152	$6,772,167	0.29	$7,642,852	0.32
Joplin City Hall	112	Office	62,000	$30,080,705	$7,976,135	0.27	$8,036,882	0.27
Totals for Completed Data			116,670	$53,782,857	$14,748,301	0.27	$15,679,735	0.29





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Facilities Assessment Summary

Top 20 Needs Based on Completed Data

Building Name	Requirement Name	Category	Priority	System Group	Requirement Cost
Joplin City Hall	Piping Distribution - 4-Pipe - Hot & Chilled Water Renewal	Lifecycle	3- Due within 5 Years of Inspection	HVAC System	$1,908,814
Dr. Donald E. Clark Justice Center	BUR (Built-Up Roofing) with Gravel - 2001 Renewal	Lifecycle	3- Due within 5 Years of Inspection	Exterior Enclosure	$1,132,916
Joplin City Hall	Fan Coil System - Heating or Cooling - 2 Pipe Changeover Renewal	Lifecycle	3- Due within 5 Years of Inspection	HVAC System	$1,015,760
Dr. Donald E. Clark Justice Center	Fire Protection - Sprinkler Coverage Lacking	Building Code	4- Not Time Based	Fire Protection	$826,125
Dr. Donald E. Clark Justice Center	Distribution Equipment - Panelboards, Transformers and Feeders - 480Y/277V Renewa	Lifecycle	3- Due within 5 Years of Inspection	Electrical System	$670,989
Joplin City Hall	Domestic Water Distribution Piping Renewal	Lifecycle	3- Due within 5 Years of Inspection	Plumbing System	$509,345
Dr. Donald E. Clark Justice Center	Chiller - Centrifugal - 100 Ton Renewal	Lifecycle	3- Due within 5 Years of Inspection	HVAC System	$498,523
Joplin City Hall	Distribution Equipment - Panelboards and Feeders - 208Y/120V Renewal	Lifecycle	3- Due within 5 Years of Inspection	Electrical System	$477,408
Dr. Donald E. Clark Justice Center	Domestic Water Distribution Piping Renewal	Lifecycle	3- Due within 5 Years of Inspection	Plumbing System	$449,127
Dr. Donald E. Clark Justice Center	Distribution Equipment - Panelboards and Feeders - 208Y/120V Renewal	Lifecycle	3- Due within 5 Years of Inspection	Electrical System	$420,966
Joplin City Hall	Boilers - HW - Gas - 1,400 MBH Renewal	Lifecycle	3- Due within 5 Years of Inspection	HVAC System	$392,042
Joplin City Hall	Chiller - Modular - 180 Ton Renewal	Lifecycle	1- Due within 1 Year of Inspection	HVAC System	$356,088
Dr. Donald E. Clark Justice Center	Boiler - HW - Gas (Condensing) - 2700 MBH - Boiler 1 Renewal	Lifecycle	3- Due within 5 Years of Inspection	HVAC System	$352,985
Dr. Donald E. Clark Justice Center	Restroom Fixtures - 1995 Renewal	Lifecycle	3- Due within 5 Years of Inspection	Plumbing System	$343,309
Joplin City Hall	Restroom Fixtures - 1995 Renewal	Lifecycle	3- Due within 5 Years of Inspection	Plumbing System	$343,309
Joplin City Hall	Lighting Fixtures - Interior - Fluorescent Renewal	Lifecycle	2- Due within 2 Years of Inspection	Electrical System	$297,144
Joplin City Hall	Fire Alarm System - Raceway and Wiring Renewal	Lifecycle	3- Due within 5 Years of Inspection	Electrical System	$295,864
Dr. Donald E. Clark Justice Center	Sanitary Waste - Gravity Discharge Renewal	Lifecycle	2- Due within 2 Years of Inspection	Plumbing System	$277,684
Joplin City Hall	Traction Geared Passenger Elevator - Control System Renewal	Lifecycle	3- Due within 5 Years of Inspection	Interior Construction and Conveyance	$277,228
Dr. Donald E. Clark Justice Center	Hydraulic Passenger Elevator - 3 Story - 2500 lb - Dual Door Renewal	Lifecycle	2- Due within 2 Years of Inspection	Interior Construction and Conveyance	$265,339

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Process



SPACE NEEDS STUDY



TOUR SPACES



QUESTIONNAIRE



INTERVIEW

Process



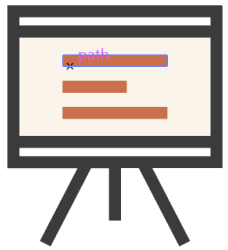
CONCEPT
PLAN OPTIONS



LEADERSHIP
ENGENGEMENT



CONCENSUS
OPTION



FINAL IMAGERY
+ PRESENTATION

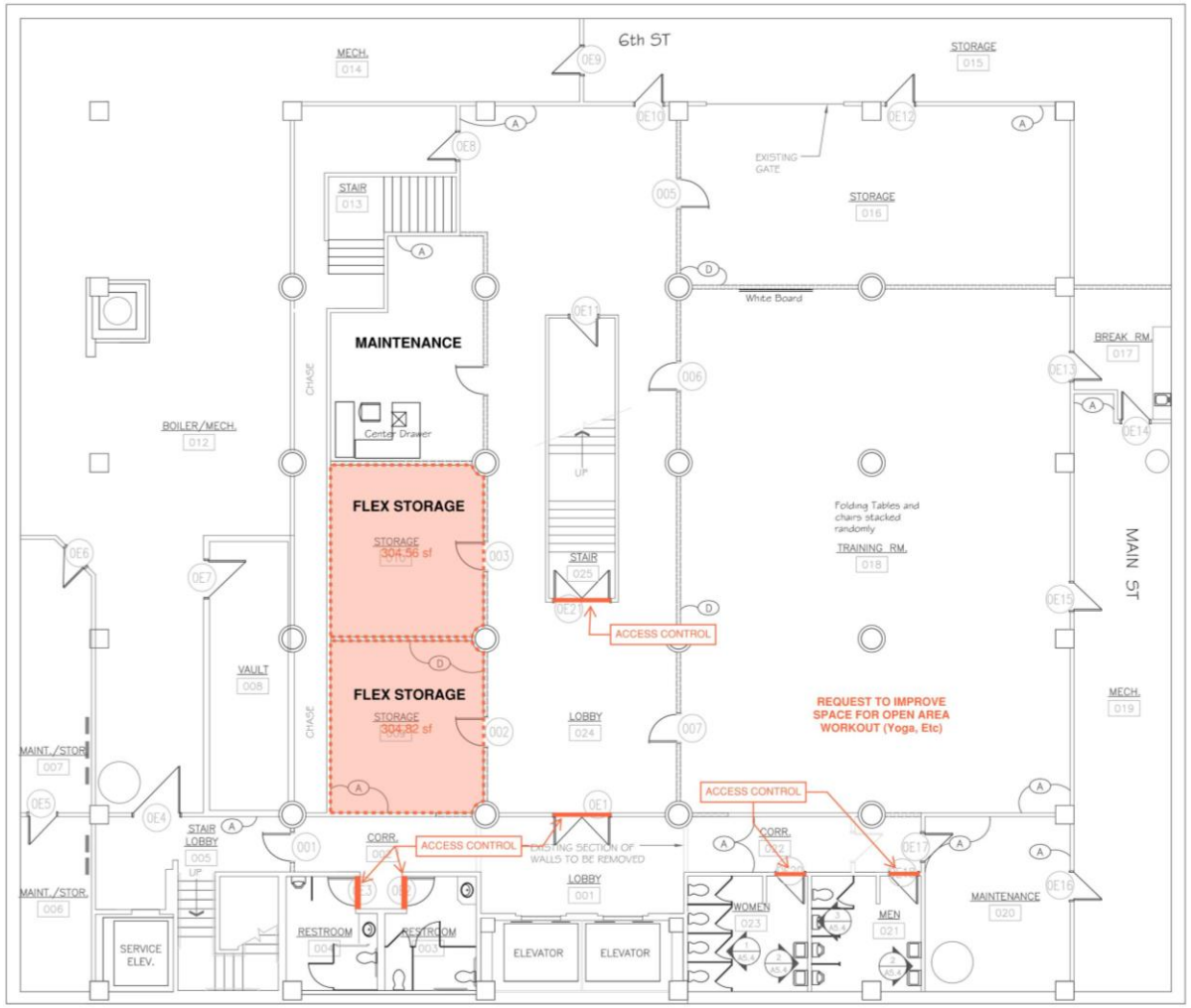
Your Vision

- Serve the needs for the next generation
- Timeless
- Facilities that the City can be proud of
- Room for growth
- Improvements to HVAC/Electrical
- Accessibility compliance
- Improve security of facilities
- Natural light throughout
- Address parking for staff and public

- Police
  - Improve function and efficiency
  - Meet jail standards/requirements
  - Vehicular sallyport/storage/parking
- Fire
  - Improve function, workflow and security
  - Apparatus bay improvements
  - Address fleet maintenance needs
  - Separate Administration and Operations
- Courts
  - Improve Security
  - Wayfinding
  - IT and infrastructure upgrades

CITY HALL CONCEPT OPTIONS

BASEMENT



GENERAL

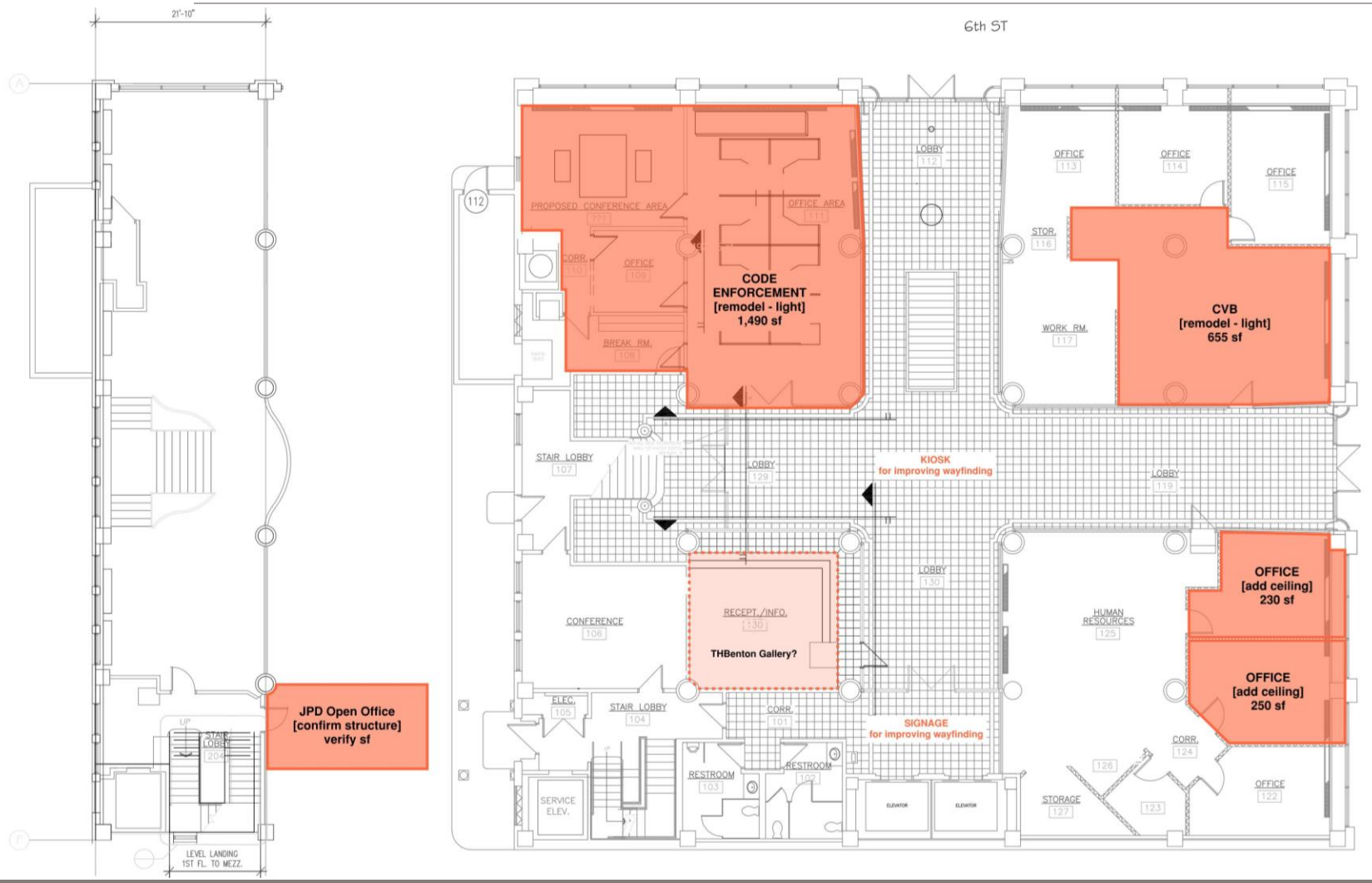
- JPD MOVES TO LEVEL 1 (SOUTH MEZZANINE)
- STORAGE ROOMS CONVERTED TO "FLEX" DEPT STORAGE – NO SCOPE, BY OWNER
- ACCESS CONTROL (REQUESTED BY IT)

FITNESS

- REQUEST TO IMPROVE SPACE FOR OPEN AREA WORKOUT (YOGA, ETC.)

N

FIRST FLOOR



GENERAL

- IMPROVE WAYFINDING
- KIOSK WAS DISCUSSED

HUMAN RESOURCES

- ADD CEILINGS AT (2) OFFICES (PRIVACY ISSUE)
- NOTED PLAN ADJUSTMENTS TO EXISTING OPEN SPACE TO PROVIDE MORE EFFICIENT WAITING AREA

RECEPTION AREA

- CVB WORKING TO RELOCATE TH BENTON GALLERY. CONFIRM

NW OPEN SPACE

- CODE ENFORCEMENT TO BE RELOCATED TO THIS SPACE (REF LEVEL 4 ZP PROGRAMMING)

CVB

- NOTED ADDITION OF TV'S FOR VISITOR INFORMATION/MEETING SPACE
- REQUESTED MILLWORK IN LOBBY FOR RECEPTION
- IMPROVE FINISHES IN LOBBY AREA. "FACE OF THE CITY..."
- REDUCE VISIBILITY INTO SPACE USING GRAPHICS?

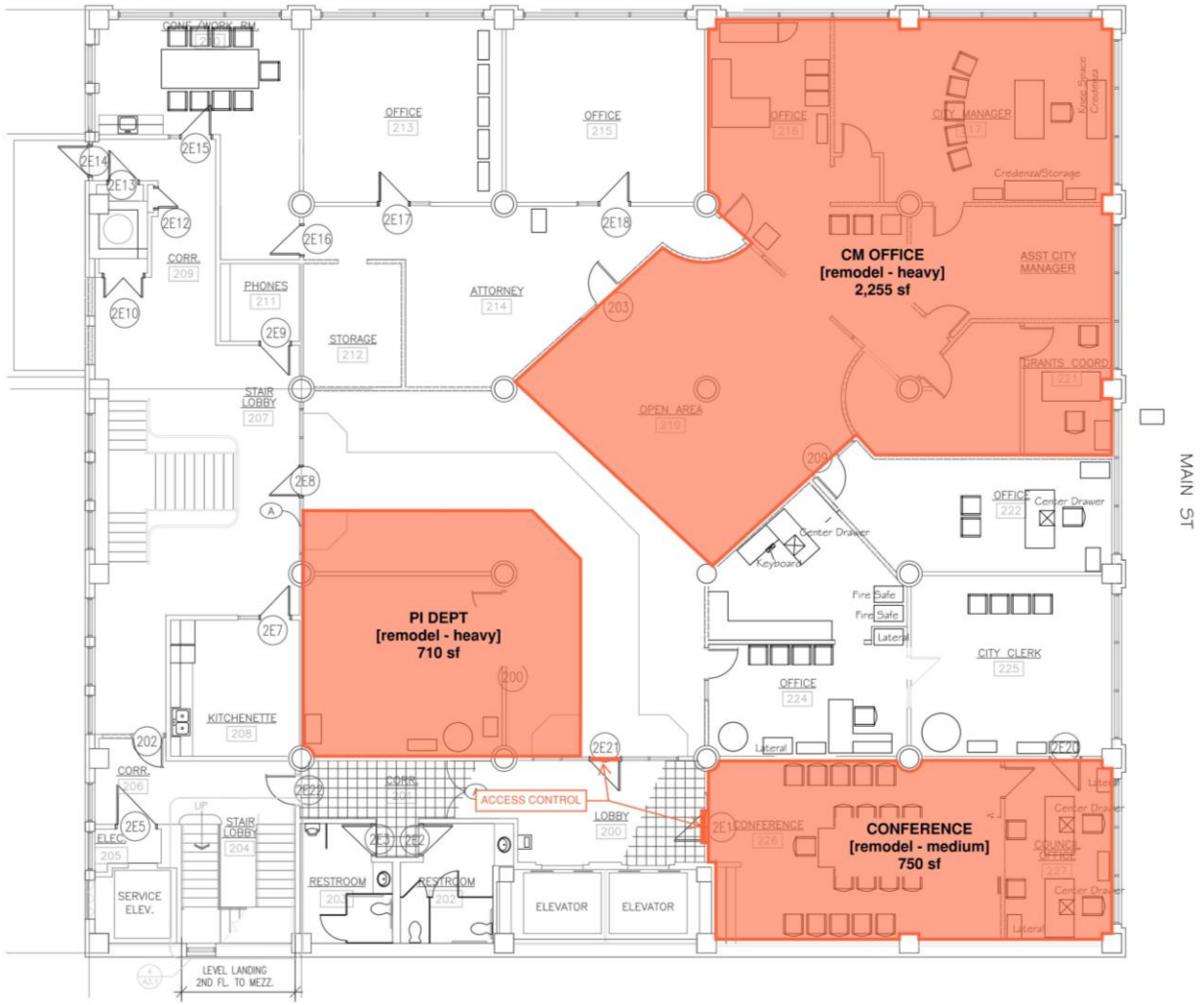
JPD RELOCATION

- RELOCATE JPD TO SOUTH MEZZANINE PLATFORM

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sfsarchitecture + CGA architecture planning design

SECOND FLOOR

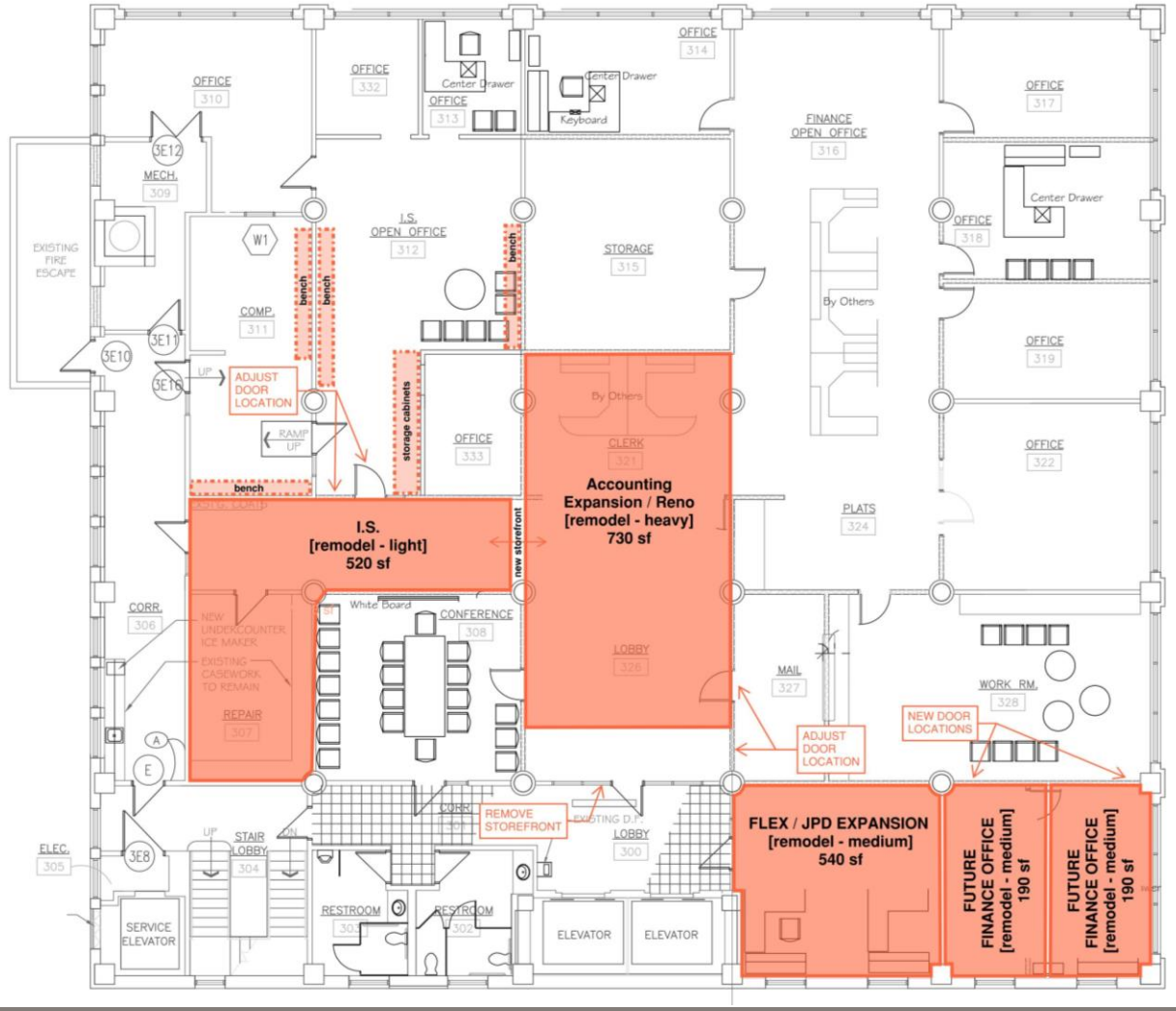


CM OFFICE

- REQUESTED PLAN IMPROVEMENTS
- VESTIBULE FOR SECURITY WITH ACCESS CONTROL
- 4-8 ADDITIONAL WORKSPACES (2 OFFICE, 2 CUBICLE – MINIMUM)
- NEED ALTERNATE PLACE IN BUILDING FOR PRESS CONFERENCE?
- NEED SHARED STORAGE SPACE
- NEED SMALL MEETING SPACE FOR 4-8 PEOPLE
- EXPAND PIO FOR MORE OFFICES
- PIO NEEDS TV
- MEETING ROOM: IMPROVE FINISHES / TECHNOLOGY FOR EXECUTIVE BOARD ROOM

N

THIRD FLOOR



IT DEPARTMENT

- CLOSE CORRIDOR (ACCESS CONTROL) WITH NEW STOREFRONT
- ADDITION OF MILLWORK FOR WORKSPACES
- IMPROVE REPAIR SPACE (DISCONNECTED, MILLWORK)
- ADJUST DOOR LOCATION

FINANCE

- EXPAND INTO LOBBY SPACE / REMOVE STOREFRONT
- EXPAND STORAGE INTO EXISTING OFFICE SPACE
- ADJUST DOOR LOCATION FOR MAIL ROOM ACCESS
- CREATE (2) ADDITIONAL OFFICE SPACES AT SE WITH DOORS FROM WORK ROOM

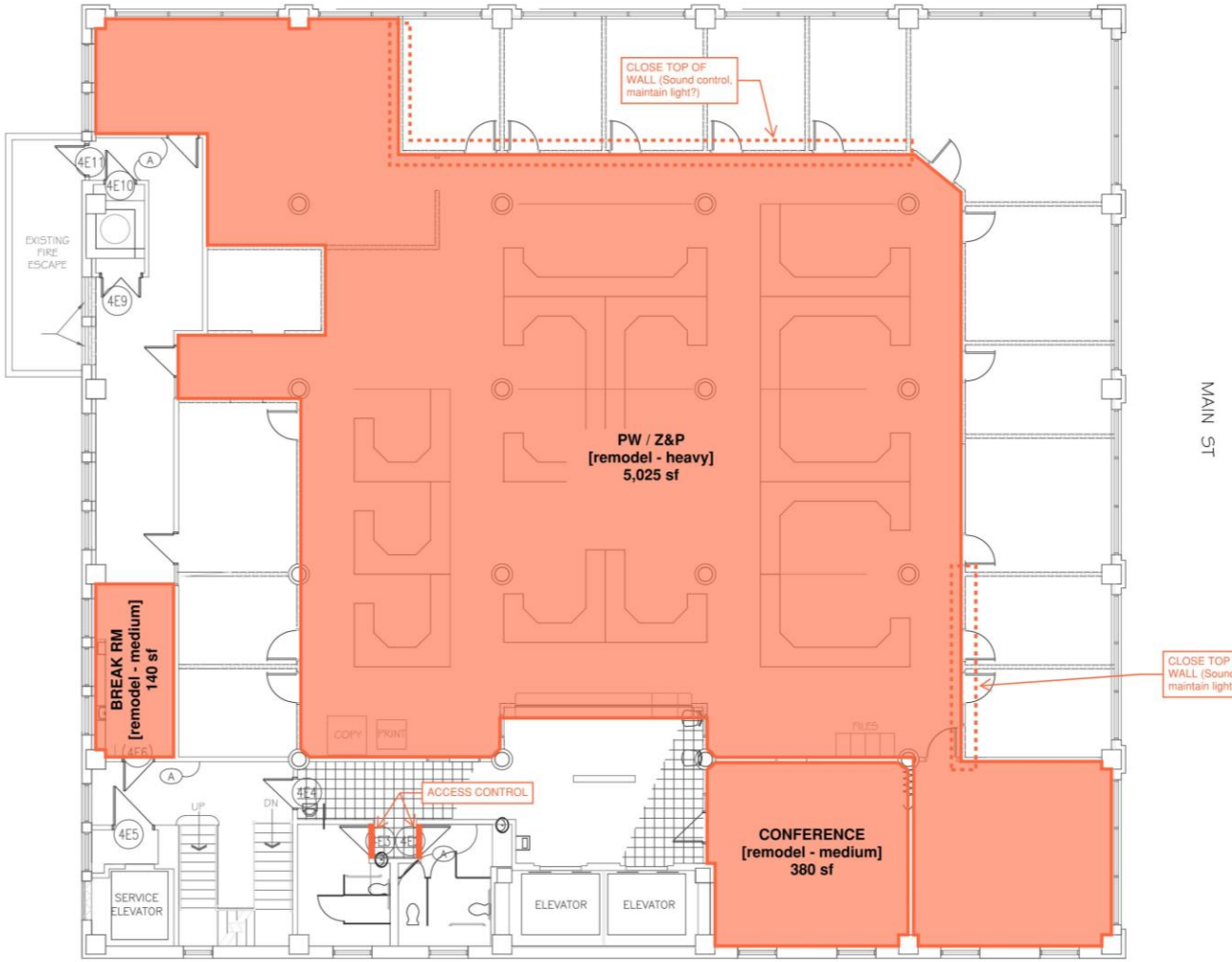
FLEX/JPD EXPANSION

- EXISTING COMMUNITY DEVELOPMENT SPACE TO BE FUTURE FLEX SPACE OR JPD COMMAND CENTER, TO INCLUDE CCTV

N

sfsarchitecture + CGA architecture planning design

FOURTH FLOOR



GENERAL

- IMPROVE SPACE USAGE (OFFICE, CUBICLES, LANDING SPOTS)
- REWORK OFFICE LOCATIONS TO IMPROVE ADJACENCIES
- ADD ACCESS CONTROL + SECURITY AT LOBBY/RECEPT DESK
- IMPROVE SPACE AS MUCH AS POSSIBLE WITH FLEXIBLE SEATING
- IMPROVE CONFERENCE MEETING SPACE (FINISHES, FFE, TECHNOLOGY)
- ADD SMALL MEETING SPACE TO NW CORNER (SIMILAR TO LEVEL 2)

Z&P (DEPTS: CODE, PLAN DEV, BLDG)

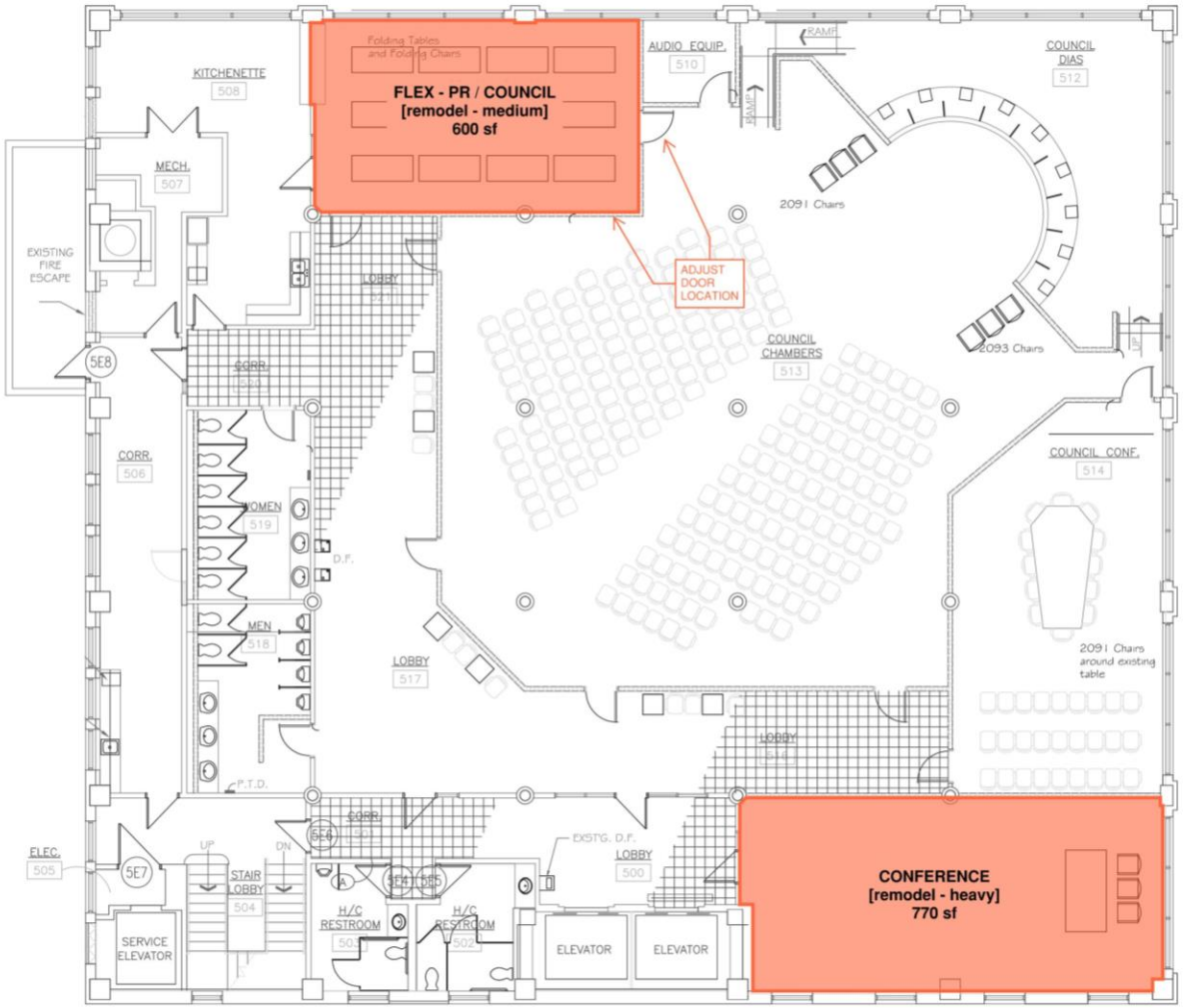
- NEED (13) ADDITIONAL PEOPLE THIS LEVEL (AFTER MOVING CODE ENFORCEMENT TO LEVEL 1)

PUBLIC WORKS

- ADD TECHNOLOGY AT RECEPTION DESK FOR CUSTOMER REVIEW/INTERACTION (MAPS)
- ADD AN ADDITIONAL INSPECTOR TO PROGRAM
- ADD (6) ADDITIONAL STAFF PER PROGRAM
- NEED MORE PRINTER LOCATIONS (DISPERSED, PRIVACY)

N

FIFTH FLOOR



GENERAL

- REVIEW ENTIRE FLOOR FOR SECURITY / ACCESS CONTROL (IT)

COUNCIL DINING

- WOULD BE SUITABLE TO REPROGRAM AS FLEX SPACE FOR DINING/MEDIA-PRESS/GENERAL MEETING AREA
- AV ROOM ADJACENT
- ACCESS CONTROL IMPROVEMENTS
- RELOCATE EXISTING DOOR FOR BACKDROP

CONFERENCE ROOM (515)

- IMPROVE FINISHES FOR A MORE FORMAL EXECUTIVE BOARD ROOM
- UPGRADE MULTIMEDIA / TECHNOLOGY

N

JUSTICE CENTER CONCEPT OPTIONS

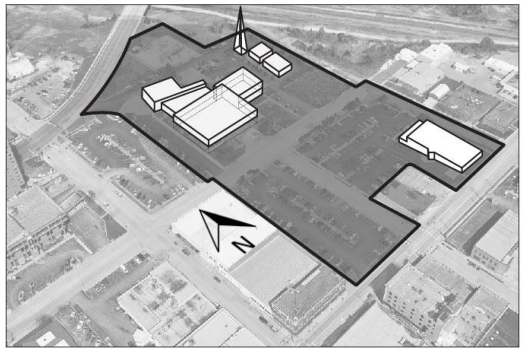
Program Review

Program – Area Summary

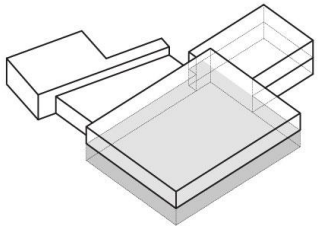
	Current Square Footage	Programmed Square Footage	% Change
Building Common Spaces	7,802 SF	6,453 SF	-17%
Fire	13,020 SF	28,311 SF	+117%
Municipal Courts & Prosecutor	5,984 SF	8,166 SF	+36%
Police	28,911 SF	52,341 SF	+81%
TOTAL	55,717 SF	95,271 SF	**+71%**

EXISTING CONDITIONS

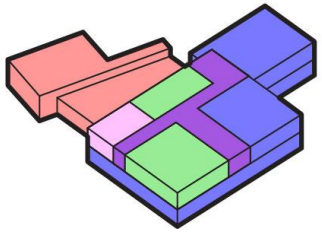
MASSING DIAGRAMS



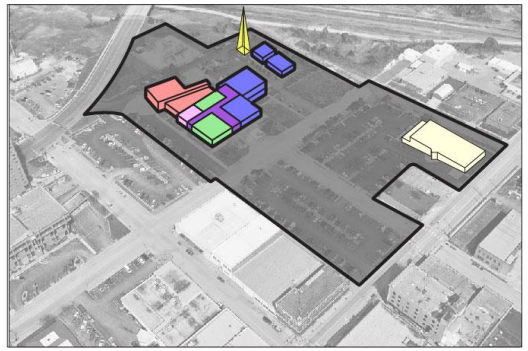
SITE MASSING



BUILDING MASSING



BUILDING PROGRAM



SITE PROGRAM

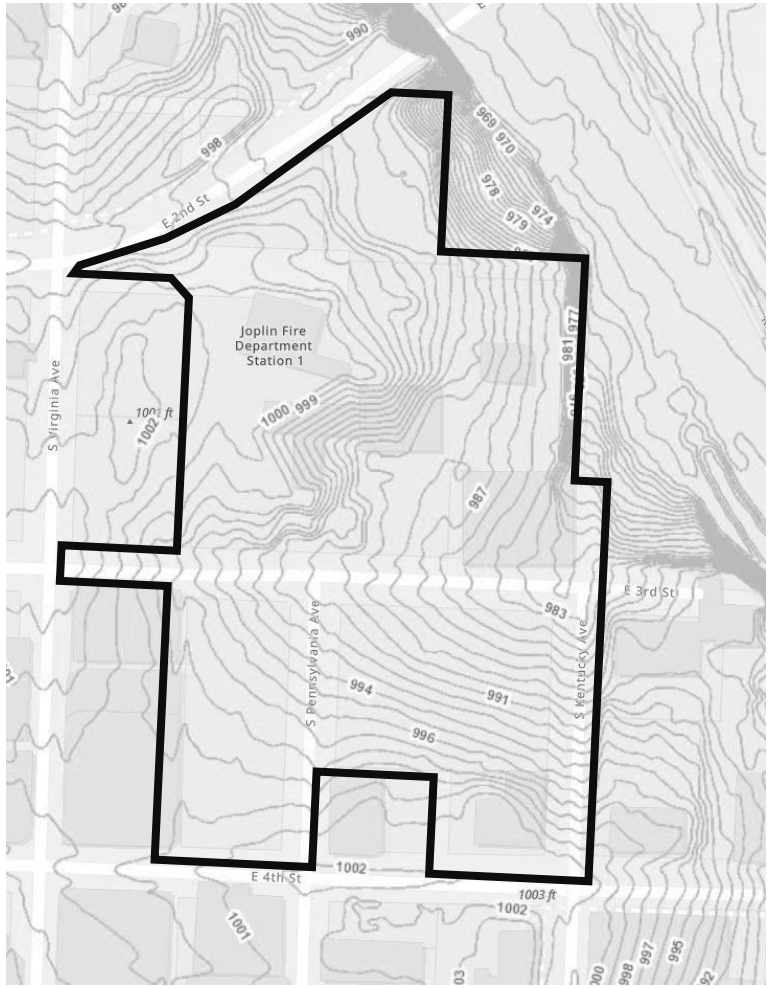
LEGEND

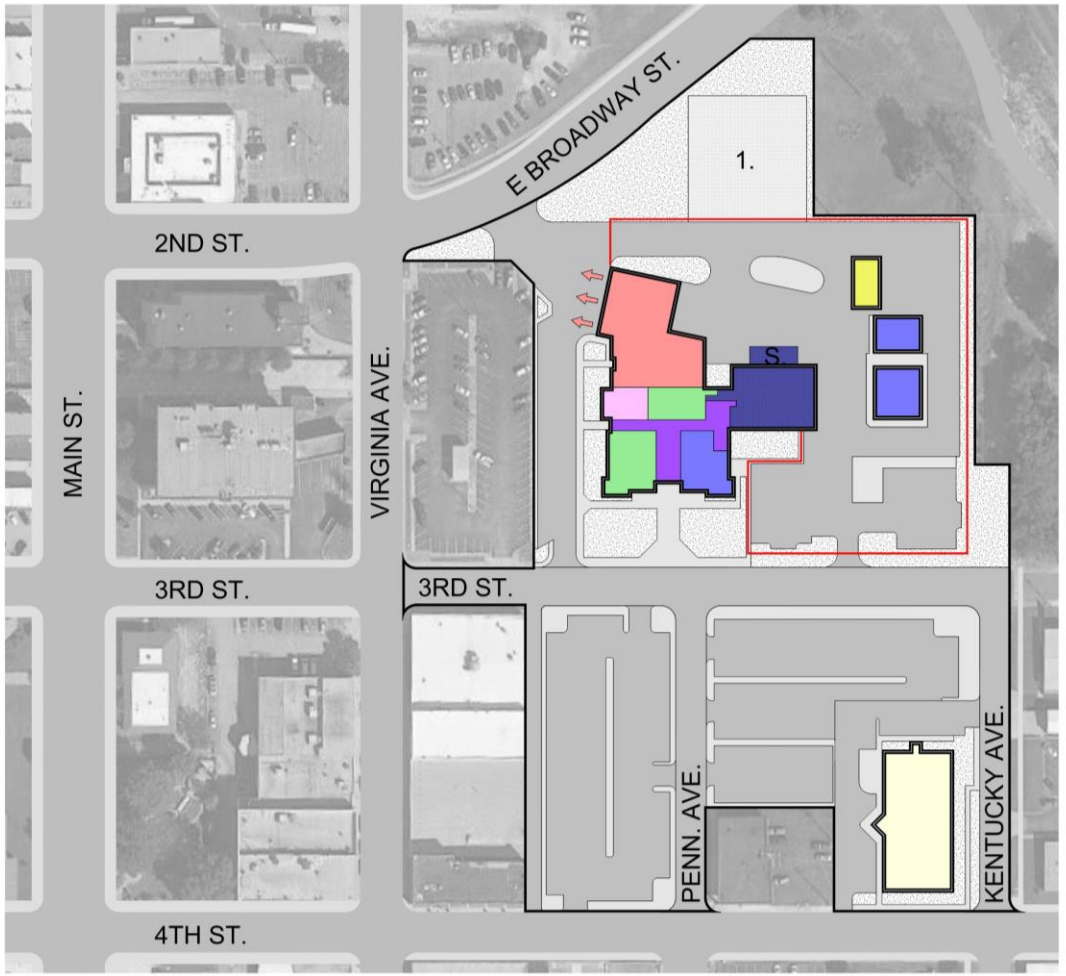
- POLICE
- COURTS
- CELL TOWER
- HEALTH DEPT.
- PUBLIC SPACE
- JAIL
- FIRE ADMIN
- FIRE STATION
- FLEET

	FIRE OPERATIONS	FIRE ADMIN	FLEET	FIRE TOTAL	COURTS	POLICE OPERATIONS	JAIL	POLICE TOTAL	PROJECT TOTAL	ON SITE	*OFF SITE*	NEW CONSTUCTION SF	RENOVATION SF
EXISTING CONDITIONS	11,020 SF	1,800 SF	N/A	13,020 SF	5,984 SF	27,911 SF	6,000 SF	33,911 SF	52,915 SF	52,915 SF	*N/A*	N/A	N/A

EXISTING CONDITIONS

SITE PLAN





LEGEND

- POLICE
- JAIL
- COURTS
- FIRE ADMIN
- CELL TOWER
- FIRE STATION
- HEALTH DEPT.
- FLEET
- PUBLIC SPACE
- S SALLYPORT
- SITE
- SECURE
- EXISTING
- NEW
- CIVIC PRESENCE

1. - SUB-STATION LOT

LOWER LEVEL

UPPER LEVEL

OUT BUILDINGS

N

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DEFICIENCIES

GENERAL

- Accessibility
- Required MEP systems upgrades/replacement
- Roof replacement within next 5 years
- General security of facility does not meet current standards (screening, stand-off distances, glazing protection, etc.)
- Security screening at building entrance

COURTS

- Inadequate space needs for courts staff if police staff grows and more court cases are generated

- Renovate/Expand to improve building systems, accessibility, and security
- Additional space will be needed to accommodate growth

DEFICIENCIES

POLICE

- Inadequate secured parking area; secured site overlap with FD
- Jail does not meet certain constitutional standards (PREA issues with sight/sound, detainee/officer safety concerns with movement throughout facility, recreation area, etc.)
- Lack of gender-neutral locker facilities
- Inadequate separation of circulation for public / staff / detainees
- Lack of proper storage for standard evidence and bulk (large item) evidence, including an enclosed vehicle evidence bay
- Inadequate spaces for evidence collecting, handling and processing
- Records storage is inadequate and requires off-site storage
- Overall square footage is inadequate to accommodate current authorized staff count and future staff needs

- Most areas of the existing building dedicated to Police are viable for renovation
- Jail should be considered for replacement with a building addition/new construction
- Expansion is needed to accommodate growth

DEFICIENCIES

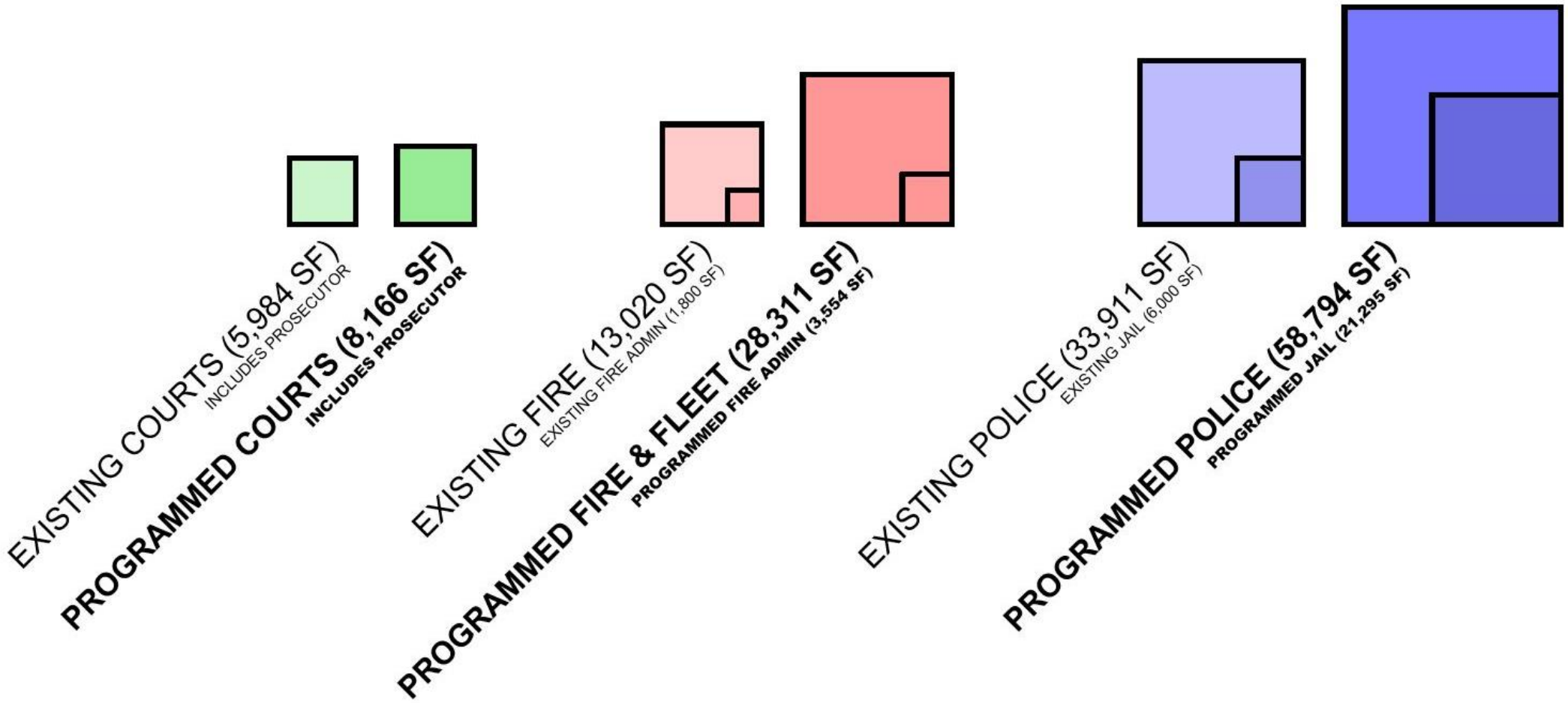
FIRE

- Lack of Decontamination space/equipment creates a health and safety issue for fire personnel
- Fleet Maintenance space is inadequate
- Apparatus bay height inadequate for general police/fire apparatus maintenance
- Sleep equity (bunk room/lockers/restroom layout)
- Desire for a collaborative area to debrief/decompress as a team after an intense or difficult call
- No separation between administration and operations
- Safety and security issues due to colocation with/adjacent to PD/Courts
- Inadequate site circulation for emergency deployment creates safety issues that could impact response time (secured site area overlaps with PD; increased pedestrian volume to facility)
- Inadequate outdoor gathering/dining/recreation area

- Existing facility does not meet current standards/requirements and growth needs
- Apparatus bay does not meet current height standards
- Recommend replacement

EXISTING CONDITIONS

CURRENT VS FUTURE



OPTION 1 CRITICAL IMPROVEMENTS ONLY

SITE PLAN



LEGEND

- POLICE
- JAIL
- COURTS
- FIRE ADMIN
- CELL TOWER
- FIRE STATION
- HEALTH DEPT.
- FLEET
- PUBLIC SPACE
- S SALLYPORT
- SITE
- SECURE
- EXISTING
- NEW
- CIVIC PRESENCE

OFFSITE:
FLEET MAINTENANCE
FIRING RANGE

1. TEMPORARY PAD FOR FIRE

LOWER LEVEL

UPPER LEVEL

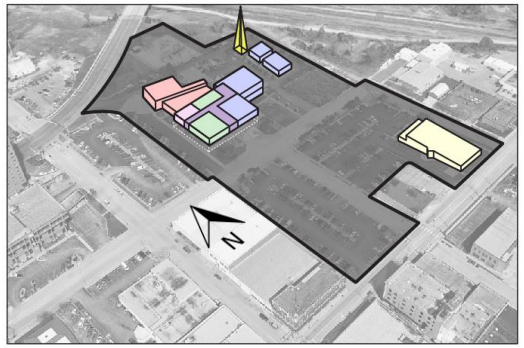
OUT BUILDINGS

N

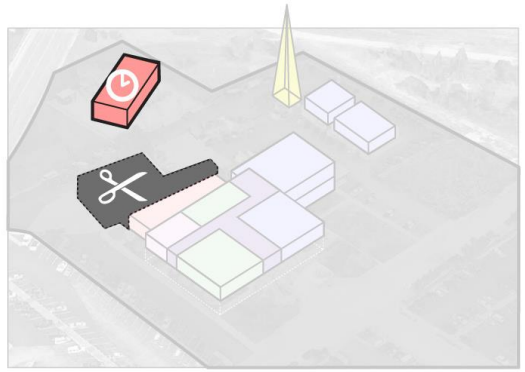
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OPTION 1 CRITICAL IMPROVEMENTS ONLY

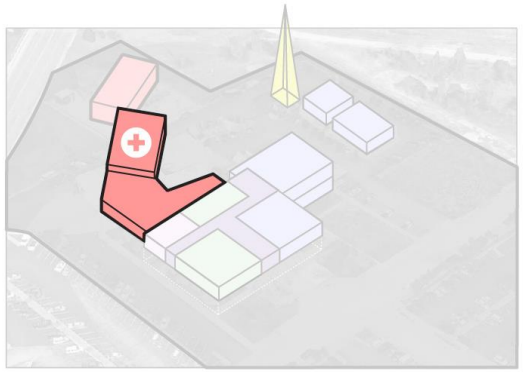
MASSING DIAGRAMS



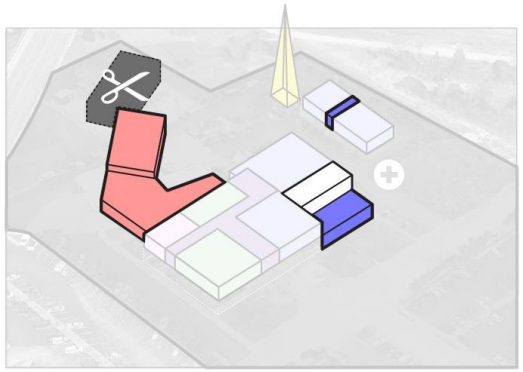
EXISTING SITE



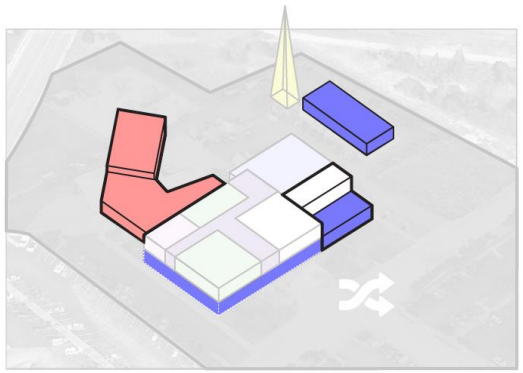
1. ADD TEMPORARY FIRE STATION
2. DEMO EXISTING APPARATUS BAY



3. BUILD NEW APPARATUS BAY



4. DEMO TEMPORARY FIRE STATION
5. BUILD ADDITIONS TO EXISTING BUILDINGS



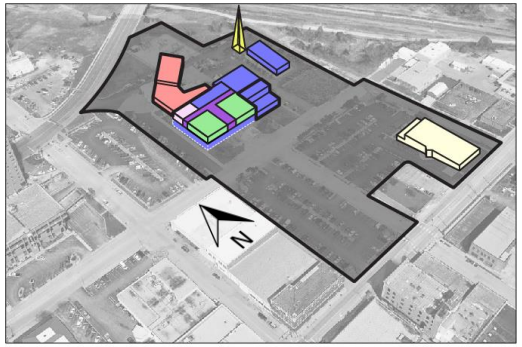
6. RENOVATE BASEMENT SPACES
7. SHIFT SOUTHEAST POLICE PROGRAM INTO ADDITION



8. MOVE COURTS INTO SOUTHEASTERN SPACE VACATED BY POLICE



FINALLY CAPTURE THE REMAINING FOOTPRINT BY EXPANDING JAIL

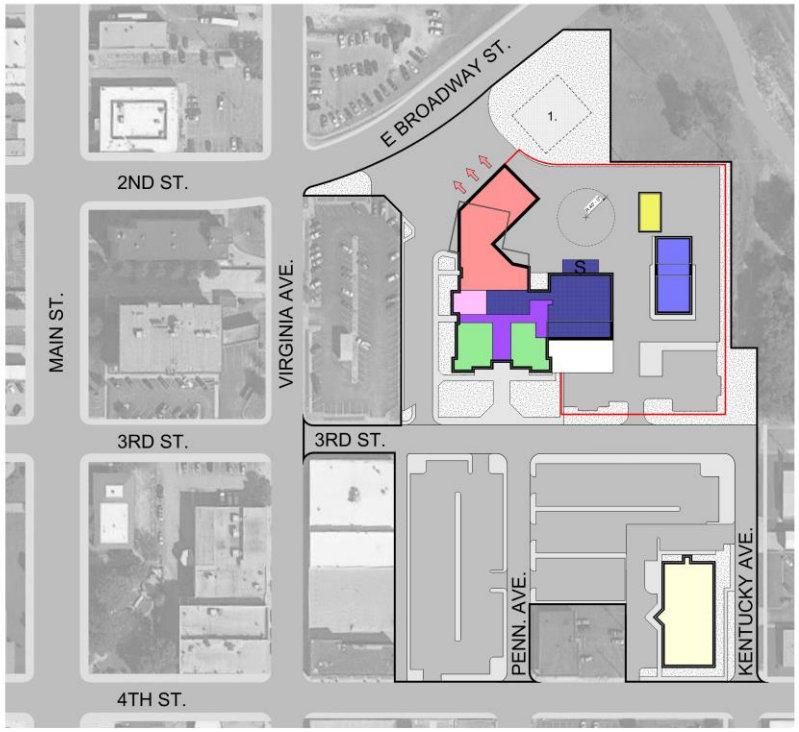


LEGEND

- POLICE
- COURTS
- CELL TOWER
- HEALTH DEPT.
- PUBLIC SPACE
- JAIL
- FIRE ADMIN
- FIRE STATION
- FLEET

OPTION 1 CRITICAL IMPROVEMENTS ONLY

PROS/CONS



PROS

- LOWER CONSTRUCTION COSTS
- RE-USE OF EXISTING BUILDING
- NEW APPARATUS BAYS THAT PROVIDES ADEQUATE HEIGHT.
- POTENTIAL TO ADD ONE EXTRA FDIRE APPARATUS BAY.
- ACCESSIBILITY AND SECURITY ISSUES CAN BE ADDRESSED.
- EXPAND SOME JAIL AND POLICE SPACE WITH LIMITED ADDITIONS.

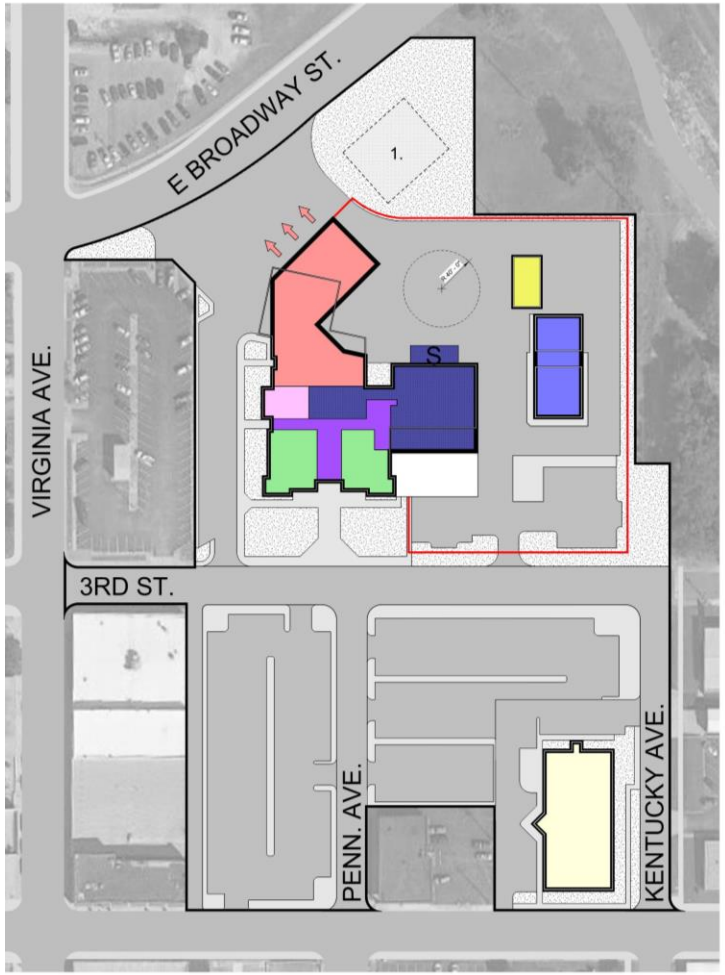
CONS

- DOES NOT ACCOMMODATE COMPLETE
- MAY REQUIRE TEMPORARY HOUSING PROVISIONS FOR FIRE DEPARTMENT. FIRE
- NO SEPARATRION BETWEEN FIRE ADMIN AND FIRE OPERATIONS.
- LIMITED PARKING FOR FIRE AND POLICE.
- EMERGENCY VEHICLES CROSS-TRAFFIC ON SITE.

	FIRE OPERATIONS	FIRE ADMIN	FLEET	FIRE TOTAL	COURTS	POLICE OPERATIONS	JAIL	POLICE TOTAL	SF TOTAL	DEMO	ON SITE	*OFF SITE*	NEW CONSTUCTION SF	RENOVATION SF
EXISTING CONDITIONS	11,020 SF	1,800 SF	N/A	13,020 SF	5,984 SF	27,911 SF	6,000 SF	33,911 SF	52,915 SF	N/A	52,915 SF	*N/A*	N/A	N/A
OPTION 1 MODIFIED PROGRAM	12,757 SF	2,000 SF	6,500 SF	21,257 SF	6,419 SF	31,227 SF	10,910 SF	42,137 SF	69,813 SF	6,081 SF	63,313 SF	*6,500 SF*	24,237 SF (35%)	45,576 SF (65%)

OPTION 1 CRITICAL IMPROVEMENTS ONLY

COST



	FIRE OPERATIONS				FIRE ADMIN				FLEET				FIRE TOTAL				
	12,757	SF	580.8 /SF	$ 7,409,834	2,000	SF	255.3 /SF	$ 510,600	6,500	SF	165.6 /SF	$ 1,076,400	21,257	SF	$423	/SF	$ 8,996,834
new	8,337		$669	$ 5,579,954	0		$345	$ -	6,500		$166	$ 1,076,400					
reno	4,420		$414	$ 1,829,880	2,000		$255	$ 510,600	0			$ -					

	COURTS TOTAL				POLICE OPERATIONS			JAIL			POLICE TOTAL				
	6,419 SF	$262	/SF	$ 1,683,062	31,227 SF	$400	/SF $ 12,476,987	10,910 SF	$572	/SF $ 6,244,707	58,794	SF	$318	/SF	$ 18,721,694
new	0	$345		$ -	7,080	$421	$ 2,979,972	2,320	$725	$ 1,680,840					
reno	6,419	$262		$ 1,683,062	24,147	$393	$ 9,497,015	8,590	$531	$ 4,563,867					

PROJECT TOTAL												
SF	$ 29,401,590	TO	$35,083,990.00		23,004	SF (30%)	$575	/SF	53,309	SF (70%)	410	/SF
	$ 385	/SF	$ 460	/SF								

General Notes:

- All costs shown represents total project costs which includes construction cost, soft costs such as fees, testing, FF&E, equipment and a 15% contingency.
- All costs include construction costs that are escalated to 24 months.

LEGEND
POLICE, COURTS, CELL TOWER, HEALTH DEPT., PUBLIC SPACE
JAIL, FIRE ADMIN, FIRE STATION, FLEET, S SALLYPORT
SITE, EXISTING, NEW, CIVIC PRESENCE, SECURE

OFFSITE:
FLEET MAINTENANCE
FIRING RANGE

LOWER LEVEL

1. TEMPORARY PAD FOR FIRE

UPPER LEVEL

OUT BUILDINGS

N

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OPTION 2 FULL PROGRAM – 50% RENOVATION

SITE PLAN



LEGEND

- POLICE
- JAIL
- COURTS
- FIRE ADMIN
- CELL TOWER
- FIRE STATION
- HEALTH DEPT.
- FLEET
- PUBLIC SPACE
- S SALLYPORT
- SITE
- SECURE
- EXISTING
- NEW
- CIVIC PRESENCE

1. PARKING FOR EXISTING BUSINESSES

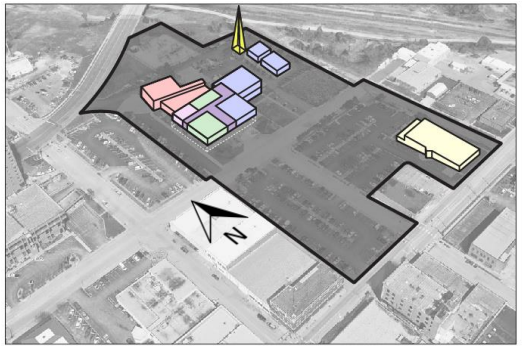
- GROUND LEVEL
- 1ST LEVEL
- 2ND LEVEL

N

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OPTION 2 FULL PROGRAM – 50% RENOVATION

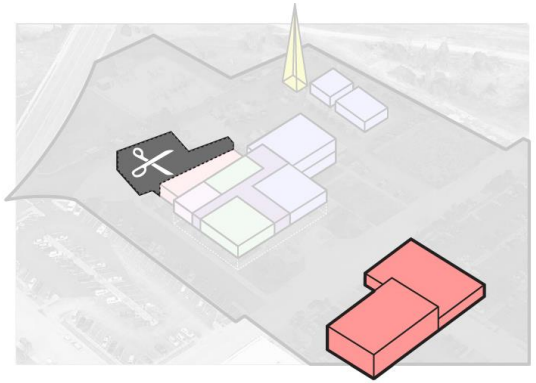
MASSING DIAGRAMS



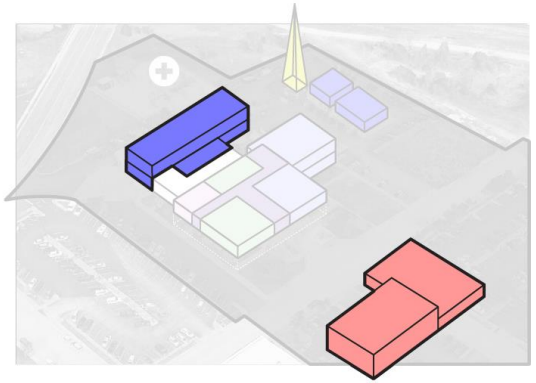
EXISTING SITE



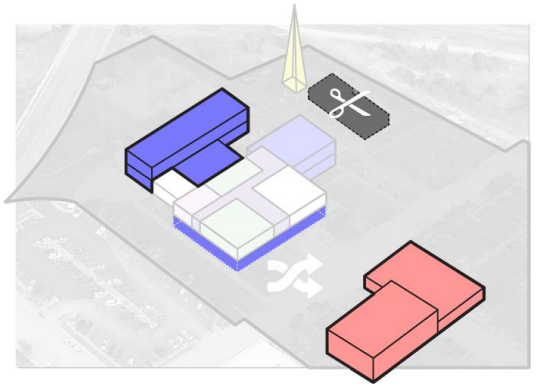
1. ADD NEW FIRE STATION



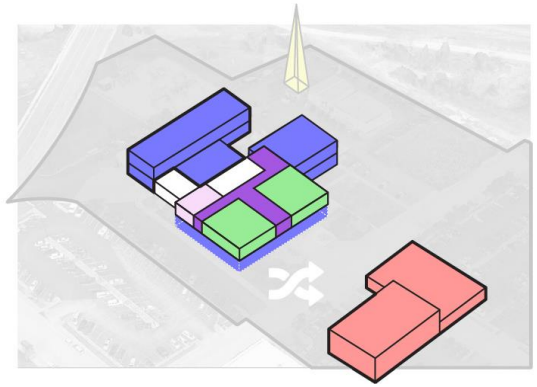
2. DEMO EXISTING APPARATUS BAY



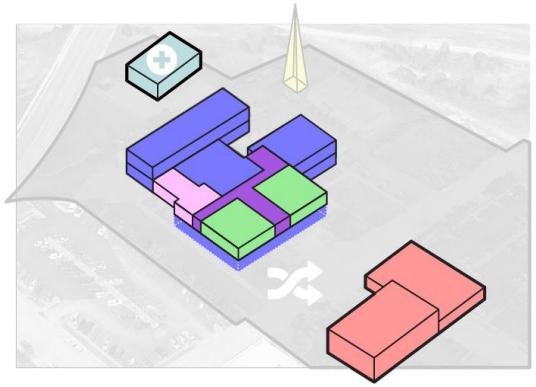
3.BUILD NEW POLICE WING



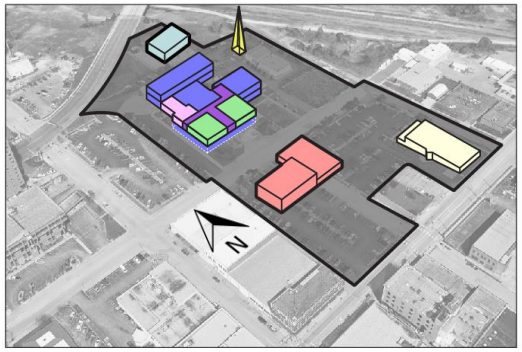
4. MOVE EXISTING BASEMENT AND STORAGE PROGRAM INTO NEW WING
5. EXPAND JAIL INTO BASEMENT SPACE
6. DEMO STORAGE BUILDINGS ON SITE



7. MOVE EXPANDED COURTS INTO SPACE VACATED BY POLICE



8. CAPTURE THE REMAINING FOOTPRINT BY EXPANDING FIRE ADMIN AND POLICE SUPPORT
FINALLY ADD FLEET MAINTENANCE



LEGEND

- POLICE
- COURTS
- CELL TOWER
- HEALTH DEPT.
- PUBLIC SPACE
- JAIL
- FIRE ADMIN
- FIRE STATION
- FLEET

OPTION 2 FULL PROGRAM – 50% RENOVATION

PROS/CONS



PROS

- ACCOMMODATES PROGRAM REQUIREMENTS
- RE-USE EXISTING BUILDING
- RE-USE EXISTING JAIL INFRASTRUCTURE
- ADEQUATE ACCESSIBLE, SECURED PARKING FOR POLICE
- INDEPENDENT OPERATIONS FOR FIRE DEPARTMENT

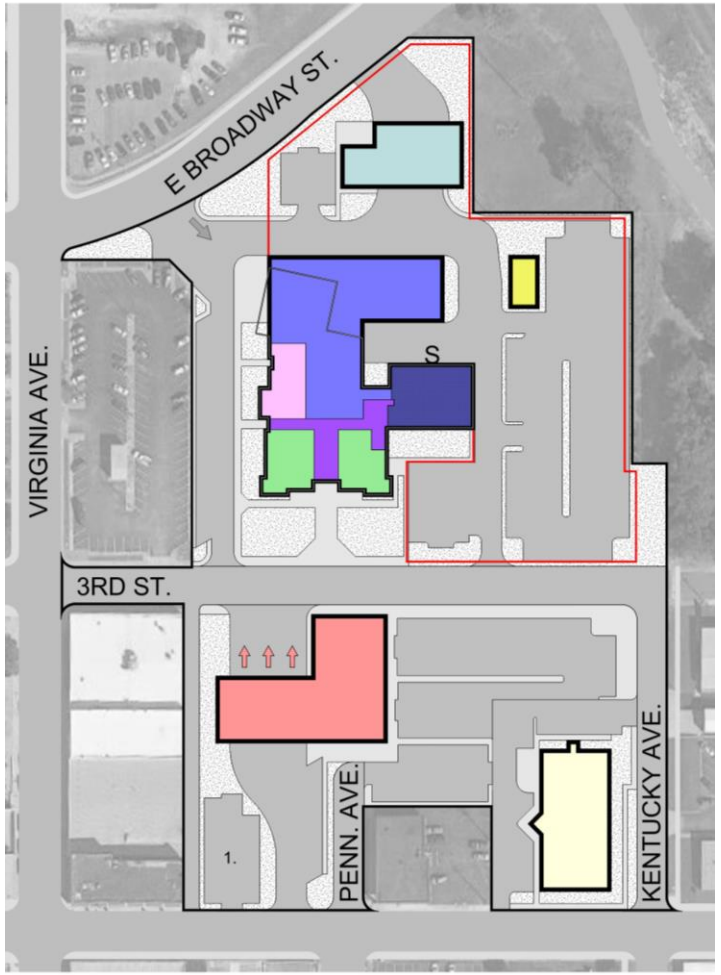
CONS

- CLOSES PENNSYLVANIA AVENUE
- FIRE RESONSE RELOCATED ONTO 3RD STREET
- PUBLIC PARKING IS FURTHER FROM BUILDING ENTRANCE
- PHASING REQUIRES EXTENDED CONSTRUCTION DURATION
- INCREASED DISRUPTION TO POLICE/COURTS OPERATIONS

	FIRE OPERATIONS	FIRE ADMIN	FLEET	FIRE TOTAL	COURTS	POLICE OPERATIONS	JAIL	POLICE TOTAL	SF TOTAL	DEMO	ON SITE	*OFF SITE*	NEW CONSTUCTION SF	RENOVATION SF
EXISTING CONDITIONS	11,020 SF	1,800 SF	N/A	13,020 SF	5,984 SF	27,911 SF	6,000 SF	33,911 SF	52,915 SF	N/A	52,915 SF	*N/A*	N/A	N/A
OPTION 2 AS PROGRAMMED	17,524 SF	3,554 SF	7,234 SF	28,311 SF	8,166 SF	37,499 SF	21,295 SF	58,794 SF	95,271 SF	6,034 SF	95,271 SF	*N/A*	52,779 SF (56%)	42,492 SF (44%)

OPTION 2 FULL PROGRAM – 50% RENOVATION

COST



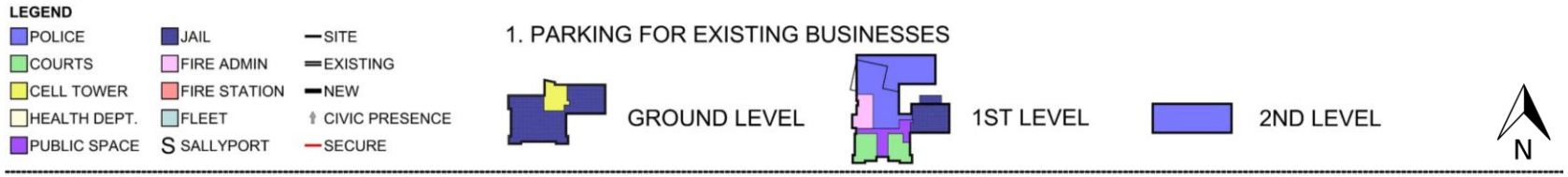
	FIRE OPERATIONS					FIRE ADMIN					FLEET					FIRE TOTAL				
	17,524	SF	$669	/SF	$ 11,728,813	3,554	SF	$255	/SF	$ 907,336	7,234	SF	$166	/SF	$ 1,197,950	28,312	SF	$489	/SF	$ 13,834,100
new	17,524		$669		$ 11,728,813	0		$345		$ -	7,234		$166		$ 1,197,950					
reno	0		$414		$ -	3,554		$255		$ 907,336	0				$ -					

	COURTS TOTAL					POLICE OPERATIONS					JAIL					POLICE TOTAL				
	6,419	SF	$262	/SF	$ 1,683,062	37,499	SF	$414	/SF	$ 15,521,764	21,435	SF	$531	/SF	$ 11,388,416	58,794	SF	$458	/SF	$ 26,910,179
new	0		$345		$ -	28,022		$421		$ 11,794,460	0		$725		$ -					
reno	6419		$262		$ 1,683,062	9,477		$393		$ 3,727,304	21,435		$531		$ 11,388,416					

PROJECT TOTAL												
SF	$ 42,427,341	TO	$46,682,790.00		46,192	SF (48.5%)	$575	/SF	49,079	SF (51.5%)	410	/SF
	$ 445	/SF	$ 490	/SF								

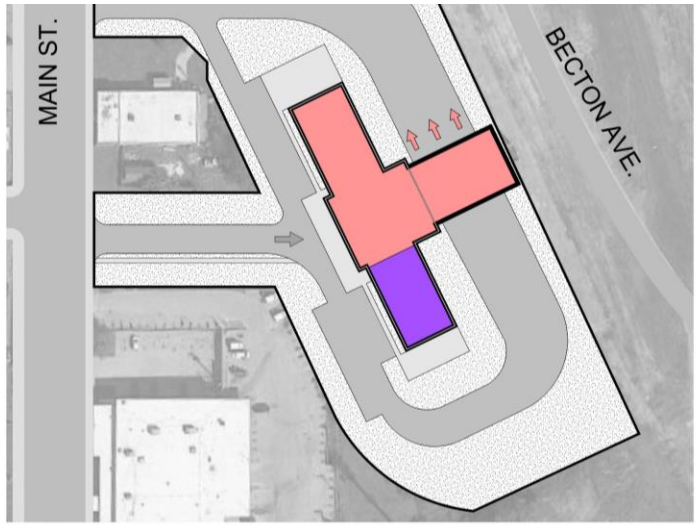
General Notes:

- All costs shown represents total project costs which includes construction cost, soft costs such as fees, testing, FF&E, equipment and a 15% contingency.
- All costs include construction costs that are escalated to 24 months.



OPTION 3 FULL PROGRAM - ALTERNATE SITE FOR FIRE

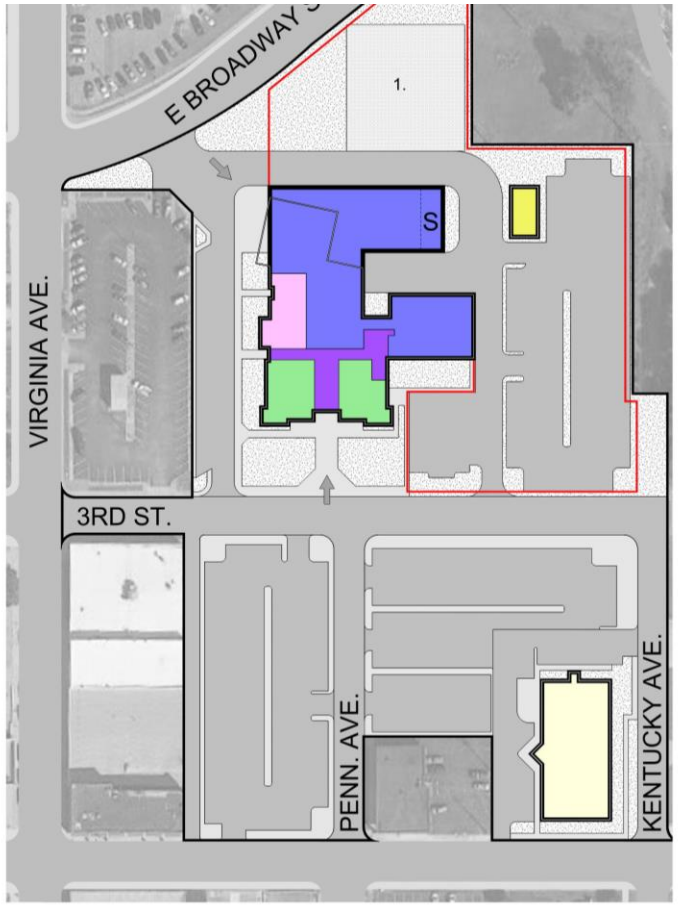
SITE PLAN



LEGEND

- POLICE
- COURTS
- CELL TOWER
- HEALTH DEPT.
- PUBLIC SPACE
- SITE BOUNDARY
- JAIL
- FIRE ADMIN
- FIRE STATION
- FLEET
- CIVIC PRESENCE
- BUILDING FOOTPRINT
- EXISTING FOOTPRINT

SITE PLAN - OPTION 3



OFFSITE AT TRAINING: FLEET MAINTENANCE

GROUND LEVEL

1ST LEVEL

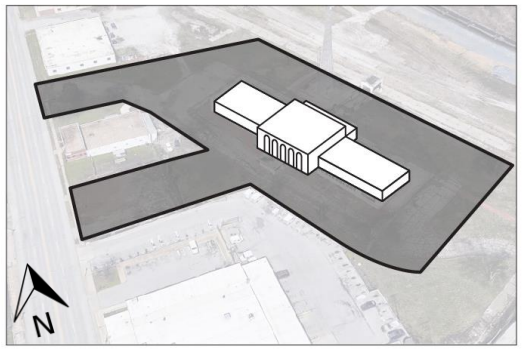
2ND LEVEL

SITE PLAN - OPTION 2 MAIN SITE

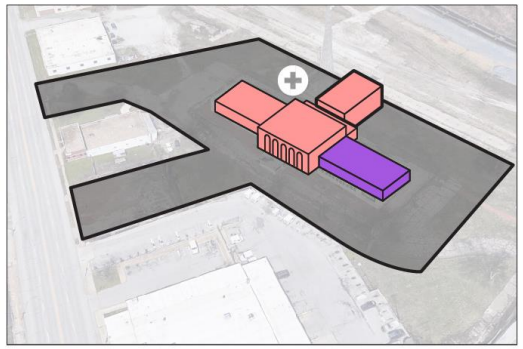
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OPTION 3 FULL PROGRAM - ALTERNATE SITE FOR FIRE

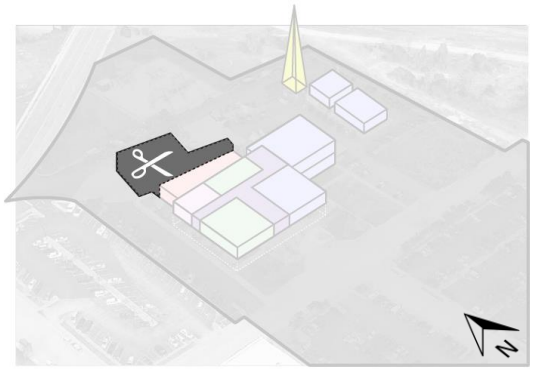
MASSING DIAGRAMS



IF THERE IS ANOTHER SITE FOR FIRE



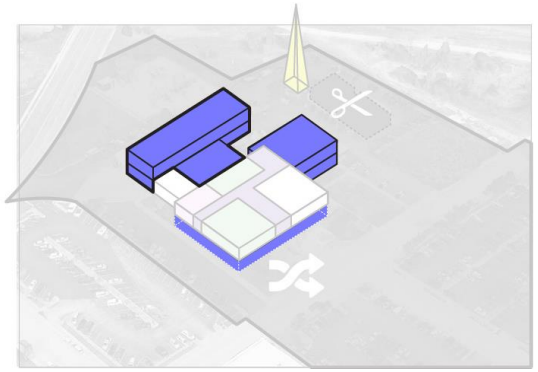
1. ADD NEW FIRE STATION



2. DEMO EXISTING APPARATUS BAY



3.BUILD NEW POLICE WING



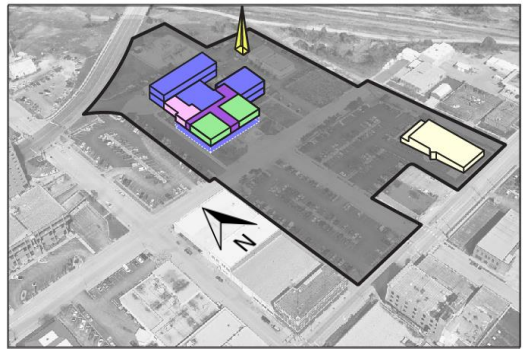
4. MOVE JAIL INTO 1ST FLOOR OF NEW WING
5. RENOVATE BASEMENT AND JAIL SPACES
6. DEMO STORAGE BUILDINGS ON SITE



7. MOVE EXPANDED COURTS INTO SPACE VACATED BY POLICE



FINALLY CAPTURE THE REMAINING FOOTPRINT BY EXPANDING ADMIN AREAS

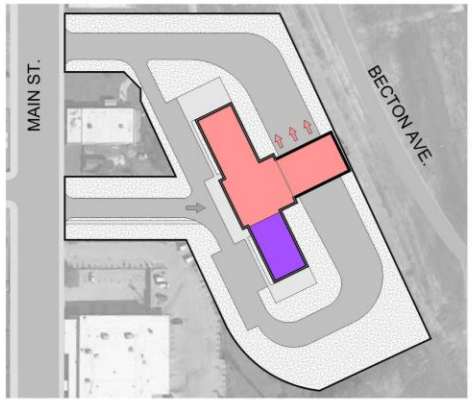


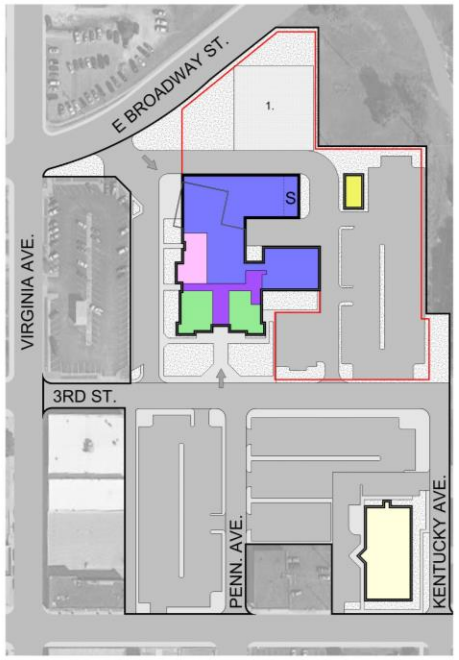
LEGEND

- POLICE
- JAIL
- COURTS
- FIRE ADMIN
- CELL TOWER
- FIRE STATION
- HEALTH DEPT.
- FLEET
- PUBLIC SPACE

OPTION 3 FULL PROGRAM - ALTERNATE SITE FOR FIRE

PROS/CONS





LEGEND

- POLICE
- COURTS
- CELL TOWER
- HEALTH DEPT.
- PUBLIC SPACE
- SITE BOUNDARY
- JAIL
- FIRE ADMIN
- FIRE STATION
- FLEET
- CIVIC PRESENCE
- BUILDING FOOTPRINT
- EXISTING FOOTPRINT

N

PROS

- ACCOMMODATES PROGRAM REQUIREMENTS
- RE-USE EXISTING BUILDING
- RE-USE EXISTING JAIL INFRASTRUCTURE
- LOTS SOUTH OF 3RD STREET REMAIN UNTOUCHED
- ADEQUATE ACCESSIBLE, SECURED PARKING FOR POLICE
- INDEPENDENT OPERATIONS FOR FIRE DEPARTMENT
- ADDED COMMUNITY SPACE AT NEW FIRE STATION

CONS

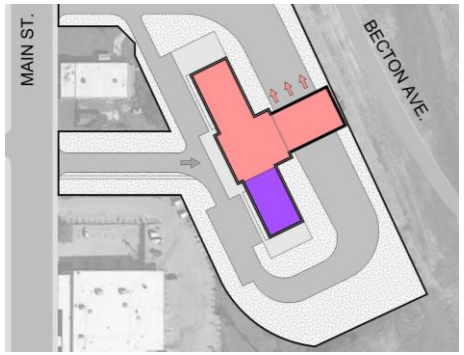
- PHASING REQUIRES EXTENDED CONSTRUCTION DURATION
- INCREASED DISRUPTION TO POLICE/COURTS OPERATIONS
- EXTENSIVE RENOVATION REQUIRED FOR DEPOT SITE
- POTENTIAL POLITICAL ISSUES WITH USING DEPOT SITE

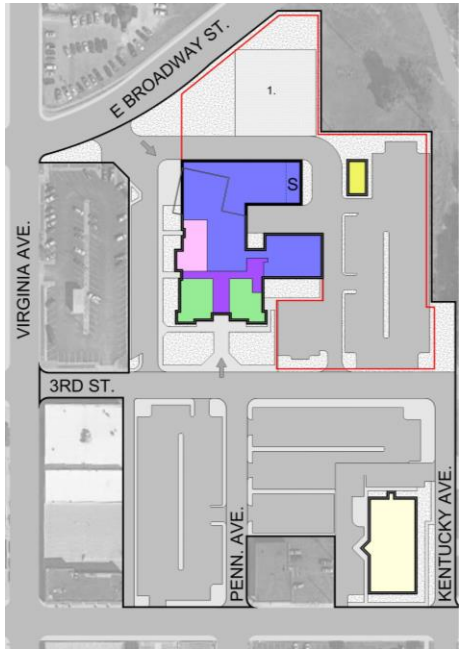
	FIRE OPERATIONS	FIRE ADMIN	FLEET	FIRE TOTAL	COURTS	POLICE OPERATIONS	JAIL	POLICE TOTAL	SF TOTAL	DEMO	ON SITE	*OFF SITE*	NEW CONSTUCTION SF	RENOVATION SF
EXISTING CONDITIONS	11,020 SF	1,800 SF	N/A	13,020 SF	5,984 SF	27,911 SF	6,000 SF	33,911 SF	52,915 SF	N/A	52,915 SF	*N/A*	N/A	N/A
OPTION 3 AS PROGRAMMED	*17,524 SF*	3,554 SF	*7,234 SF*	28,311 SF	8,166 SF	37,499 SF	21,295 SF	58,794 SF	95,271 SF	6,034 SF	70,513 SF	*24,758 SF*	35,256 SF (37%)	60,015 SF (63%)

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OPTION 3 FULL PROGRAM - ALTERNATE SITE FOR FIRE

COST





	FIRE OPERATIONS					FIRE ADMIN					FLEET					FIRE TOTAL				
	17,524	SF	$414	/SF	$ 7,254,936	3,554	SF	$255	/SF	$ 907,336	7,234	SF	$166	/SF	$ 1,197,950	28,312	SF	$331	/SF	$ 9,360,223
new	0		$669		$ -	0		$345		$ -	7,234		$166		$ 1,197,950					
reno	17,524		$414		$ 7,254,936	3,554		$255		$ 907,336	0				$ -					

	COURTS TOTAL					POLICE OPERATIONS				JAIL				POLICE TOTAL					
	8,166	SF	$262	/SF	$ 2,141,125	37,499 SF	$407	/SF	$ 15,247,613	21,295 SF	$621	/SF	$ 13,233,089	58,794	SF	$484	/SF	$ 28,480,702	
new	0		$345		$ -	18,089	$421		$ 7,613,660	9,933	$725		$ 7,196,459						
reno	8166		$262		$ 2,141,125	19,410	$393		$ 7,633,953	11,362	$531		$ 6,036,631						

PROJECT TOTAL													
SF	$ 39,982,050	TO	$45,367,550.00		35,736	SF (36.5%)	$575	/SF	60,535	SF (63.5%)	410	/SF
	$ 415	/SF	$ 471	/SF								

General Notes:

- All costs shown represents total project costs which includes construction cost, soft costs such as fees, testing, FF&E, equipment and a 15% contingency.
- All costs include construction costs that are escalated to 24 months.

LEGEND
POLICE, COURTS, CELL TOWER, HEALTH DEPT., PUBLIC SPACE
JAIL, FIRE ADMIN, FIRE STATION, FLEET, S SALLYPORT
SITE, EXISTING, NEW, CIVIC PRESENCE, SECURE

OFFSITE AT TRAINING: FLEET MAINTENANCE

GROUND LEVEL

1. - SUB-STATION LOT

1ST LEVEL

2ND LEVEL

N

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OPTION 4 FULL PROGRAM - ALL PROGRAM NORTH OF 3RD STREET

SITE PLAN



LEGEND

- POLICE
- JAIL
- COURTS
- FIRE ADMIN
- CELL TOWER
- FIRE STATION
- HEALTH DEPT.
- FLEET
- PUBLIC SPACE
- S SALLYPORT
- SITE
- SECURE
- EXISTING
- NEW
- CIVIC PRESENCE

OFFSITE AT TRAINING:
FLEET MAINTENANCE

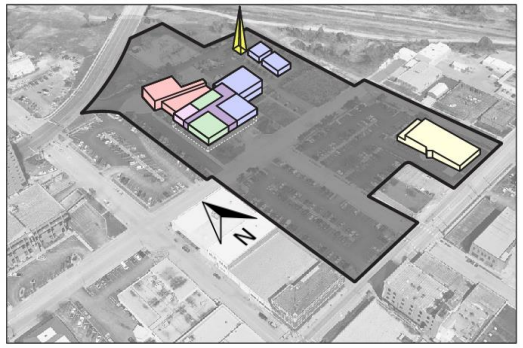
- GROUND LEVEL
- 1ST LEVEL
- 2ND LEVEL

N

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OPTION 4 FULL PROGRAM - ALL PROGRAM NORTH OF 3RD STREET

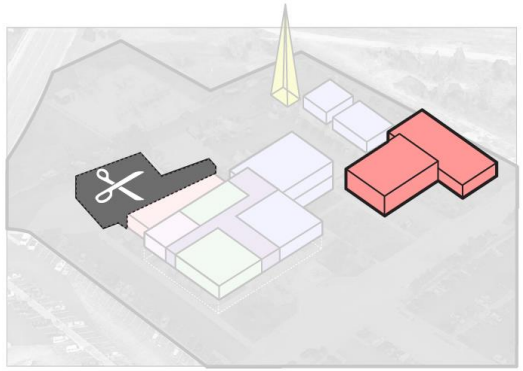
MASSING DIAGRAMS



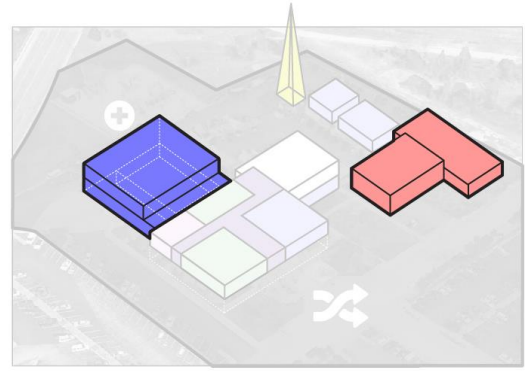
EXISTING SITE



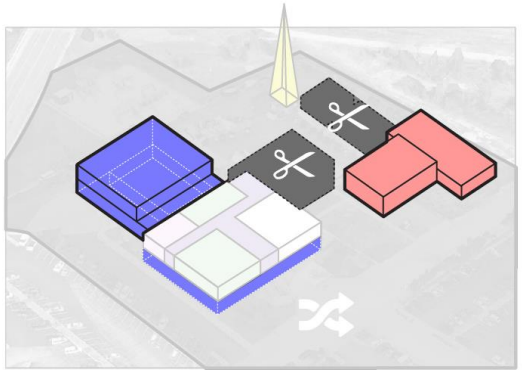
1. ADD NEW FIRE STATION



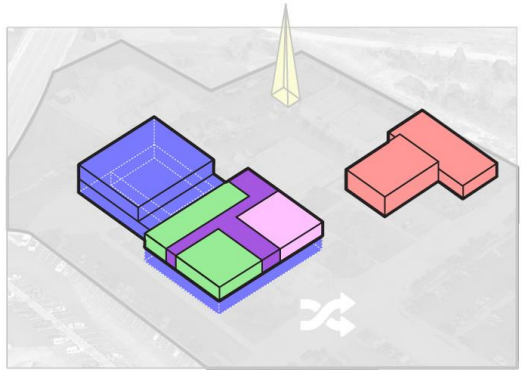
2. DEMO EXISTING APPARATUS BAY



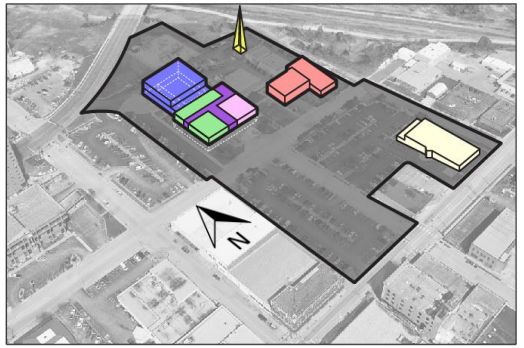
3. BUILD NEW POLICE WING
4. RELOCATE JAIL TO BOTTOM LEVEL



5. SHIFT ALL POLICE PROGRAM INTO NEW WING
6. DEMO JAIL AND STORAGE BUILDINGS ON SITE



7. MOVE FIRE ADMIN INTO SPACE VACATED BY POLICE
FINALLY, COURTS EXPAND INTO FORMER FIRE ADMIN

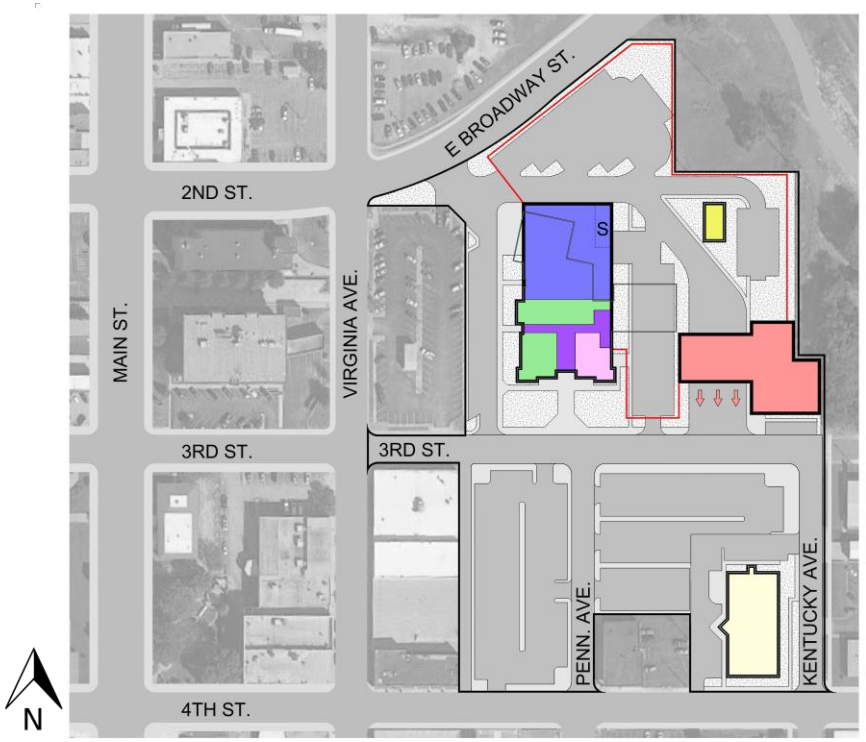


LEGEND

- POLICE
- COURTS
- CELL TOWER
- HEALTH DEPT.
- PUBLIC SPACE
- JAIL
- FIRE ADMIN
- FIRE STATION
- FLEET

OPTION 4 FULL PROGRAM – ALL PROGRAM NORTH OF 3RD STREET

PROS/CONS



PROS

- ACCOMMODATES PROGRAM REQUIREMENTS
- RE-USE EXISTING BUILDING
- FIRE DEPARTMENT
- LOTS SOUTH OF 3RD STREET REMAIN UNTOUCHED
- ADEQUATE ACCESSIBLE, SECURED PARKING FOR POLICE
- FIRE DEPARTMENT REMAINS ON SITE, BUT INDEPENDENT

CONS

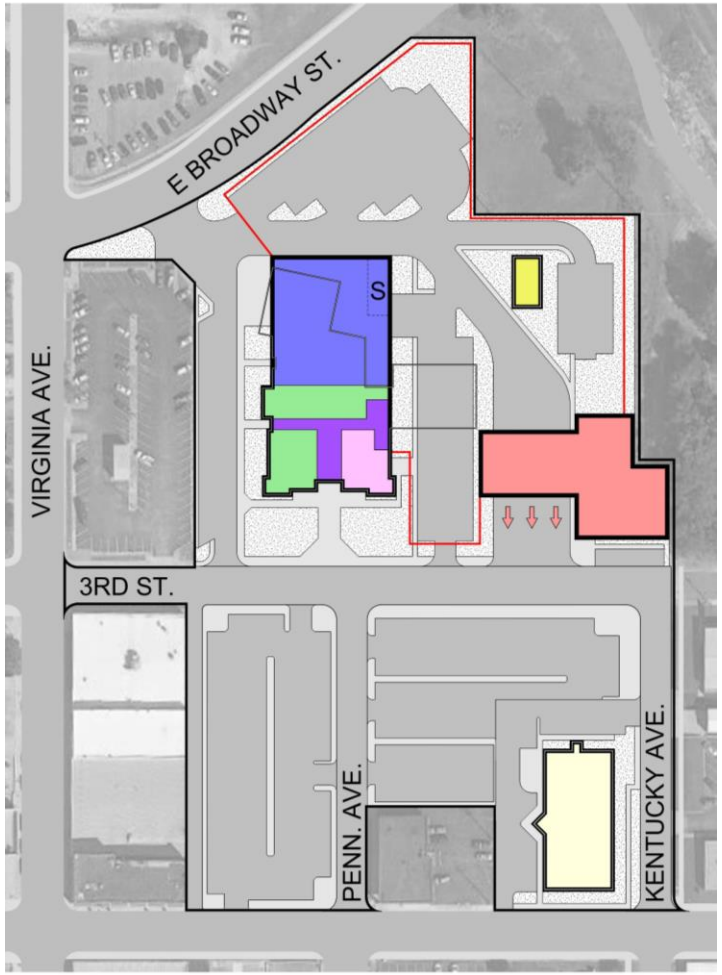
- INCREASED DISTANCE TO WALK TO POLICE PERSONAL VEHICLES
- MORE DEMO NEEDED
- FIRE RESONSE RELOCATED ONTO 3RD STREET
- CROSS TRAFFIC BETWEEN POLICE AND FIRE DEPARTMENTS

	FIRE OPERATIONS	FIRE ADMIN	FLEET	FIRE TOTAL	COURTS	POLICE OPERATIONS	JAIL	POLICE TOTAL	SF TOTAL	DEMO	ON SITE	*OFF SITE*	NEW CONSTUCTION SF	RENOVATION SF
EXISTING CONDITIONS	11,020 SF	1,800 SF	N/A	13,020 SF	5,984 SF	27,911 SF	6,000 SF	33,911 SF	52,915 SF	N/A	52,915 SF	*N/A*	N/A	N/A
OPTION 4 AS PROGRAMMED	17,524 SF	3,554 SF	7,324 SF	28,311 SF	8,166 SF	37,499 SF	21,295 SF	58,794 SF	95,271 SF	17,848 sf	95,271 SF	*N/A*	64,480 SF (68%)	30,791 SF (32%)

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OPTION 4 FULL PROGRAM - ALL PROGRAM NORTH OF 3RD STREET

COST



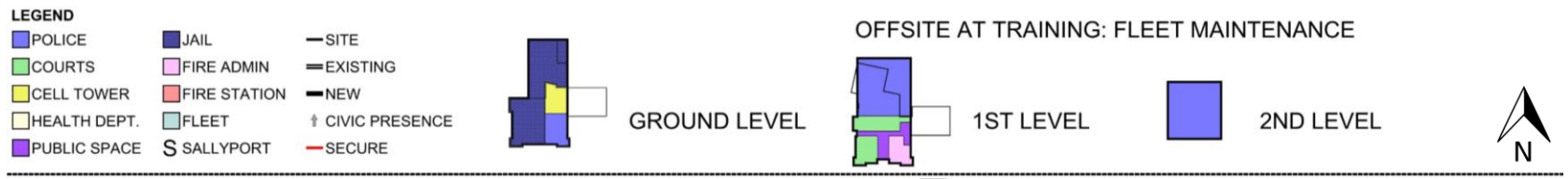
	FIRE OPERATIONS					FIRE ADMIN					FLEET					FIRE TOTAL				
	17,524	SF	$669	/SF	$ 11,728,813	3,554	SF	$255	/SF	$ 907,336	7,324	SF	$166	/SF	$ 1,212,854	28,402	SF	$488	/SF	$ 13,849,004
new	17,524		$669		$ 11,728,813	0		$345		$ -	7,324		$166		$ 1,212,854					
reno			$414		$ -	3,554		$255		$ 907,336	0				$ -					

	COURTS TOTAL					POLICE OPERATIONS				JAIL				POLICE TOTAL					
	8,166	SF	$262	/SF	$ 2,141,125	37,499 SF	$413	/SF	$ 15,503,520	21,295 SF	$643	/SF	$ 13,702,372	58,794	SF	$497	/SF	$ 29,205,892	
new	0		$345		$ -	27,361	$421		$ 11,516,245	12,362	$725		$ 8,956,269						
reno	8166		$262		$ 2,141,125	10,138	$393		$ 3,987,275	8,933	$531		$ 4,746,103						

	PROJECT TOTAL																			
SF	$ 45,196,021				TO	$48,752,715.00			58,737	SF (62%)		$575	/SF	36,534	SF (38%)		410	/SF	
	$ 474	/SF			$ 512	/SF													

General Notes:

- All costs shown represents total project costs which includes construction cost, soft costs such as fees, testing, FF&E, equipment and a 15% contingency.
- All costs include construction costs that are escalated to 24 months.



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OPTION 5 FULL PROGRAM - REPLACE TO THE EAST

SITE PLAN



LEGEND

- POLICE
- JAIL
- COURTS
- FIRE ADMIN
- CELL TOWER
- FIRE STATION
- HEALTH DEPT.
- FLEET
- PUBLIC SPACE
- S SALLYPORT
- SITE
- SECURE
- EXISTING
- NEW
- CIVIC PRESENCE

1. PUBLIC PROMENADE
2. LANDSCAPE BUFFER
3. PARKING FOR EXISTING BUSINESSES

GROUND LEVEL

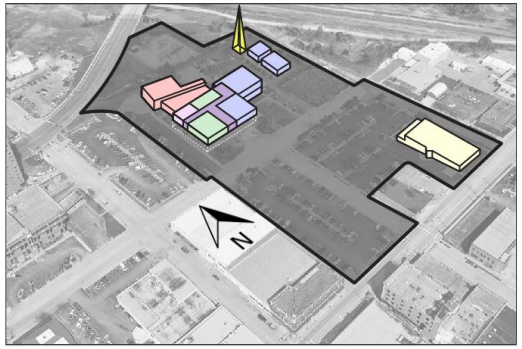
1ST LEVEL

N

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OPTION 5 FULL PROGRAM - REPLACE TO THE EAST

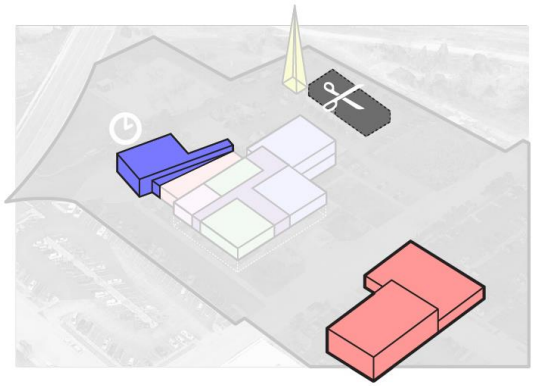
MASSING DIAGRAMS



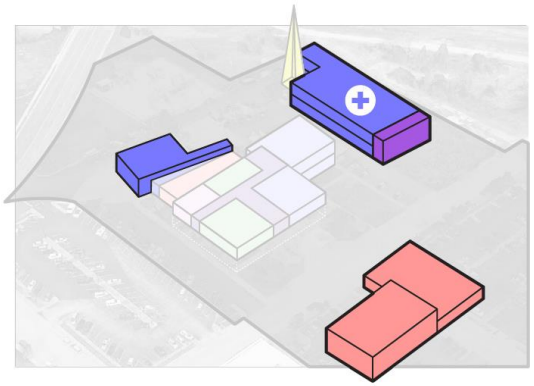
EXISTING SITE



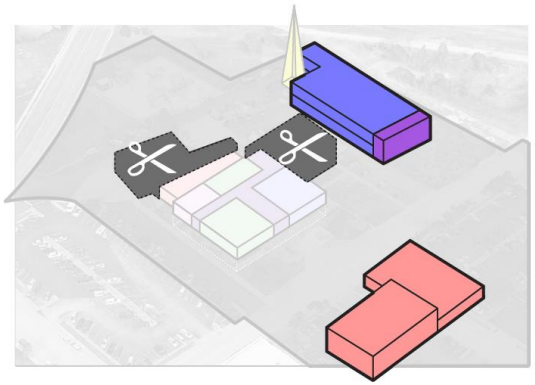
1. BUILD NEW FIRE STATION



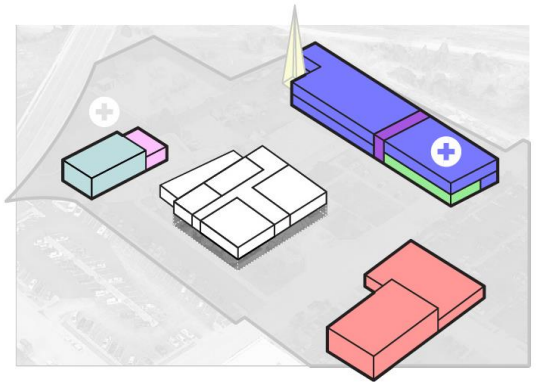
2. CONVERT APPARATUS BAY INTO STORAGE
3. DEMO STORAGE BUILDINGS



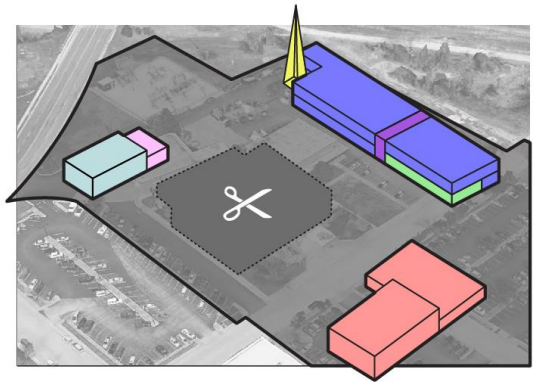
4. BUILD NEW POLICE BUILDING THAT HOUSES THE JAIL ON GROUND FLOOR



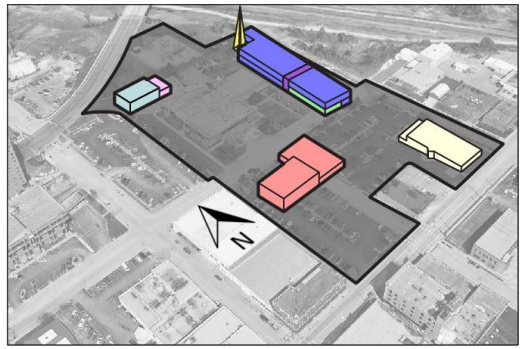
5. SHIFT ALL POLICE PROGRAM IN EXISTING BUILDING INTO NEW CONSTRUCTION
6. DEMO FORMER APPARATUS BAY AND JAIL WING



7. ADD NEW FLEET MAINTENANCE/FIRE ADMIN BUILDING
8. EXPAND INTO NEW POLICE BUILDING WITH COURTS AND EXPANDED POLICE PROGRAM



FINALLY DEMO REMAINING EXISTING STRUCTURE



LEGEND

- POLICE
- JAIL
- COURTS
- FIRE ADMIN
- CELL TOWER
- FIRE STATION
- HEALTH DEPT.
- FLEET
- PUBLIC SPACE

OPTION 5 FULL PROGRAM - REPLACE TO THE EAST

PROS/CONS



PROS

- ACCOMMODATES PROGRAM REQUIREMENTS
- ADEQUATE ACCESSIBLE, SECURED PARKING FOR POLICE
- INDEPENDENT OPERATIONS FOR FIRE DEPARTMENT
- EFFICIENT PARKING AVAILABLE
- OPPORTUNITY TO RECONSTRUCT CIVIC IMAGE
- MUNICIPAL CAMPUS FEEL
- OPPORTUNITIES FOR CIVIC ENGAGEMENT AT THE PLAZA
- LESS PHASED DISRUPTION.

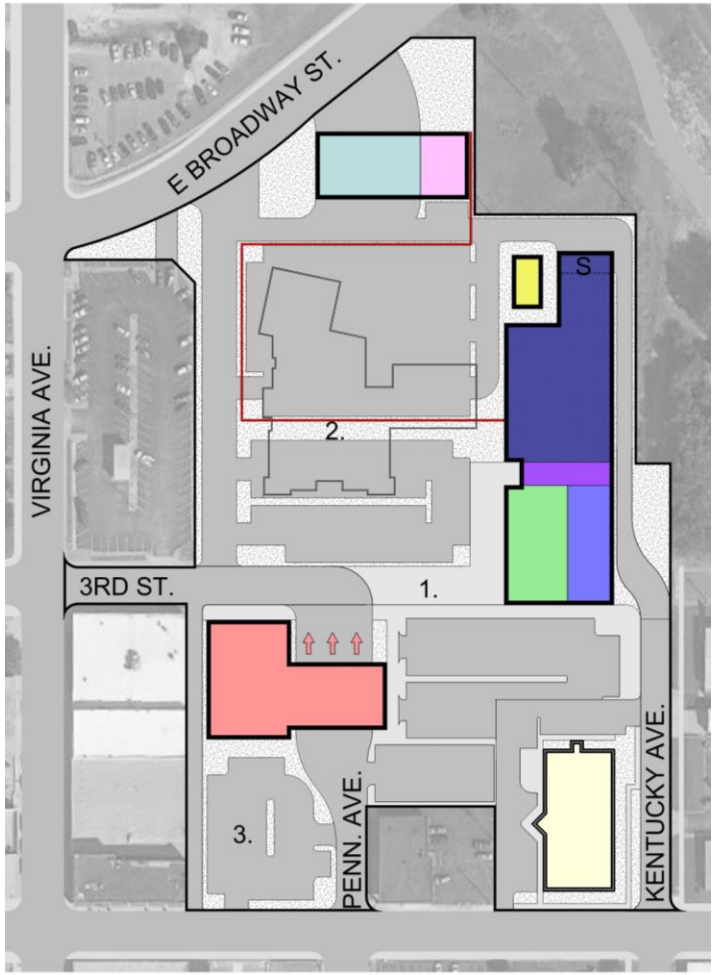
CONS

- TEMPORARY STORAGE IS REQUIRED
- ACCESS DURING CONSTRUCTION WILL BE CHALLENGING
- HIGHER CONSTRUCTION COSTS FOR ALL NEW CONSTRUCTION.
- CELL TOWER INFRASTRUCTURE NEEDS TO MOVE
- CLOSES PENNSYLVANIA AVENUE
- FIRE RESONSE RELOCATED ONTO 3RD STREET

	FIRE OPERATIONS	FIRE ADMIN	FLEET	FIRE TOTAL	COURTS	POLICE OPERATIONS	JAIL	POLICE TOTAL	SF TOTAL	DEMO	ON SITE	*OFF SITE*	NEW CONSTUCTION SF	RENOVATION SF
EXISTING CONDITIONS	11,020 SF	1,800 SF	N/A	13,020 SF	5,984 SF	27,911 SF	6,000 SF	33,911 SF	52,915 SF	N/A	52,915 SF	*N/A*	N/A	N/A
OPTION 5 AS PROGRAMMED	17,524 SF	3,554 SF	7,324 SF	28,311 SF	8,166 SF	37,499 SF	21,295 SF	58,794 SF	95,271 SF	52,915 sf	95,271 SF	*N/A*	95,271 SF (100%)	N/A

OPTION 5 FULL PROGRAM - REPLACE TO THE EAST

COST



	FIRE OPERATIONS					FIRE ADMIN					FLEET					FIRE TOTAL				
	17,524	SF	$669	/SF	$ 11,728,813	3,554	SF	$345	/SF	$ 1,226,130	7,324	SF	$166	/SF	$ 1,212,854	28,402	SF	$499	/SF	$ 14,167,798
new	17,524		$669		$ 11,728,813	3,554		$345		$ 1,226,130	7,324		$166		$ 1,212,854					
reno	0		$414		$ -	0		$255		$ -	0				$ -					

	COURTS TOTAL					POLICE OPERATIONS					JAIL					POLICE TOTAL				
	8,166	SF	$345	/SF	$ 2,817,270	37,499	SF	$421	/SF	$ 15,783,329	21,295	SF	$725	/SF	$ 15,428,228	58,794	SF	$531	/SF	$ 31,211,557
new	8166		$345		$ 2,817,270	37,499		$421		$ 15,783,329	21,295		$725		$ 15,428,228					
reno	0		$262		$ -	0		$393		$ -	0		$531		$ -					

PROJECT TOTAL																				
SF	$ 48,196,624				TO	$54,780,825.00					95,271	SF (100%)		$575	/SF						
	$ 506	/SF				$ 575	/SF													

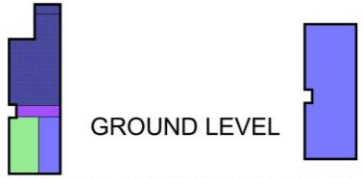
General Notes:

- All costs shown represents total project costs which includes construction cost, soft costs such as fees, testing, FF&E, equipment and a 15% contingency.
- All costs include construction costs that are escalated to 24 months.

LEGEND

POLICE	JAIL	SITE
COURTS	FIRE ADMIN	EXISTING
CELL TOWER	FIRE STATION	NEW
HEALTH DEPT.	FLEET	CIVIC PRESENCE
PUBLIC SPACE	S SALLYPORT	SECURE

1. PUBLIC PROMENADE
2. LANDSCAPE BUFFER
3. PARKING FOR EXISTING BUSINESSES



GROUND LEVEL

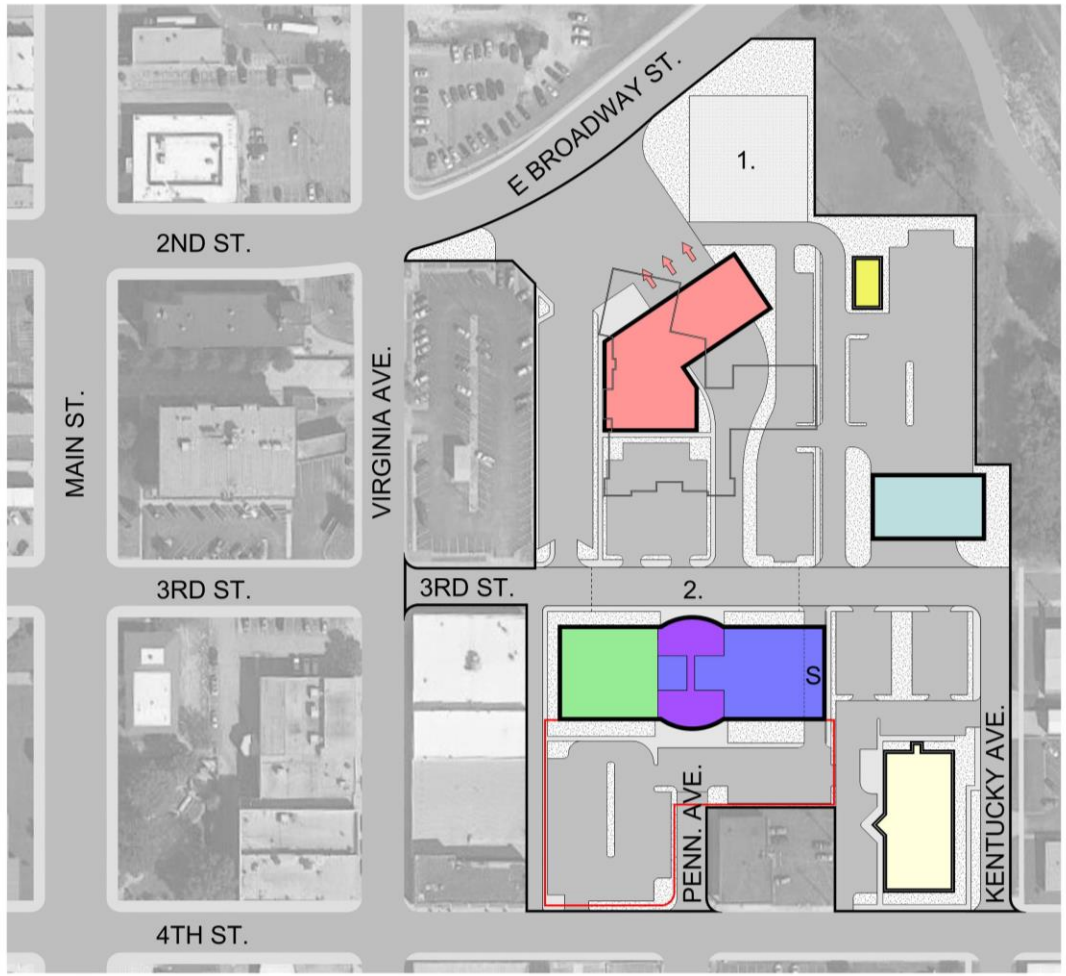
1ST LEVEL

N

sfsarchitecture + CGA architecture planning design

OPTION 6 FULL PROGRAM - REPLACE TO THE SOUTH

SITE PLAN



LEGEND

POLICE	JAIL
COURTS	FIRE ADMIN
CELL TOWER	FIRE STATION
HEALTH DEPT.	FLEET
PUBLIC SPACE	S SALLYPORT
SITE	SECURE
EXISTING	NEW

CIVIC PRESENCE

1. - SUB-STATION LOT
2. - PLAZA

GROUND FLOOR

1ST FLOOR

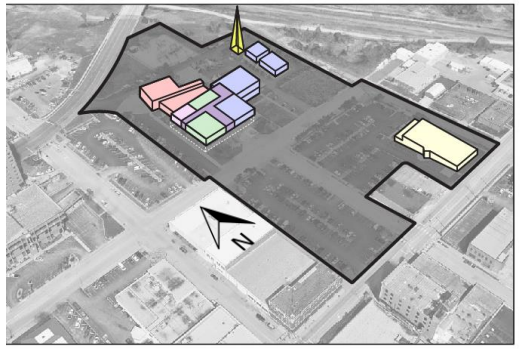
2ND FLOOR

N

sfsarchitecture + CGA

OPTION 6 FULL PROGRAM - REPLACE TO THE SOUTH

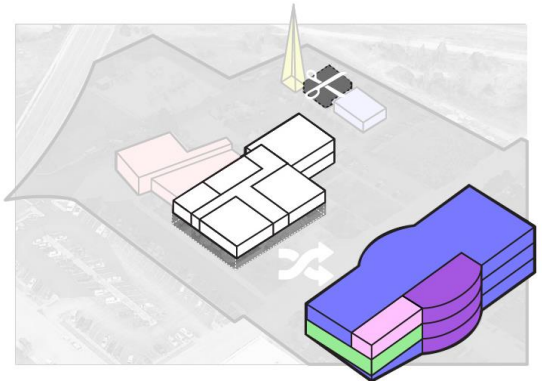
MASSING DIAGRAMS



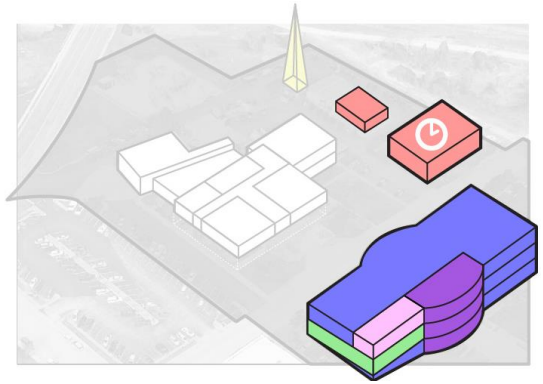
EXISTING SITE



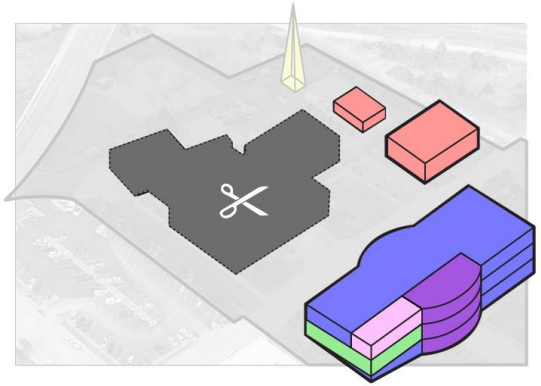
1. BUILD NEW MUNICIPAL BUILDING



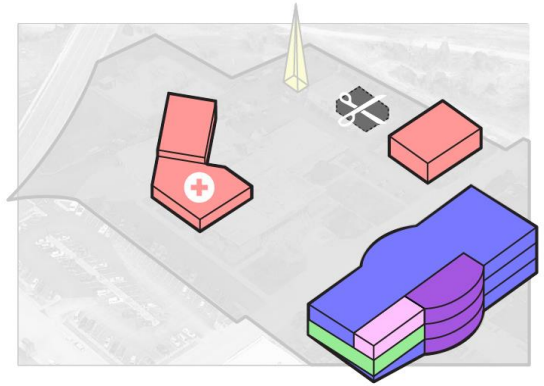
2. SHIFT ALL NON-FIRE OPERATIONS PROGRAM INTO NEW BUILDING
3. DEMO VEHICLE STORAGE BUILDING



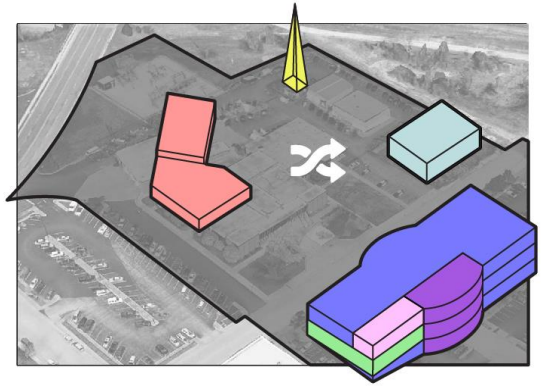
4. CONSTRUCT FUTURE FLEET MAINTENANCE. FOR THE TIME BEING THIS WILL BE A TEMP APPARATUS BAY
5. EVIDENCE CONVERTED TO TEMP BUNK



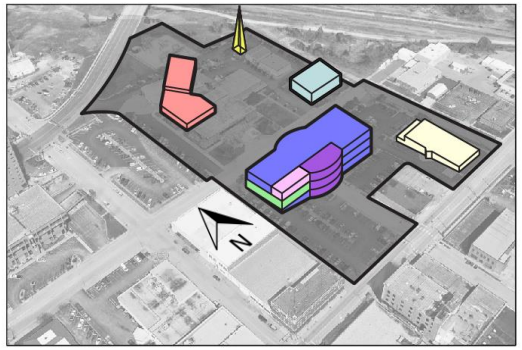
6. DEMO EXISTING BUILDING



7. BUILD NEW FIRE STATION
8. DEMO FORMER EVIDENCE BUILDING



FINALLY SWITCH TEMP APPARATUS BAY TO FLEET MAINTENANCE

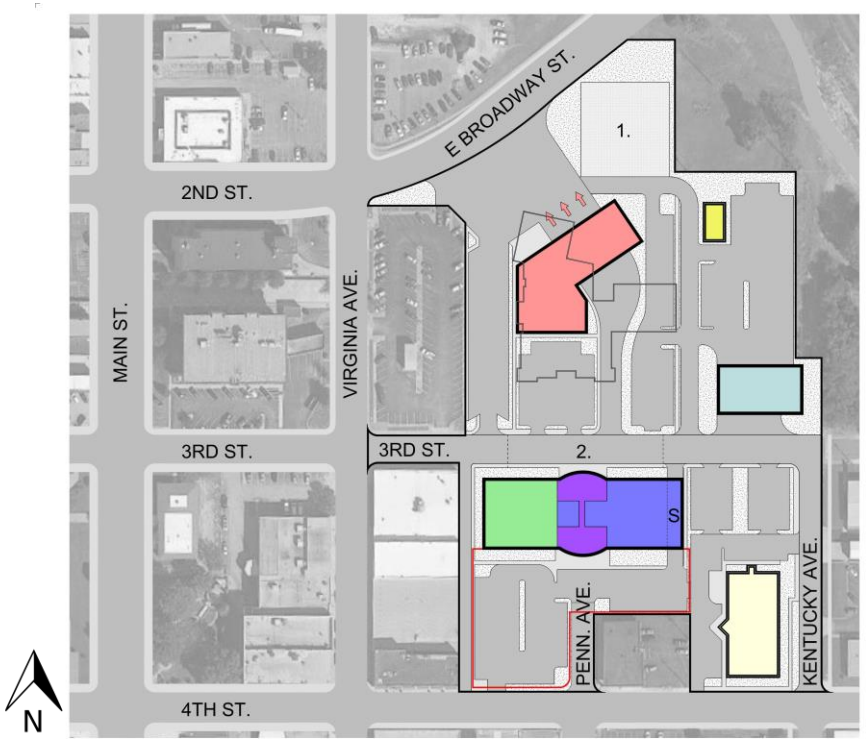


LEGEND

- POLICE
- COURTS
- CELL TOWER
- HEALTH DEPT.
- PUBLIC SPACE
- JAIL
- FIRE ADMIN
- FIRE STATION
- FLEET

OPTION 6 FULL PROGRAM - REPLACE TO THE SOUTH

PROS/CONS



PROS

- ACCOMMODATES PROGRAM REQUIREMENTS
- INDEPENDENT OPERATIONS FOR FIRE DEPARTMENT
- EFFICIENT PARKING AVAILABLE
- OPPORTUNITY TO RECONSTRUCT CIVIC IMAGE
- OPPORTUNITIES FOR CIVIC ENGAGEMENT AT THE PLAZA
- MUNICIPAL BUILDING PRESENCE ON BUSIER 4TH STREET

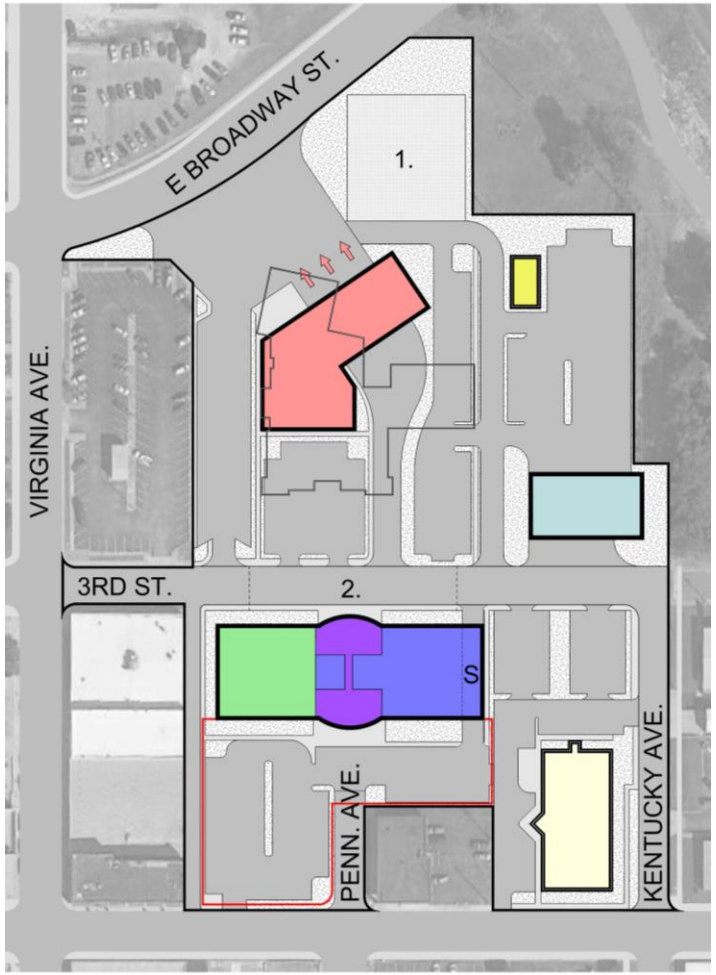
CONS

- REQUIRES TEMPORARY ACCOMODATION FOR FIRE DEPARTMENT.
- HIGHER CONSTRUCTION COSTS FOR ALL NEW CONSTRUCTION.
- POLICE MAY NEED MORE PARKING WITH FUTURE EXPANSION
- CLOSES PENNSYLVANIA AVENUE

	FIRE OPERATIONS	FIRE ADMIN	FLEET	FIRE TOTAL	COURTS	POLICE OPERATIONS	JAIL	POLICE TOTAL	SF TOTAL	DEMO	ON SITE	*OFF SITE*	NEW CONSTUCTION SF	RENOVATION SF
EXISTING CONDITIONS	11,020 SF	1,800 SF	N/A	13,020 SF	5,984 SF	27,911 SF	6,000 SF	33,911 SF	52,915 SF	N/A	52,915 SF	*N/A*	N/A	N/A
OPTION 6 AS PROGRAMMED	17,524 SF	3,554 SF	7,324 SF	28,311 SF	8,166 SF	37,499 SF	21,295 SF	58,794 SF	95,271 SF	52,915 sf	95,271 SF	*N/A*	95,271 SF (100%)	N/A

OPTION 6 FULL PROGRAM - REPLACE TO THE SOUTH

COST



	FIRE OPERATIONS				FIRE ADMIN				FLEET				FIRE TOTAL				
	17,524 SF	669.3 /SF	$ 11,728,813		3,554 SF	345 /SF	$ 1,226,130		7,324 SF	165.6 /SF	$ 1,212,854		28,402 SF	$499 /SF	$ 14,167,798		
new	17,524	$669	$ 11,728,813		3,554	$345	$ 1,226,130		7,324	$166	$ 1,212,854						
reno	0	$414	$ -		0	$255	$ -		0		$ -						

	COURTS TOTAL				POLICE OPERATIONS				JAIL				POLICE TOTAL				
	8,166 SF	$345 /SF	$ 2,817,270		37,499 SF	$421 /SF	$ 15,783,329		21,295 SF	$725 /SF	$ 15,428,228		58,794 SF	$531 /SF	$ 31,211,557		
new	8166	$345	$ 2,817,270		37,499	$421	$ 15,783,329		21,295	$725	$ 15,428,228						
reno	0	$262	$ -		0	$393	$ -		0	$531	$ -						

PROJECT TOTAL																	
SF	$ 48,196,624			TO	$54,780,825.00				95,271 SF (100%)			$575 /SF					
	$ 506 /SF				$ 575 /SF												

General Notes:

- All costs shown represents total project costs which includes construction cost, soft costs such as fees, testing, FF&E, equipment and a 15% contingency.
- All costs include construction costs that are escalated to 24 months.

LEGEND
POLICE, COURTS, CELL TOWER, HEALTH DEPT., PUBLIC SPACE
JAIL, FIRE ADMIN, FIRE STATION, FLEET, S SALLYPORT
SITE, EXISTING, NEW, CIVIC PRESENCE, SECURE

1. - SUB-STATION LOT
2. - PLAZA

GROUND FLOOR 1ST FLOOR 2ND FLOOR

N

sfsarchitecture + CGA

OPTION 7 FULL PROGRAM – ADDITION TO EAST

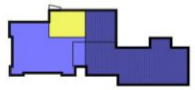
SITE PLAN



LEGEND

- POLICE
- JAIL
- COURTS
- FIRE ADMIN
- CELL TOWER
- FIRE STATION
- HEALTH DEPT.
- FLEET
- PUBLIC SPACE
- S SALLYPORT
- SITE
- SECURE
- EXISTING
- NEW
- CIVIC PRESENCE

OFFSITE AT TRAINING : FLEET
1. PARKING FOR EXISTING BUSINESSES



GROUND LEVEL



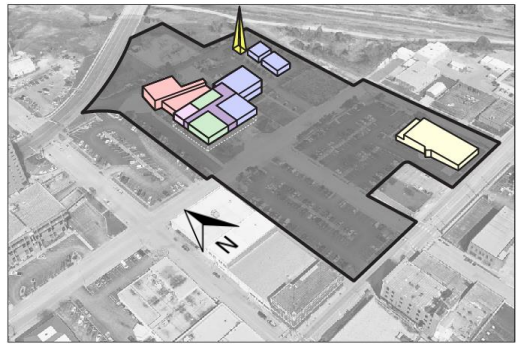
1ST LEVEL

N

sfsarchitecture + CGA architecture planning design

OPTION 7 FULL PROGRAM – ADDITION TO EAST

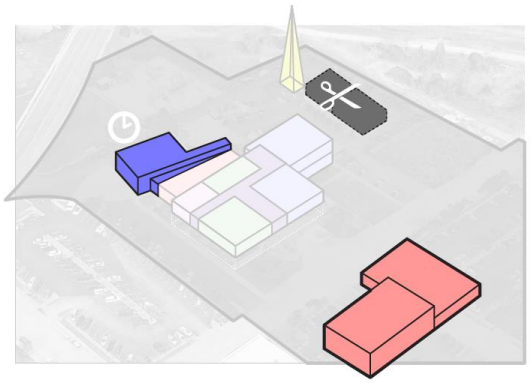
MASSING DIAGRAMS



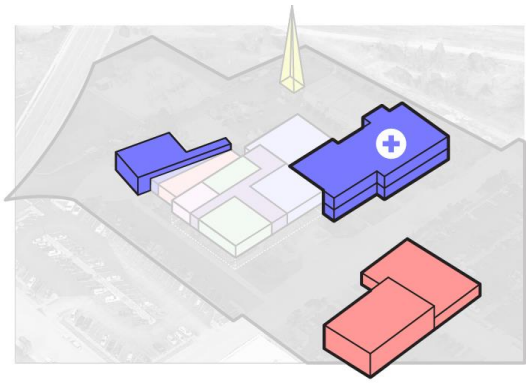
EXISTING SITE



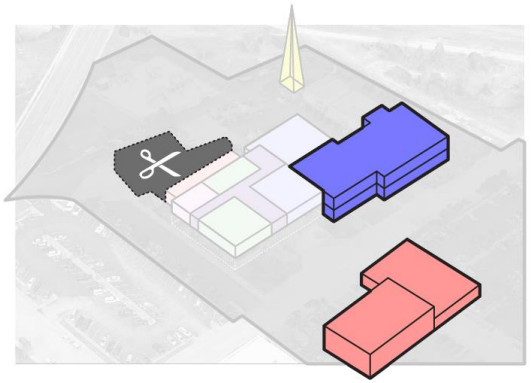
1. ADD NEW FIRE STATION



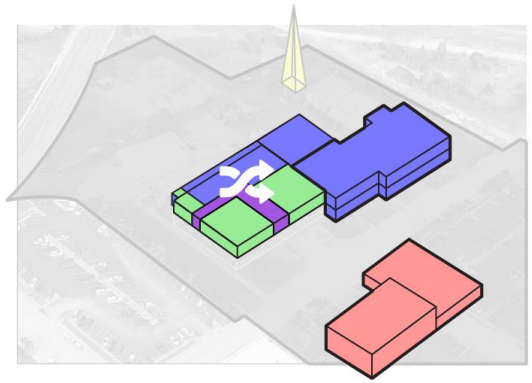
2. CONVERT APPARATUS BAY INTO STORAGE
3. DEMO STORAGE BUILDINGS



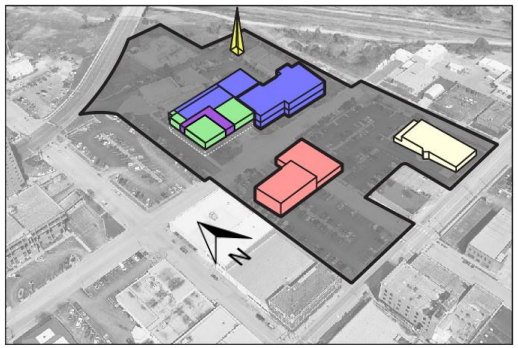
4. BUILD NEW POLICE WING



5. MOVE STORAGE INTO NEW WING
6. DEMO FORMER APPARATUS BAY



7. SHIFT PROGRAMMING IN EXISTING SPACES



LEGEND

- POLICE
- JAIL
- COURTS
- FIRE ADMIN
- CELL TOWER
- FIRE STATION
- HEALTH DEPT.
- FLEET
- PUBLIC SPACE

OPTION 7 FULL PROGRAM – ADDITION TO EAST

PROS/CONS



PROS

- ACCOMMODATES PROGRAM REQUIREMENTS
- REUSE OF EXISTING BUILDING
- INDEPENDENT OPERATIONS FOR FIRE DEPARTMENT
- CONSOLIDATED SECURE PARKING FOR POLICE
- OPPORTUNITY TO RECONSTRUCT CIVIC IMAGE
- OPPORTUNITY FOR NEW MAIN ENTRY IN PROXIMITY TO PUBLIC PARKING

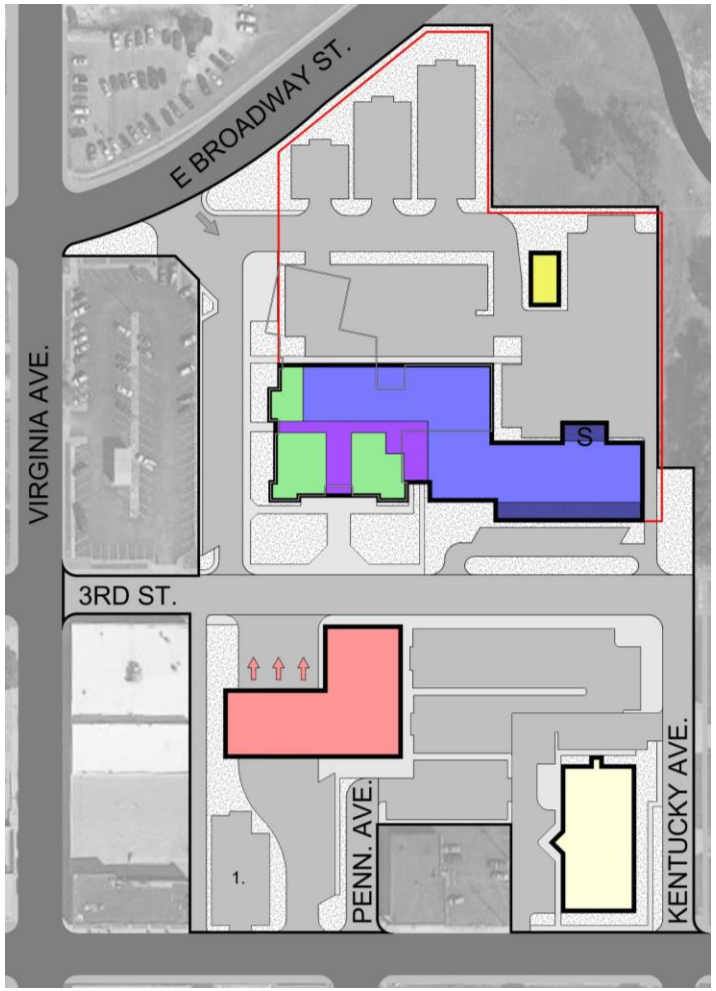
CONS

- CLOSES PENNSYLVANIA AVENUE
- FIRE RESONSE RELOCATED ONTO 3RD STREET
- MODERATE DISRUPTION TO POLICE/COURTS OPERATIONS

	FIRE OPERATIONS	FIRE ADMIN	FLEET	FIRE TOTAL	COURTS	POLICE OPERATIONS	JAIL	POLICE TOTAL	SF TOTAL	DEMO	ON SITE	*OFF SITE*	NEW CONSTUCTION SF	RENOVATION SF
EXISTING CONDITIONS	11,020 SF	1,800 SF	N/A	13,020 SF	5,984 SF	27,911 SF	6,000 SF	33,911 SF	52,915 SF	N/A	52,915 SF	*N/A*	N/A	N/A
OPTION 7 AS PROGRAMMED	17,524 SF	3,554 SF	7,324 SF	28,311 SF	8,166 SF	37,499 SF	21,295 SF	58,794 SF	95,271 SF	8,000 SF	87,947 SF	7,324 SF	55,051 SF	40,220 SF

OPTION 7 FULL PROGRAM – ADDITION TO EAST

COST



	FIRE OPERATIONS					FIRE ADMIN					FLEET					FIRE TOTAL				
	17,524	SF	$669	/SF	$ 11,728,813	3,554	SF	$255	/SF	$ 907,336	7,324	SF	$166	/SF	$ 1,212,854	28,402	SF	$488	/SF	$ 13,849,004
new	17,524		$669		$ 11,728,813	0		$345		$ -	7,324		$166		$ 1,212,854					
reno			$414		$ -	3,554		$255		$ 907,336	0				$ -					

	COURTS TOTAL					POLICE OPERATIONS				JAIL				POLICE TOTAL					
	8,166	SF	$262	/SF	$ 2,141,125	37,499 SF	$403	/SF	$ 15,120,929	21,295 SF	$684	/SF	$ 14,558,828	58,794	SF	$505	/SF	$ 29,679,757	
new	0		$345		$ -	13,499	$421		$ 5,681,729	16,795	$725		$ 12,167,978						
reno	8,166		$262		$ 2,141,125	24,000	$393		$ 9,439,200	4,500	$531		$ 2,390,850						

PROJECT TOTAL																			
SF	$ 45,669,886			TO	$48,144,525.00		55,051	SF (58%)		$575	/SF	40,220	SF (42%)		410	/SF			
	$ 479	/SF		$ 505	/SF														

General Notes:

- All costs shown represents total project costs which includes construction cost, soft costs such as fees, testing, FF&E, equipment and a 15% contingency.
- All costs include construction costs that are escalated to 24 months.

LEGEND
POLICE, COURTS, CELL TOWER, HEALTH DEPT., PUBLIC SPACE
JAIL, FIRE ADMIN, FIRE STATION, FLEET, S SALLYPORT
SITE, EXISTING, NEW, CIVIC PRESENCE, SECURE

OFFSITE AT TRAINING : FLEET
1. PARKING FOR EXISTING BUSINESSES


GROUND LEVEL

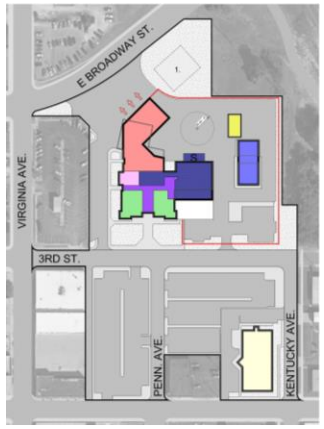

1ST LEVEL

N

sfsarchitecture + CGA architecture planning design

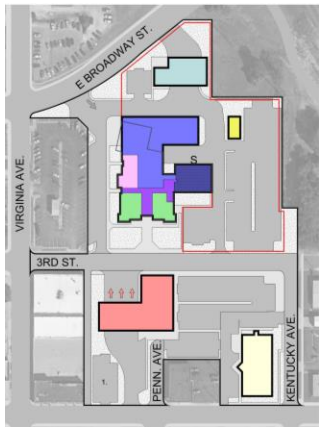
ALL OPTIONS

SUMMARY



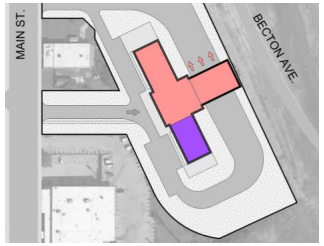
OPTION 1

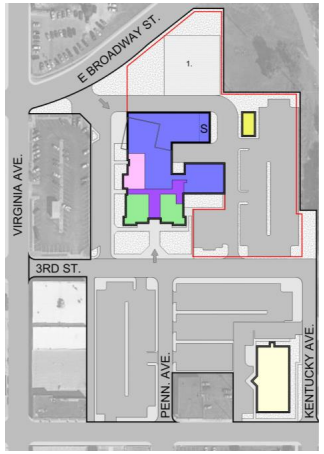
$29.4M - $35M



OPTION 2

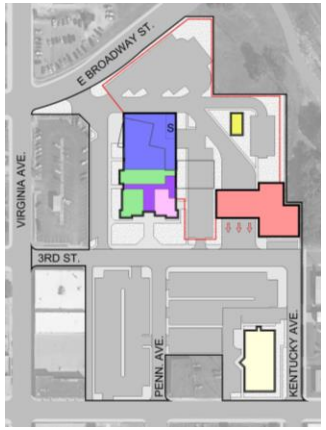
$42.4M – $46.7M





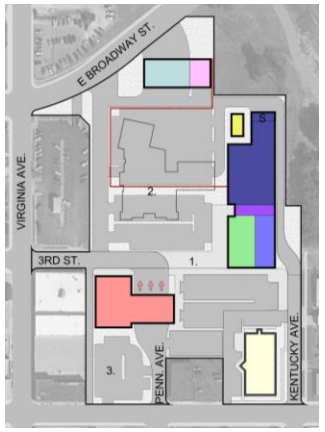
OPTION 3

$39.9M – $45.4M



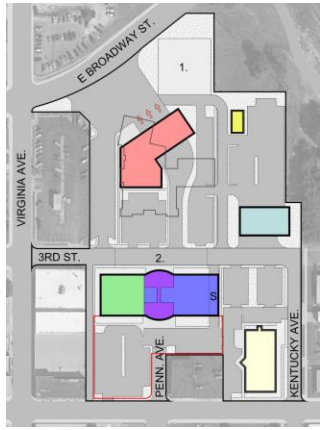
OPTION 4

$45.2M - $48.8M



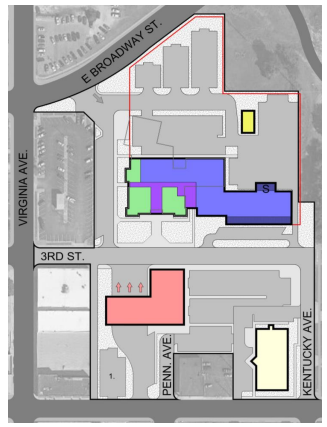
OPTION 5

$48.2M - $54.8M



OPTION 6

$48.2M – 54.8M



OPTION 7

$45.7M – 48.1M

N



sfsarchitecture

CGA

architecture
planning
design

Grant Project Updates

February 12, 2024

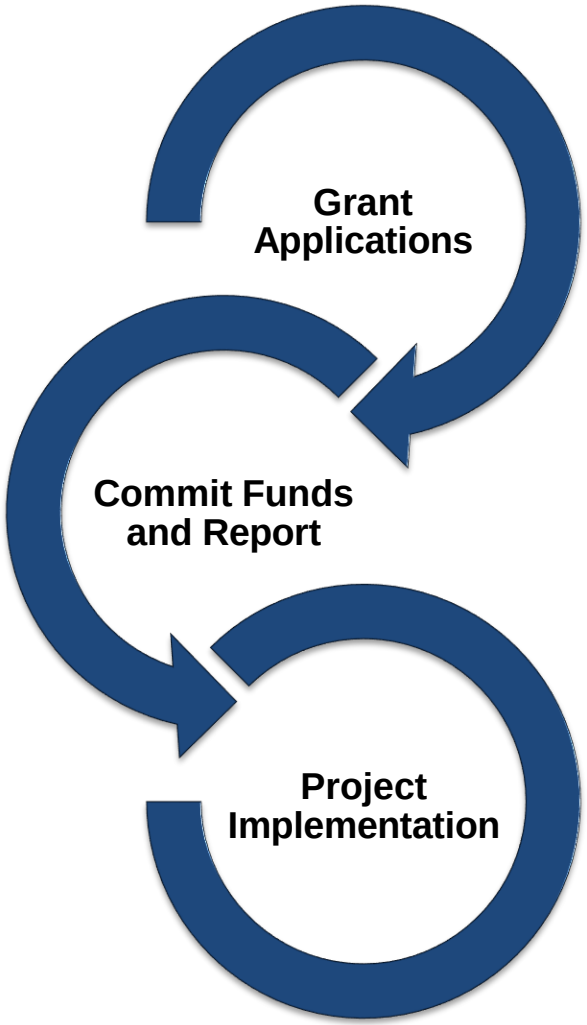


1. Overview
    - Program Status
2. Program Update
    - Grants Awarded
    - Grants Applications
    - Grants Denied/Pending Submission
    - Grant Opportunities/Unreleased
3. Project Backgrounds

OVERVIEW



GRANT PROGRAM STATUS



- **Apply** to Federal and State grant opportunities for transportation, sewer, industrial, housing, and economic development initiatives
- **Leverage** new funding channels including the American Rescue Plan Act (ARPA), Bipartisan Infrastructure Law (BIL), and Infrastructure Investment and Jobs Act (IIJA)

- **Continue** reporting on progress to US Treasury and City Council

- **Implement** projects based on award requirements

PROGRAM UPDATE

GRANTS – *AWARDED*

	Grant	Project	Status	Grant Amount Awarded
BIL	Governor's Transportation Cost-Share (MODOT)	#19 - Zora St Widening / Improvement	Phase I (Roundabout)-Bid anticipated Spring 2024	$4,000,000
ARPA	Wastewater Infrastructure Grant	12th and Iowa	Design Underway	$3,599,782
ARPA	Stormwater Infrastructure Grant	#13 - East Town Stormwater #17 - 17th St & Annie Baxter – 9 Total Sites	Design Underway	$5,000,000
ARPA	Justice Center Grant (Legislative Priority)	Justice Center Facility Improvements	Partially Complete/ Contract Pending	$1,000,000
ARPA	Drinking Water Grant (Legislative Priority)	#21 - Zora Street Water Main Install #32 - County Road 180 Water Main #36 - 7th Street Water Main Install	Design Contract Pending	$5,000,000
County ARPA	Jasper County	#30 - 20th Street Widening Project	Design Underway/ROW anticipated Spring 2024	$4,000,000
County ARPA	Jasper County	#3 - MOSWIN Interoperability Radios	Underway	$637,048

GRANTS – *AWARDED*

	Grant	Project	Status	Grant Amount Awarded
ARPA	Peace Officer Grant Program	#5 - Police Equipment	Equipment Received	$20,000
ARPA	Fire Protection Grant Program	#10 - Fire Equipment	Purchase Pending	$20,000
ARPA	Emergency Medical Services Grant	#10 - Fire Equipment	Purchase Pending	$20,000
ARPA	Community Revitalization Grant	#1 - Neighborhood Improvements #4 - Home Rehabilitation & Repair	Oversight Vendor Selection Pending	$3,500,000
ARPA	Local Tourism Asset Development Grant	#31 - Dover Outdoor Recreation Area	Design Contract Pending	$1,437,133
ARPA	State and Local Cybersecurity Grant	Cybersecurity Resilience	Purchase Pending	$186,472
BIL	Recycling Education and Outreach Grants (EPA)	Joplin Regional Recycling Outreach	Agency Award in Process	$1,740,000
FTA	Areas of Persistent Poverty (AoPP)	Implementation of a Sustainable Transit Program	Planning phase	$400,000
DOE	Energy Efficient Conservation Block Grant (ECCBG)	City Facilities Energy Evaluation	Planning phase	$119,050

In addition to City ARPA award, fourteen (14) competitive grants and two (2) legislative priority grants have been awarded to the City of Joplin in the amount of $30,679,485.

GRANTS – *Applied*

	Grant	Project	Status	Grant Amount Requested	Anticipated Award Date
MDC	Outdoor Recreation Infrastructure Program	Grand Falls Overlook, Trail and Parking	Applied	$500,000	TBD
ARPA	First Responder Capital Improvements	MAFT '27 Training Unit	Applied	$275,000	Spring 2024
DOT	Advanced Transportation Technologies and Innovation Program (ATTAIN)	Upgraded and Integrated Traffic Signals across City (excluding Downtown)	Applied	$2,055,352	TBD
FEMA	BRIC	Phase 1 I-44 Culvert Addition – Planning	Applied	$1,125,000	Spring 2025
BIL	SMART Grant (USDOT)	#22 - Downtown SMART Technology	Resubmitted	$1,481,328	2024
State	Land & Water Conservation Fund Grant (LWCF)	Trails connecting Landreth & Dover	Alternate #1	$500,000	Spring 2024

GRANTS – *Denied/Pending Resubmission*

Grant		Project	Status	Grant Amount Requested
BIL	Political Subdivisions – SWIFR Grant (EPA)	Lone Elm Recycling Center	Pending Resubmission	$2,778,235
MO DNR	Scrap Tire Surface Materials	Playground Materials	Pending Resubmission	$40,000
MO DNR	Scrap Tire Surface Materials	Non-playground Materials	Submission Pending	$29,796
ARPA	Industrial Site Development Grant	#34 - Create/Expand Industrial Park	Denied	$2,787,500
DOJ	Charging & Fueling Infrastructure (CFI)	EV Charging Stations	Pending Resubmission	$294,400

GRANTS – *AVAILABLE AND/OR UNRELEASED*

Grant		Project/Category	Application Period
NPS	Outdoor Recreation Legacy Partnership Program	Grand Falls Overlook, Trail and Parking Area	February 16, 2024
DNR	Recreational Trails Program	Trail Amenities	February 21, 2024
DOT	RAISE	20th Street Widening and Improvements from Schifferdecker Avenue to the Missouri/Kansas State Line	February 28, 2024
FHWA	Bridge Investment Program	Turkey Creek Bridge at Newman Road	March 19, 2024
EDA	Public Works and Economic Adjustment Assistance (PWEAA)	Road/Surface Infrastructure at Crossroads Industrial Park	Rolling
DOT	Safe Streets and Roads	Downtown Loop Project	Summer 2024
HUD	HUD Choice	Neighborhood Transformation anchored by Murphy Manor	Summer 2024
DOT	Railroad Elimination Program	TBD	TBD
FEMA	Flood Mitigation Assistance (FMA)	Phase II I-44 Culvert Mitigation Project	TBD
DOT	Infra/Rural Grant Program	20th Street Widening and Improvements from Schifferdecker Avenue to the Missouri/Kansas State Line	TBD

Our team is aligning the City of Joplin for future grant applications well into the upcoming years, so that the community can stay involved and up-to-date on projects for a **long-term grant strategy.**



APPLIED GRANT APPLICATIONS

BUILDING RESILIENT INFRASTRUCTURE AND COMMUNITIES GRANT (BRIC)

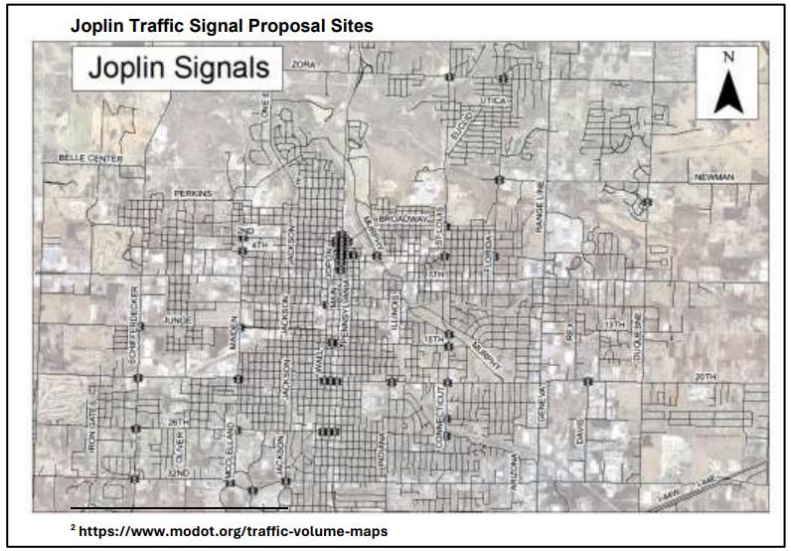
Project Name	Phase 1 I-44 Culvert Addition – Planning
Cost Estimate	$1,500,000
Category	Stormwater
Submitted Date	January 5, 2024
Schedule of Project	Complete within 24 months of award date
Goal	To develop engineering and environmental feasibility along with a benefit / cost analysis in order to mitigate recurrent street surface flooding and repetitive loss structures in the neighborhood of Sunnyvale as a result of a currently undersized box culvert below Highway I-44 and E. Richard Joseph Blvd. This study will be used to determine if the installation of two new box culverts and approximate 10-acre detention basin will improve flood control and mitigate recurrent flooding by eliminating the backing up of headwaters.
Activities	Develop Benefit Cost Analysis (BCA) and Scoping Plan This scoping plan will be the first step to prepare for the mitigation project and application for the Flood Mitigation Assistance (FMA) Grant. If the FMA grant is successful, it will fund the approximate $10 million in construction of the I-44 culvert mitigation.



Local Support	+	Grant Request	+	COJ ARPA Match	=	Total Funds Request
$375,000		$1,125,000		$0		$1,500,000

ADVANCED TRANSPORTATION TECHNOLOGIES AND INNOVATION PROGRAM (ATTAIN)

Project Name	Joplin – Moving People by Connecting the Community
Cost Estimate	$2,569,190
Category	Transportation
Submitted Date	February 2, 2024
Schedule of Project	Complete within 36 months from award date
Goal	Upgrade and integrate approximately 40 traffic signals throughout the City through fiber conduit, not including the downtown area. This will offer more advanced and flexible traffic-management tools that will improve traffic-signal-system operations, functionality, and data-collection capabilities.
Activities	To enhance traffic-operation decisions, improve efficiencies in overall traffic signal system timing, reduce traffic congestion and delays, enhance transportation safety for all modes, support efficient goods movement, and improve air quality by reducing idle time of vehicles at intersections.



Local Support	+	Grant Request	+	COJ ARPA Match	=	Total Funds Request
$513,838		$2,055,352		$0		$2,569,190

FIRST RESPONDER CAPITAL IMPROVEMENTS & INTEROPERABLE COMMUNICATIONS EQUIPMENT GRANT (CIIEG)

Project Name	MAFT 27’ Training Unit
Cost Estimate	$550,000
Category	Fire/First Responder
Submitted Date	January 5, 2024
Schedule of Project	6 months from award date
Goal	To purchase a Mobile Aircraft Fire Trainer (MAFT) - 27’ Small Scale Version, to be used by the Joplin Fire Department and neighboring fire departments. The MAFT will allow Joplin to bring the training to the Joplin airport so that firefighters and airport firefighters can simulate aircraft fires, while reducing travel and labor downtime.
Activities	The MAFT – 27' allows simulated training on internal/external fires, spill fires, flight deck fires, passenger area fires, cargo area fires, engine fires, wheel/brake fires, fuselage fires, and 40,000 CFM smoke machine for zero visibility.



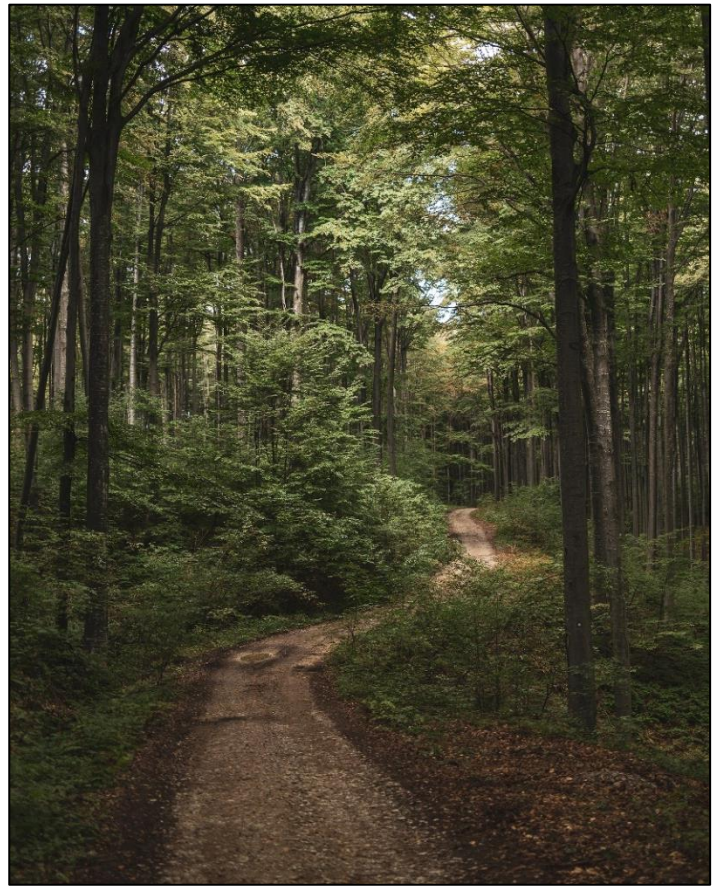
Local Support	+	Grant Request	+	COJ ARPA Match	=	Total Funds Request
$275,000		$275,000		$0		$550,000



CURRENT GRANT APPLICATIONS

OUTDOOR RECREATION LEGACY PARTNERSHIP PROGRAM

Project Name	Super, All-Inclusive replacement Playground Structures (2), Outdoor Games, Upgrade basketball court to multi-use court, and Outdoor Trail Fitness Equipment at Parr Hill Park
Cost Estimate	$635,000
Category	Recreation
Submission Deadline	February 16, 2024
Schedule of Project	2026-2028
Goal	To provide new or significantly improved recreation opportunities in urban, disadvantaged communities.
Activities	Provide all-inclusive playground structures for children, as well as outdoor games for all age groups at Parr Hill Park. Provide outdoor trail stationary fitness equipment and upgrade current basketball court to multi-use court. These improvements will enhance and increase the outdoor recreation opportunities for all ages to have positive effects on mental and physical health, while connecting with nature.



Local Support	+	Grant Request	+	COJ ARPA Match	=	Total Funds Request
$317,500		$317,500		$0		$635,000

RECREATIONAL TRAILS PROGRAM

Project Name	Trail Amenities
Cost Estimate	TBD
Category	Recreation
Submission Deadline	February 21, 2024
Schedule of Project	TBD
Goal	The funds received from this grant opportunity will go toward improving trails and adding amenities to make the trails more accessible to the community.
Activities	The activities will include the installation of trail wayfinding signs, benches, and bicycle tire repair stations.





Local Support	+	Grant Request	+	COJ ARPA Match	=	Total Funds Request
TBD		TBD		$0		TBD

RESILIENT BUILDING AMERICA INFRASTRUCTURE WITH SUSTAINABILITY AND EQUITY (RAISE)

Project Name	20th Street Widening and Improvements from Schifferdecker Avenue to the Missouri/Kansas State Line
Cost Estimate	$28.5 million
Category	Transportation
Submission Deadline	February 28, 2024
Schedule of Project	Construction tentatively scheduled for 2024
Goal	Widen and improve 20th Street from Schifferdecker Ave. to the MO/KS State Line, including intersection improvements at Country Club Drive and Central City Road. The project will provide for additional capacity, address current deficiencies in the roadway, reduce driver dissatisfaction and improve safety for traffic and pedestrians along this corridor. Also, this project will serve to stimulate economic development in the area as Joplin grows to the West, including the underdeveloped Wildwood Park.
Activities	A project to improve the eastern mile of this corridor, from Schifferdecker Avenue to Country Club Drive was approved by the voters of the City of Joplin in the City's current Capital Improvements Sales Tax program. Survey and Design work for this portion of the project has commenced.



Local Support	+	Grant Request	+	COJ ARPA Match	=	Total Funds Request
$14,100,000		$11,900,000		$2,500,000		$28,500,000

BRIDGE INVESTMENT PROGRAM (BIP)

Project Name	Turkey Creek Bridge at Newman Road
Cost Estimate	$4,950,000
Category	Transportation
Submission Deadline	March 19, 2024
Schedule of Project	3 Years
Goal	To rehabilitate the bridge on Newman Road running over Turkey Creek. The bridge is in poor condition as graded by MoDot.
Activities	Refurbish the Turkey Creek bridge at Newman Road that is in poor condition.



Local Support	+	Grant Request	+	COJ ARPA Match	=	Total Funds Request
TBD		TBD		$0		TBD

HUD CHOICE PLANNING NEIGHBORHOODS

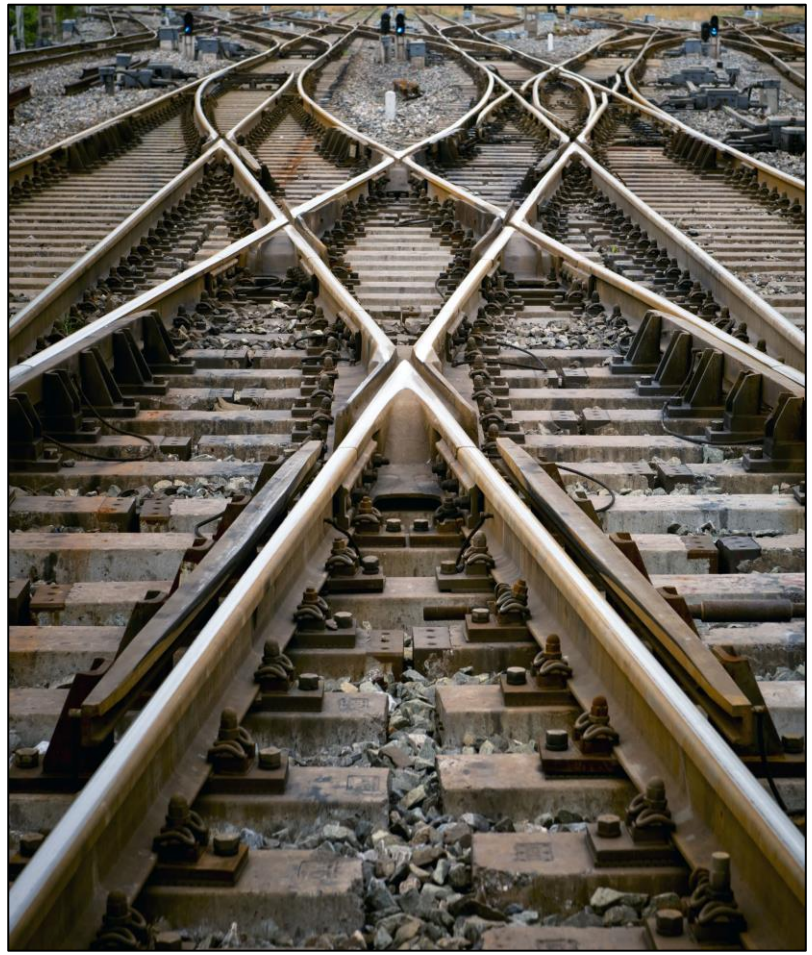
Project Name	Neighborhood Transformation Planning Project with anchor Murphy Manor
Cost Estimate	$500,000
Category	Housing
Submission Deadline	Summer 2024
Schedule of Project	12 to 24 months
Goal	This program is divided into two phases: Phase 1 involves creating a neighborhood Transformation Plan that revitalizes distressed HUD housing (Murphy Manor) and addresses the challenges in the surrounding neighborhood. This phase is required for the City of Joplin to apply for the Phase 2 Implementation Plan grant.
Activities	As part of Phase 1, outreach/notification letters are required to be sent prior to application submittal to neighborhood stakeholders, some of which may include Murphy Manor and surrounding residents, schools, business owners, and nonprofits. If awarded, a steering committee of community members will help with the creation of the Transformation Plan.



Local Support	+	Grant Request	+	COJ ARPA Match	=	Total Funds Request
$25,000		$475,000		$0		$500,000

RAILROAD ELIMINATION PROGRAM

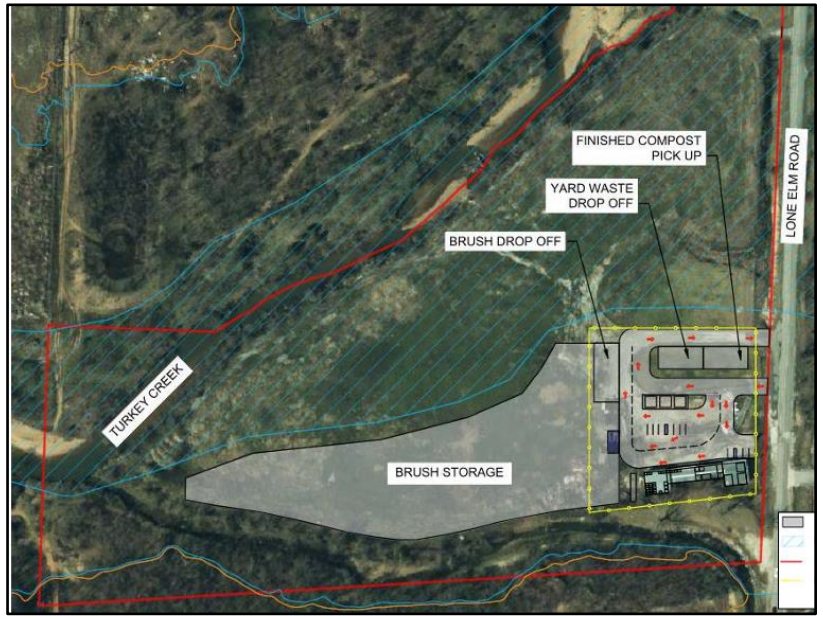
Project Name	TBD
Cost Estimate	TBD
Category	Transformation Plan
Submission Deadline	Fall 2024
Schedule of Project	TBD
Goal	To provide a Federal funding opportunity to improve American rail infrastructure to enhance rail safety, improve the health and safety of communities, eliminate highway-rail and pathway-rail grade crossings that are frequently blocked by trains, and reduce the impacts that freight movement and railroad operations may have on underserved communities.
Activities	FRA has a strong interest in promoting grade separations, closing crossings through track relocation, and corridor-wide grade crossing improvements that maximize the safety and efficiency of the U.S. rail network.



Local Support	+	Grant Request	+	COJ ARPA Match	=	Total Funds Request
TBD		TBD		$0		TBD

SOLID WASTE INFRASTRUCTURE FOR RECYCLING GRANT PROGRAM

Project Name	Lone Elm Recycling Center Project
Cost Estimate	$3,899,423
Category	Waste Management
Submission Deadline	TBD
Schedule of Project	2 Years
Goal	Relocating and consolidating of the Recycling Center to a property owned by the City of Joplin, which was formerly used as a Wastewater Treatment Facility. The center will redevelop a decommissioned property creating an operational residential resource recovery and waste disposal site in an underserved community.
Activities	The design includes consolidating the Compost Facility, Tree & Brush Drop-Off, and the Recycling & HHW Center to provide one public drop-off site for select recyclable materials, construction, and demolition materials (C&D), appliances, electronics, and scrap metals for resource recovery, with the space and layout flexibility to add drop-off opportunities for other materials.



Local Support	+	Grant Request	+	COJ ARPA Match	=	Total Funds Request
$1,121,188		$2,778,235		$0		$3,899,423

FEMA FLOOD MITIGATION ASSISTANCE GRANT PROGRAM

Project Name	Phase 2 I-44 Culvert – Construction
Cost Estimate	$10 Million
Category	Stormwater
Submission Deadline	TBD
Schedule of Project	TBD
Goal	To mitigate recurrent street surface flooding and repetitive loss structures in the neighborhood of Sunnyvale as a result of a currently undersized box culvert below Highway I-44 and E. Richard Joseph Blvd. Promote commercial growth along Richard Joseph Boulevard by implementing flood control channel improvements downstream of I-44.
Activities	The proposed culverts would be used to create a trail from 36th street to 44th street along Silver Creek Tributary II and Silver Creek and under I-44. The trail would connect to sidewalks from the 44th street widening project currently under construction improving connectivity.



Local Support	+	Grant Request	+	COJ ARPA Match	=	Total Funds Request
$2,500,000		7,500,000		None		$10,000,000

PUBLIC WORKS AND ECONOMIC ADJUSTMENT ASSISTANCE (PWEAA)

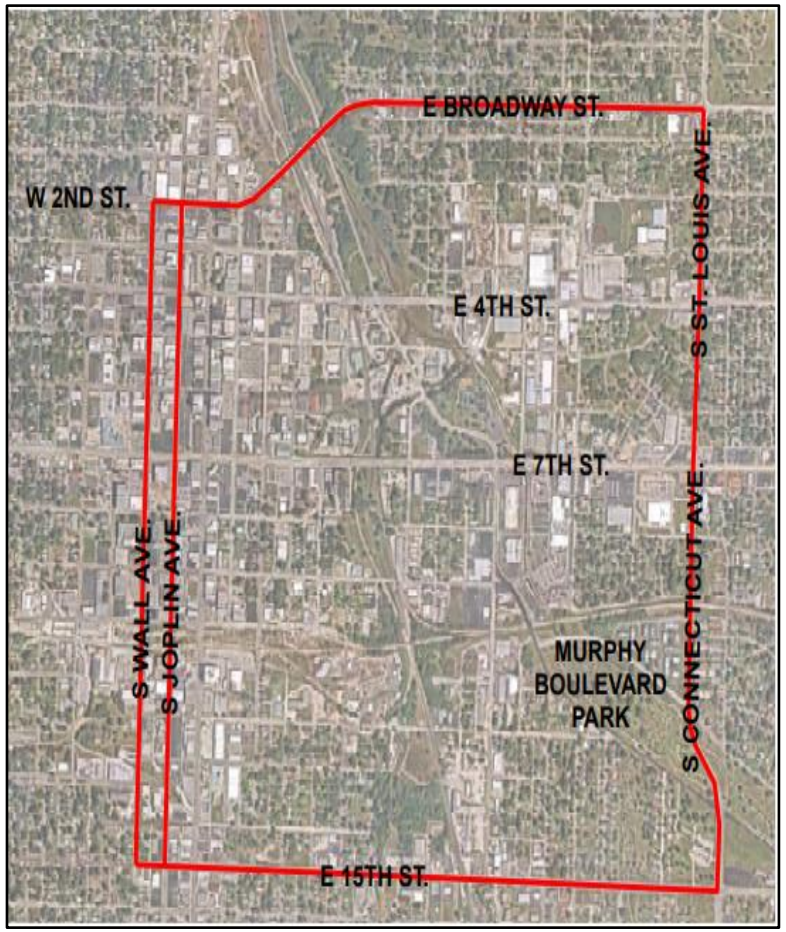
Project Name	Road/Surface Infrastructure at Crossroads Industrial Park
Cost Estimate	$2,000,000
Category	Industrial Sites
Submission Deadline	July / Rolling
Schedule of Project	TBD
Goal	To increase access and create additional usable space for the Crossroads Industrial Park. Continue demonstrated success in economic development and workforce growth in conjunction with Crossroads Industrial Park.
Activities	To improve roadway access and infrastructure around the proposed industrial site. To promote economic development within the Industrial site. To expand workforce development opportunities with regional partners

Local Support	+	Grant Request	+	COJ ARPA Match	=	Total Funds Request
$500,000		$1,500,000		None		$2,000,000



FHWA SAFE STREETS AND ROADS FOR ALL

Project Name	Downtown Loop Project
Cost Estimate	TBD
Category	Transportation
Submission Deadline	Approx. June 2024
Schedule of Project	Completion of this project is projected to take 1-3 years
Goal	Provide connectivity between destination points throughout the City.
Activities	For the safety of pedestrians and bike riders, the Downtown Loop will utilize corridors recommended for road diets and will not require significant infrastructure changes and costs. The road diets will require the corridors to be re-striped to accommodate protected bike lanes and they are will include a divider and delineators.



Local Support	+	Grant Request	+	COJ ARPA Match	=	Total Funds Request
TBD		TBD		None		TBD

INFRA/RURAL GRANT PROGRAM

Project Name	20th Street Widening and Improvements from Schifferdecker Avenue to the Missouri/Kansas State Line
Cost Estimate	$28.5 million
Category	Transportation
Submission Deadline	TBD
Schedule of Project	Construction tentatively scheduled for 2024
Goal	Widen and improve 20th Street from Schifferdecker Ave. to the MO/KS State Line, including intersection improvements at Country Club Drive and Central City Road. Project will provide for additional capacity, address current deficiencies in the roadway, reduce driver dissatisfaction and improve safety for traffic and pedestrians along this corridor. Also, this project will serve to stimulate economic development in the area as Joplin grows to the West, including the underdeveloped Wildwood Park.
Activities	A project to improve the eastern mile of this corridor, from Schifferdecker Avenue to Country Club Drive was approved by the voters of the City of Joplin in the City's current Capital Improvements Sales Tax program. Survey and Design work for this portion of the project has commenced.



Local Support	+	Grant Request	+	COJ ARPA Match	=	Total Funds Request
$14,100,000		$11,900,000		$2,500,000		$28,500,000

AWARDED GRANTS

RECYCLING EDUCATION AND OUTREACH (REO)

Project Name	Joplin Regional Recycling Outreach
Cost Estimate	$2,355,244
Category	Waste Management
Schedule of Project	Three years from final award (likely summer 2024)
Goal	It is a three-year campaign focused on further expanding recycling awareness and encouraging behavioral changes through educational programs. The budget includes various outreach and education methods including advertising through television, radio, billboard, newspaper, and digital media. It also includes updating the website, recycling brochures, door hangers and school toolkits. The success of this grant is directly attributable to having the Solid Waste Master Plan completed prior to the application process.
Activities	**The City of Joplin was one of two awardees for the highly competitive grant.** 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

Local Support	+	Grant Request	+	COJ ARPA Match	=	Total Funds Request
$615,244		$1,740,000		$0		$2,355,244

NEXT STEPS

- Continue with Implementation of Awarded Grants
- Continue with Grant Research and Application