JOPLIN CITY COUNCIL
WORK SESSION
MONDAY, JANUARY 9, 2023
5TH FLOOR COUNCIL CHAMBERS
602 S. MAIN ST.
5:45 P.M.

Notice is hereby given that the City Council of the City of Joplin, Missouri, will hold a work session beginning at 5:45 p.m. on Monday, January 9, 2023, 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. Communications Study
2. Development Operational Assessment Study
3. Adjourn

Notice posted at 12:00 p.m. on this 5th day of January 2023. (RSMo 610.020)

The City of Joplin is committed to comply with the Americans with Disabilities 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.

Ad Omnia Parata

JOPLIN
MISSOURI



MARKETING & COMMUNICATIONS ROADMAP

Intro



THE CITY OF JOPLIN

Incorporated in 1873
Missouri's fourth-largest metropolitan area
City limits cover more than 35 square miles

REQUEST

Conduct a communications study to establish appropriate practices and methods for the City of Joplin to help ensure accurate, timely, and coordinated information is being provided to citizens, visitors, and potential residents of our community.

GOAL

The City desires effective, efficient, and coordinated communications efforts to promote a positive image and attract and retain people and businesses to our community.

JOPLIN LANDSCAPE

Population Growth

- Modest growth while rapid growth is being experienced in the surrounding regional area.
- Joplin's actual population is 51,762 but swells to approximately 225,000 during the day.

Fiscal + Employment

- Fiscal year begins Nov. 1 and annual budget for the City is approximately $140M
- Current FTE count: 585 = payroll of $36.4M
- 14 departments: City Manager's Office, City Clerk's Office, Legal Services, Human Resources, Finance, Information Technology, Municipal Court, Public Health Department, Planning, Development & Neighborhood Services, Convention & Visitor's Bureau, Public Works, Police, Fire, and Parks & Recreation.

Media

- Four national television networks (ABC, NBC, CBS, FOX)
- The Joplin Globe
- Two radio groups (Zimmer Radio, AMI Radio) that operate multiple stations
- Regional media from Springfield + Kansas City, Mo., and NE Arkansas reports on far-reaching topics from Joplin

WHAT MAKES JOPLIN SPECIAL?

Did you know that as a community, we are the most charitable city in the state of Missouri? As of 2015, according to philanthropy.com, on average, the Joplin community gave approximately 4.73% of personal income to charitable organizations. As a community, we take care of others, we give to others, we assist, and we support. Yes, we are cohesive, and it is a value statement, and our strength.

Through partnerships with the Joplin Area Chamber of Commerce and the Downtown Joplin Alliance, the City has a strong foundation and structure to improve the economic development efforts. Did you know Joplin is ranked #14 in the country for working in the manufacturing industry?





The city of Joplin will soon celebrate its sesquicentennial, its 150th birthday, which marks a long period of the community's life. The community's collective age is starting to show. The community will need to provide resources that will allow for the City to improve our existing infrastructure such as streets, sewers, curbs, and facilities. Additionally, the community will need to provide resources that will allow for new infrastructure such as fiber connectivity, parks, trails, schools, and streets, so that the next 150 years will be as bright as the last 150 years.

PURPOSE OF THIS INITIATIVE

To improve the effectiveness of the City of Joplin's communications by identifying areas of opportunity to improve current efforts and establishing a roadmap for driving success over time.



OUTCOMES

1. Build trust and affinity with key audiences by raising awareness of and engagement with of our efforts
2. Promote a positive image of Joplin
3. Establish appropriate practices and methods to communicate accurate, timely and coordinated information throughout the community
4. Highlight Joplin's accomplishments, projects and programs to current and prospective residents and businesses

PROCESS

Phase 1: Strategic Alignment & Communications Audit

- Alignment Session
- Assess current marketing and communications
- Assess peer cities' marketing and communications

Phase 2: Qualitative Research: Survey & IDIs City Employee Survey

- 111 responses received with representation from all City departments (distributed to all employees)

In-Depth Interviews with Key Stakeholders:

- City manager, former city council member, Joplin media representatives, commmunity partners and community members

Phase 3: Analysis & Recommendations

- Marketing and Communications Evolution Roadmap
- Presentation of Findings and Recommendations

KEY FINDINGS

Current resources are spread too thin

With fewer resources than similar sized peer cities, Joplin is working hard to cover as much ground as possible, but is spread thin in some key areas.

Meeting expectations but missing bigger opportunity

City communications are largely viewed as adequate and sufficient, but we're missing an opportunity to tell a proactive story.

Disconnected communications feed distrust

Gaps in communication and a disconnected overarching story lead citizens to "fill in the blanks," fostering misinformation which erodes trust.

We have a compelling story to tell

While no city is perfect, we have a positive story to tell that people believe in and the components in place to lead our community toward a bright future.

RECOMMENDATIONS

Focus then scale efforts for maximum impact

Streamline communications and engagement tools to maximize short term impact.

Build a plan for scaling resources over time to build on success.

Create a shared narrative people can rally behind

Tell a consistent, cohesive story, pulling it through everything we do. By simplifying our narrative we will make it easier for our audience to follow and support.

The best defense against distrust is a good offense

Without a strong communications plan we will create a vacuum that will be filled with misinformation. By developing proactive and reactive strategies we can help control the narrative.

Start by enhancing critical touchpoints

Establish core year-one opportunities to improve effectiveness of current communications. Invest in improving citizen digital experience by evolving website and other key communications channels.

The role of our city communications is to build trust with our citizens, fostering a positive view of Joplin and a shared narrative that brings us together as a community to work towards a better future for us all.



Our Intentions

"I believe that your actions are driven by what's best for our community"

DRIVERS OF TRUST

Our Effectiveness

"I believe you're able to deliver on what you say you're going to do"

Empathy	Transparency	Capability	Reliability
We genuinely care	We are honest and forthcoming	We can deliver on expectations	We are consistent and dependable

To build this shared narrative, we've designed the following plan to:

1. Understand key perspectives and where we stand today to guide our path forward
2. Maximize the impact of our current communications resources
3. Identify the Joplin story we need to tell
4. Build an executable roadmap for effectively telling this story over time

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Joplin is an unknown jewel for those seeking an incredible community that supports new business and welcomes everyone to the city.

COMMUNICATIONS AUDIT

PROCESS

To better understand Joplin's communications landscape, we reviewed and analyzed the City's current marketing and communications vehicles. This included both internal communications with employees and external communications with citizens.

During this process, we reviewed the following components as it pertained to the messages from the City:

- Clarity and impact
- Effectiveness and efficiency

KEY THEMES

Upon review, themes emerged, highlighting areas of strength and also areas to refocus efforts:

- Robust engagement driven by human-centered storytelling
- Streamline communications into strategic, focused messages
- Lean into pages and channels with highest engagement, and retire inactive channels
- Website should be updated and utilized as a resource hub for citizens and staff



KEY FINDINGS

Focus efforts on impactful channels

- Pages without content present challenges to citizens
- Channel efforts into select communications hubs and direct citizens to select, robust channels.

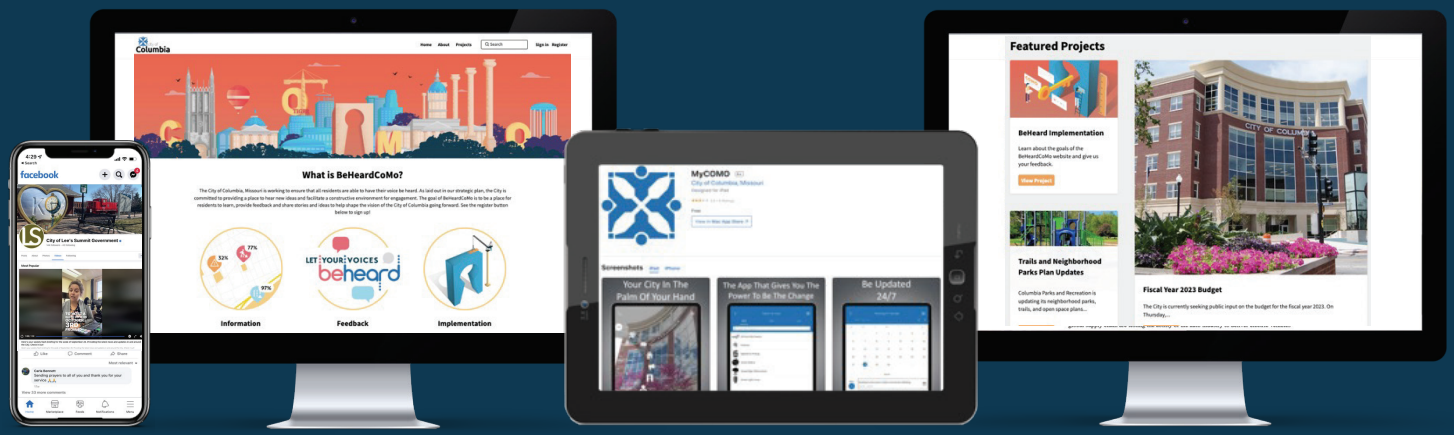
Schifferdeck Aquatic Center	Mostly re-posts of Parks and Rec posts
Cunningham Aquatic Center	Only 3 posts in 2022*
Ewert Aquatic Center	1 post in 2022*
Parr Hill Park	No posts since Feb. 2019
Landreth Park	No posts since Mary 2021
Cunningham Park	No posts since Jan. 2018
Mercy Park	No posts since Dec. 2021
Joplin Athletic Complex	No posts since Oct. 2019
McClelland Park	No posts since Aug. 2020
Leonard Park	No posts since Oct. 2019
Schifferdeck Park	No posts since Oct. 2019
Spiva Park	No posts since Nov. 2019
Ewert Park	No posts since May 2021
Garvin Park	No posts since Oct. 2019
Humphrey Park	No posts since Oct. 2019
Joplin Memorial Hall	No posts since Feb. 2020
Joplin Tree Board	No posts since April 2017
Joplin Sports Complex	No posts since Oct. 2019

PEER CITY ANALYSIS

CITY	WEBSITE	COMMS TOOL	NEWSLETTER	FACEBOOK	TWITTER	OTHER
Joplin, MO	Would benefit from updates	"Notify Me"	Mailed and PDF, not optimized online.	Mixed tone	Not active	"See Click Fix"
Columbia, MO	Visual, engaging; videos	"Be Heard"	"City Source" (monthly)	Matter of fact; Professional	Mirrors Facebook	"MyCOMO" app
Springfield, MO	Basic	"Notify Me"	N/A	Matter of fact; professional	N/A	Option to submit citizen concerns
Lee's Summit, MO	Visually appealing great headers	"LS Connect"	"City Portal"	Informational and engaging	Mirrors Facebook	
Bentonville, AR	Suggest font and visual updates	"Bentonville 311"	"City Newsletters"	Informational with some engagement	Mirrors Facebook somewhat	
Fayetteville, AR	Basic; scrolling banner	"Notify Me"	"Speak Up Fayetteville"	Approachable and formal tone	Mirrors Facebook	Additional portal to submit requests

KEY FINDING

Peer cities have robust communications teams, ranging from 8 - 15 FTEs supporting the dissemination of public information.



RECOMMENDATIONS

Streamline Communications and Engagement Tools

- Refocus efforts to ensure impactful communications

Utilize three key communications tools:

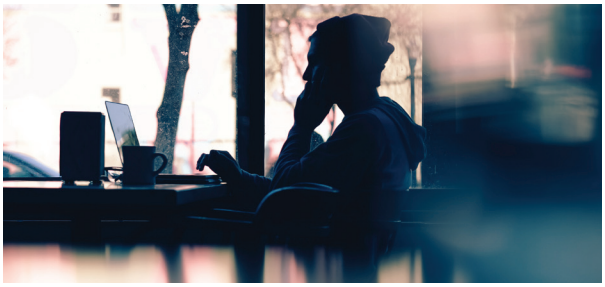
1. Optimize Civic Plus features to utilize app as a resource for citizens:

- Report a concern
- Receive project updates
- Pay bills
- Feature for two-way communication and feedback

2. Newsletter optimization:

- Enhance quarterly newsletter, bringing it online as well as continuing to print
- Easy sign-up for email
- Share via social media channels
- Conduct survey to determine if mailed option is still popular/ viable

3. Enhance transparency through frequent, consistent communications





OPTIMIZE FACEBOOK CONTENT

Ensure posts add value and align with City's tone and voice

The City is in a unique position to share helpful information that directly impacts people's lives.

At the same time, the City has a duty to be as transparent as possible with citizens.

Following communications best practices and other peer city examples, we recommend the City of Joplin Facebook page use a streamlined, informative and professional tone.

IMPLEMENT THIS TONE BY CONSOLIDATING POSTS TO FOCUS ON:

- City services
- Including road closures and changes in services that impact citizens (i.e., trash/recycle schedule)
- City meetings and public input opportunities
- Stream all public meetings to drive traffic and communicate transparency
- Remind citizens of engagement portals and app
- Celebrate city-specific anniversaries and milestones
- Announce important openings of new services/ buildings that tout Joplin's great work
- Announce job postings
- Cross promote events with Parks and Rec, Police & Fire Departments, and Health, if directly relevant to lives of citizens
- Citizen newsletter links

RECOMMENDATIONS

Reassess social channels

- Tailor resources to meet citizens where they want to get information

Dedicate staff time to responding to comments

- Ensure prompt responses to city-specific questions
- Refrain from engaging with "trolls" in the comments section

Implement best practices to hide or delete comments, as appropriate

Consolidate Parks and Rec pages and lean into Parks and Rec Facebook as main channel to continue to post events, closings, etc.

- Keep Joplin History and Mineral Museum

Once Facebook pages, voice and content creation is optimized, consider incorporating Twitter strategy

- Mirror Facebook content to reach media, informed citizens, politicos and elected officials

Eliminate Instagram and align focus on Facebook

Facebook has built in features to hide profanity and other incindiary comments. Facebook determines what to hide by using the most commonly reported words and phrases marked offensive by the community. These comments are hidden automatically but remain visible to the people who wrote them and their friends.



QUALITATIVE RESEARCH

Gain meaningful input to identify desired content and communications conduits to better connect with and serve the needs of City employees and key external stakeholders.

METHODOLOGY OVERVIEW

In-Depth-Interviews

1 City manager
1 Former council member
2 Joplin media reps
4 Community partners
4 Community members

Employee Survey

- Distributed to all employees
- 111 survey responses
- Representation from all City departments

KEY PRINCIPLES

CONSISTENCY
Set an expectation for how you show up, making it easier to engage

TRANSPARENCY
Make communications feel more forthcoming, building buy-in and a shared reality

APPROACHABLE
Ensure transparency isn't lost to complexity, making information digestible and accessible

FOCUSED
Publish content with intent, organizing themes to align with city initiatives

STORYTELLING
Humanize city employees, tell the story of Joplin

Gaps in communication may lead citizens to "fill in the blanks". . . fostering misinformation and distrust

Stakeholders say:

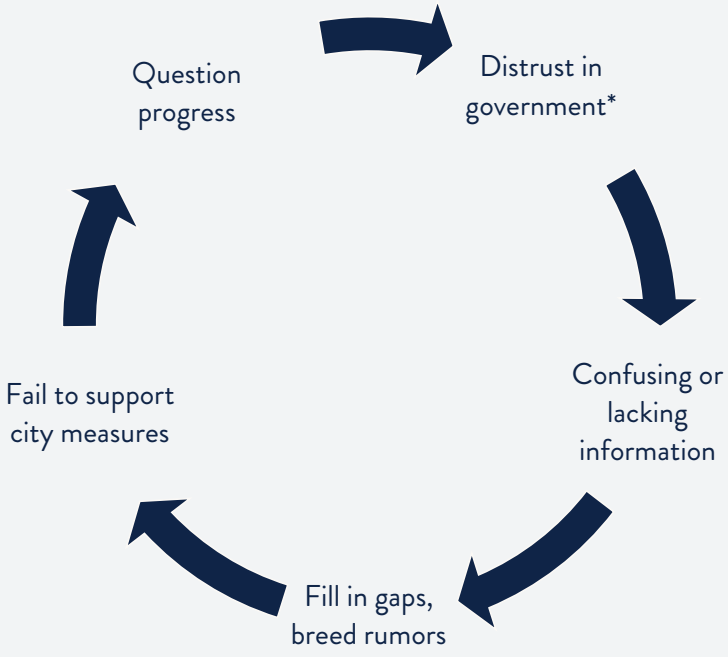
- "People know so little about how government works."
- When people don't have a clear understanding or don't receive a response to questions, **"they assume there's something to hide and get frustrated."**
- With the **"lack of a forum for easy questions"** beyond formal council meetings, community members acknowledge information can feel secretive or exclusive.

Disconnected communication feeds distrust

Approachable transparency is needed.

"When folks make decisions off misinformation, it harms us. The lack of strong information being put out by the city harms what they want to do. We saw that when our police and fire property tax increase got shot down because folks do not understand how it works."

"It's kind of a self-fulfilling negative thing that happens in communities that have not done a very good job investing in themselves."



*Some stakeholders reference a contractor leaving with millions of dollars following the tornado

ENHANCE EMPLOYEE VISIBILITY

Humanize city initiatives by highlighting the team behind the curtain

Stakeholders say:

- Clarifying the breadth of City employees is an important first step.
- Demonstrating they're part of the community and have shared interests. Put a face to them to build familiarity and help drive a more positive sentiment.

> They're real people. They've got families, kids that go to our schools, play in sports, and are doing the things in the community too. That's why they want to make [Joplin] better because they can do something about it, and they're **making it better for their families too. They live here too.**



TELL THE JOPLIN STORY

Celebrate the past, and highlight a vision for the future

Stakeholders say:

- Beyond timely news, promoting and celebrating the City is important.
- We know the negative will be there, but there's a need to balance the negative and push through.

"The City has to do a better job telling its story. Control the narrative. The online stuff is so negative right now, but when you ask someone in person, they think Joplin is warm, friendly and a great place to live."



"

We're not talking about our growth.

We're the smallest community with a medical and dental school.

Curate more pride in small town quality of life with big city amenities.

KEY FINDINGS

Inconsistent internal communications

Significant opportunity to better reach + engage employees

Employees say:

- Communications meet basic requirements.
- Infrequent communications may prompt employees to believe information is missing or slow.

COMMUNICATION DESCRIPTORS

Sufficient / mediocre / decent / good

Intermittent / limited / minimal / infrequent / lacking / inconsistent / rare / absent

Outdated / slow / incomplete / reactive

At times it **seems employees are last to know.** Not all city employees care to watch city council meetings when things are decided. It would be nice to know: When things are annexed in, voted on, etc. A **bulletin would be nice each week on departmental happenings - simple yet informative.**

Communications are not very routine and do not seem to come from a consistent source/ channel. Periods of time exist when employees get information shared with them, while other times they are left largely in the dark and **depend upon rumors and unofficial sources** for information.

Information gets out, but many do not feel it's quick enough or reach enough people.

Communication could be quicker, and I'd like more of it.



KEY FINDINGS

Email overload overshadows meaningful messages

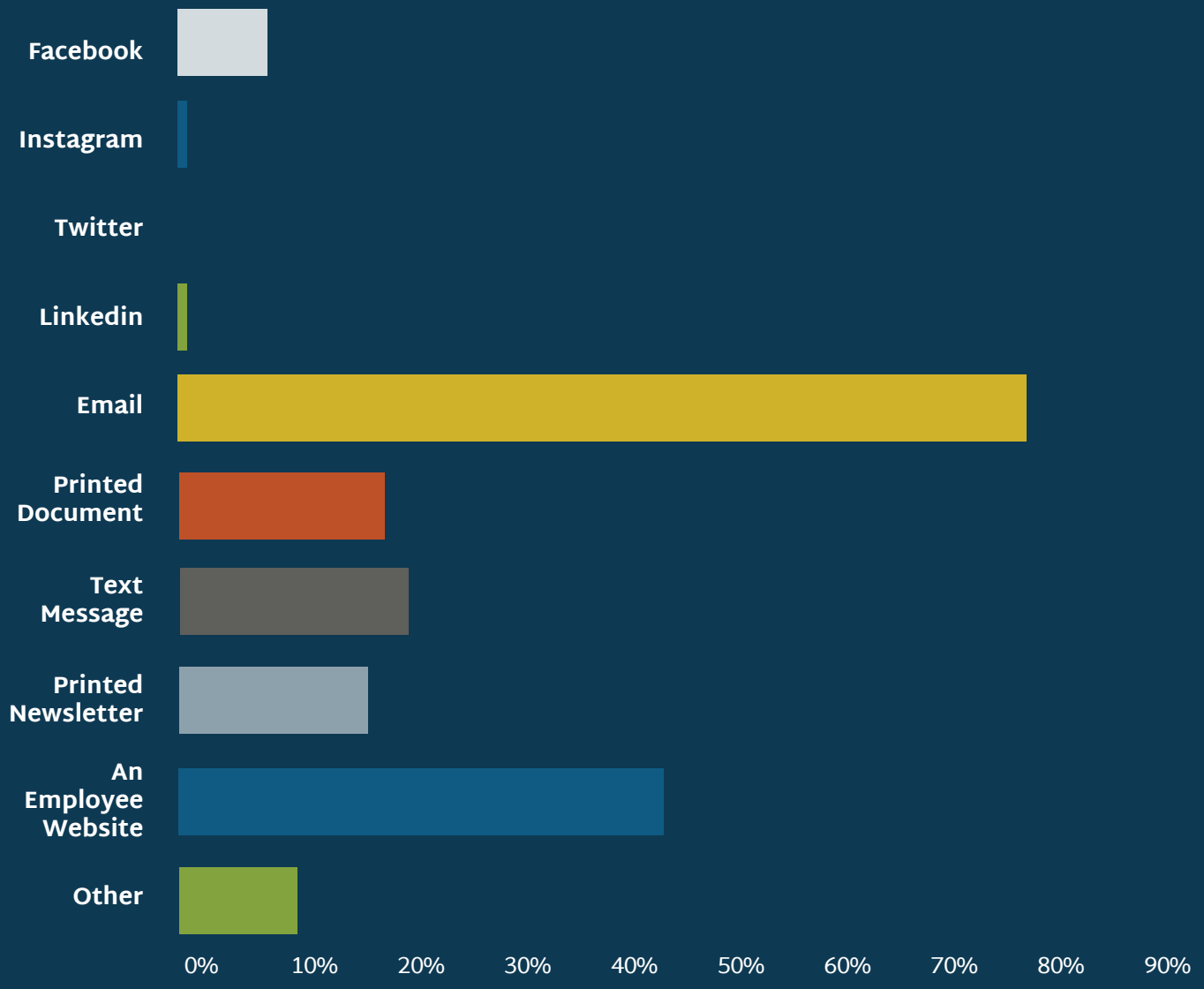
Email is still an important mode of communication

Employees say:

- "We get so many emails. I never know what is important and what is not a priority."
- Email is the preferred vehicle for ongoing communications, with a desire for an employee website/hub coming in second.

Joplin Employee Survey, Fall 2022

City Employee Responses: *How Individuals Want to Hear Updates and News*





A community is what you make it.

In Joplin, we know this better than most. We've been tested in ways that other communities can't imagine. And have risen to meet the moment time and again. We know what we can accomplish together, and that nothing is certain if we don't put in the work.

We're united by our past. Our shared history and heritage. It helps us facilitate a positive, shared identity. It deepens our culture with every passing year. And it sets us apart as a unique place to call home.

We're called to meet the challenges of our present. To leave our mark on Joplin, and to encourage our neighbors to do the same. Called to spur economic and cultural growth. We know we aren't perfect, but rally around a common goal that fuels our passion… our love for our home.

And we're inspired by our future. What we can achieve through a common vision of a better Joplin. It's up to all of us to attract and retain the people and businesses that will ensure our best days are ahead.

Joplin is ours. All of ours. Including those before us, and those yet to come. This is an awesome responsibility. A distinct opportunity.

To rise to the occasion, we must be avid listeners, driven to seek out ways to support our communities and prioritize initiatives to move us all forward.

We promise to be open and transparent. Promise to seek diverse perspectives from our citizens, staff and partners. We are proud to serve this community and call it home. Proud to protect its legacy and to foster a more prosperous future in everything we do.

For Joplin.

We had no idea Joplin had so much to offer.

THE OPPORTUNITY



We have the ability to achieve any outcome that we set our collective minds on. Joplin can rally together, as it has done before, **to build a better community for future generations.**

– Joplin City Manager's Listening Tour

OUR OBJECTIVES

- Establish appropriate practices and methods to communicate accurate, timely and coordinated information throughout the community.
- Highlight Joplin's accomplishments, projects and programs to current and prospective residents and businesses.

> We need to create a shared narrative. **We must tell our story and bring people in on the vision of Joplin.**



OVERARCHING GOAL

Build greater awareness and engagement and promote a positive image of Joplin.

TARGET AUDIENCES

	CURRENT MINDSET	DESIRED MINDSET
	**Current Residents** There are things I like about Joplin, but it's no thanks to the City. I don't really know what they do or trust how they spend our money.	Joplin is a great place to live. My city is transparent and responsive to my needs.
	**Future Residents** I don't know much about Joplin other than the bad tornado and it's a small town.	I want to live, work and play in Joplin! They have everything they need for my family and career.
	**Employees** As a city employee, I still somehow feel in the dark about what's going on with the city.	The City of Joplin is a great place to work. They care about me and my needs. They are transparent and communicative.
	**Businesses** I like doing business in Joplin, but I don't think the city government actively communicates with the commerce community – wish I knew more.	Joplin is a great place to do business. The government and business community is transparent and supportive, there are great people to hire, and there is room for growth.



I am proud to call Joplin my home. I may visit other places, but here is where my heart is.

This is a city full of possibilities.



ESTABLISHING KEY METRICS FOR EVALUATING SUCCESS

Align on which metrics matter the most for defining success, create a measurement plan to track this data, and analyze findings to better understand which elements of the plan are working to guide future efforts.

Which metrics matter most to determine if our individual efforts and overall plan are succeeding?

Measuring buy-in:

- Number of internal meetings/conversations
- Number of trainings on communications tools (I.e. website)

Measuring statistics:

- Social media engagement: impressions, reactions, shares
- Website engagement and time spent on page
- Citizen portal and app engagement (# of downloads, users)
- Click rates on newsletter
- Repeat employee survey in 1- and 3-years
- Repeat community survey in 1- and 3-years

Measuring with partners:

- Increase in number of residents
- Increase in number of businesses

> If you can't measure it, you can't manage it. And if you can't manage it you can't change it.
>
> – Robert Kaplan, Harvard University

ALIGNING ON BEST PRACTICES

Establishment of best practices to better promote and market the City of Joplin.



All of Joplin's communications should be:

- **Thoughtful:** are our communications targeted or scattered?
- **Regular:** is there a regular cadence of our communications, or is it sporadic? Need to strike a balance between timeliness and relevancy.
- **Transparent:** are we being transparent, clear, precise and deliberate?
- **Personal to the community:** are we telling personal stories and meeting people where they are? Do these stories feel unique to Joplin?
- **Focused:** are we focusing our content within channels that reach the greatest number of followers and inspire the most engagement?

IDENTIFYING CONTENT PILLARS

To effectively deliver positive messaging about the City to key audiences

Focus public communications on the following:



Joplin Working For You

- Project updates, including life cycle of project; how it started, what's happening, etc.
- Road closures, trash and recycle schedule updates
- City Council and Public Meetings (stream live)
- Public engagement portals
- Cross promote events with Parks and Rec, Police & Fire Departments, and Health, if directly relevant to lives of citizens



City Spotlights

- Enhance employee visibility and roles
- Announce job postings
- Employee features highlighting the unique roles and aspects of various city departments and initiatives



Joplin Snapshot

Tell the Joplin story – what we have, why we're a great place.
Topics could include:

- City-specific anniversaries and milestones
- Announce important openings of new services/buildings that tout Joplin's great work
- Citizen features highlighting residents doing great work



Start by doing what is necessary, then what is possible, and suddenly you are doing the impossible.

– St. Francis of Assisi

A goal without a plan is just a wish.

– Antoine de Saint Exupéry

People don't realize the city is all encompassing. It's not just the government here, it's this whole ecosystem of things that matter to the community.



CORE YEAR-ONE INITIATIVES

Identify opportunities to streamline processes and improve connections with key audiences.



- Streamline social media channels and develop content calendar
- Recommendations for channels to utilize and content to post



- Refresh website
- Leverage website as a central hub and source of information



- Lean into CivicSend and leverage citizen newsletter
- Focus communications and engagement tools



- Create regular cadence of communications
- Reimagine internal communications

#1: SOCIAL – CORE YEAR-ONE INITIATIVES

Streamline Social Media Channels and Develop Content Calendar

Actions:

- Implement page retirement process in order to consolidate Parks and Rec pages
- Parks and Rec Facebook as main channel to continue to post events, closings, etc.
- Retain unique, high performing pages like Joplin History and Mineral Museum
- Optimize Facebook content to align with content pillars
- Retire @ThisisJoplin Instagram
- Align focus on Facebook (and later Twitter)

Secondary Action:

- Re-engage with Twitter
- Mirror Facebook content to reach media, informed citizens, politicos and elected officials
- Ensure responsiveness is feasible prior to re-engaging



How to Engage with Social Media

Engagement Guidelines:

- Ensure prompt responses to city-specific questions
- Refrain from engaging with "trolls" in the comments section
- Implement best practices to hide or delete comments, as appropriate
- Inflammatory content can be immediately hidden, via a setting on Facebook

Staff Time:

- Train 1 – 2 key members on Civic Send scheduling capabilities
- Develop content for the month during the prior month
- Collaborate between departments to come up with ideas, content
- Dedicate staff time each morning to responding to comments

RESOURCE RECOMMENDATION

Now:

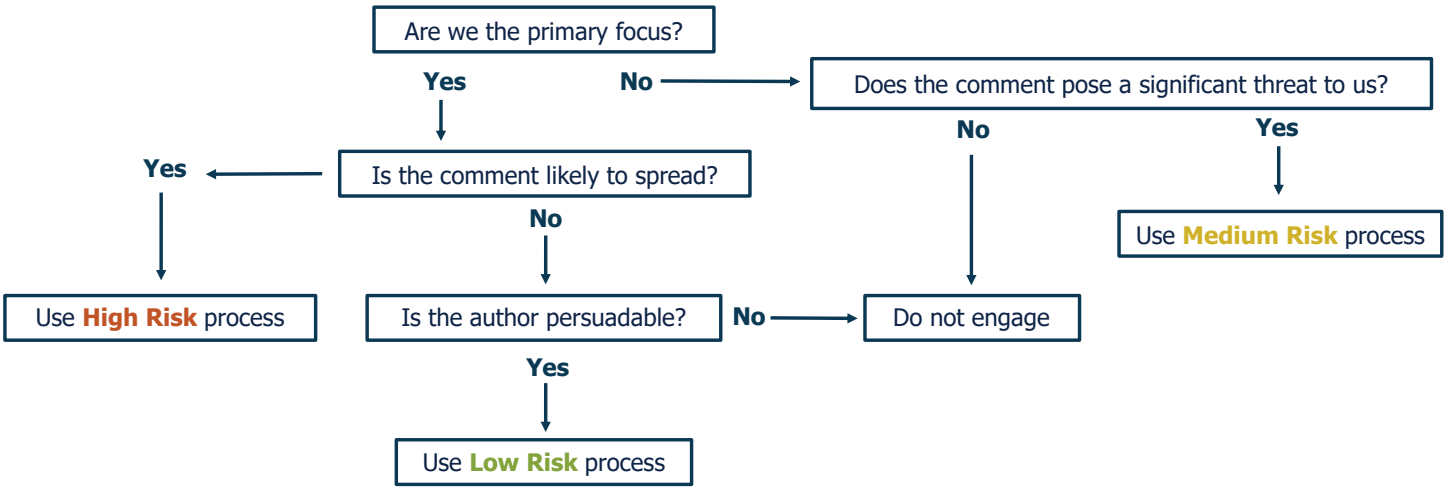
- Hire FTE Digitial Communications Coordinator to support internal and external (social media) initiatives.

1 – 2 years:

- Hire FTE Director of Marketing and Communications to oversee strategy of all employee, citizen and city communications.

#1: SOCIAL – CORE YEAR-ONE INITIATIVES

Establish decision trees to aid team on navigating various situations



Defining reactive processes for handling different situations

Low Risk Social Mentions

Defined as: any negative comment from an account with a small following and that has fewer than 10 comments or shares.
Social media point person handles directly, reports out on any noteworthy interactions.

Medium Risk Social Mentions

Defined as: any negative comment from an account with a significant following but isn't a public figure, or any comment that has more than 50 comments or shares.
Social media point person flags to core team for group discussion on how to approach. Core group aligns on plan and social media point person executes.

High Risk Social Mentions

Defined as: any negative comment from a public figure or account with very large following, or any comment that is quickly spreading.
Social media point person flags to core team for group discussion on how to approach. Core group aligns on recommendation that is sent to broader team for review. Once approved social media point person executes and provides status updates until situation is resolved.

#2: WEBSITE – CORE YEAR-ONE INITIATIVES

Refresh Website

Actions:

- Enhance design for ease of use
- Invest in visuals like photography and video to create a sense of pride
- Develop engaging graphics help visitors easily identify resources
- Embed an opportunity for feedback, in addition to reporting issues via See, Click, Fix
- Create a central and accessible "Communications Channels" page that clearly outlines options for citizens to receive updates and provide input
- Link out to Joplin partner pages, as appropriate
- Conduct internal trainings on how to use the website and ensure that Departments' needs are included in updates
- Set up call with Department Leaders and Civic Plus for training
- Implement ADA compliance measures and features
- AccessiBe is a tool that allows those with disabilities to fully access and use websites
- In addition to access, it allows websites to become legally WCAG & ADA compliant without significant time or monetary investment
- In the past, it would take an estimated 50-100 hours to get to WCAG 2.0 compliance for a small to medium size website



RESOURCE RECOMMENDATION

Now:

- Hire FTE Webmaster to serve as the primary contact for all aspects of the website, including web design and development and site and content maintenance
- Implement AccessiBe for ADA compliance measures (estimated cost: $490/year)

#2: WEBSITE – CORE YEAR-ONE INITIATIVES

Photography Investment

Types of Images:

- Drone shot of city
- Street scene
- People interacting
- People eating
- Recognizable buildings
- Notable streets
- Notable intersections
- Parks
- Landmarks





We highly recommend Joplin invest in photography for multiple reasons:

- Photography can be one of the most efficient investments to cost-effectively attain assets that lift the brand and provide long-term usage across an extremely wide range of communications
- As a local government, other forms of sourcing photography (like stock) are harder to pass off as being of the area
- A little additional production value can go a long way to add legitimacy to your communications and can help garner attention from the consumer
- By holding a photoshoot you can get the exact assets that will be most helpful to your needs

#3: ENGAGEMENT TOOLS – CORE YEAR-ONE INITIATIVES

Streamline Communications & Engagement Tools

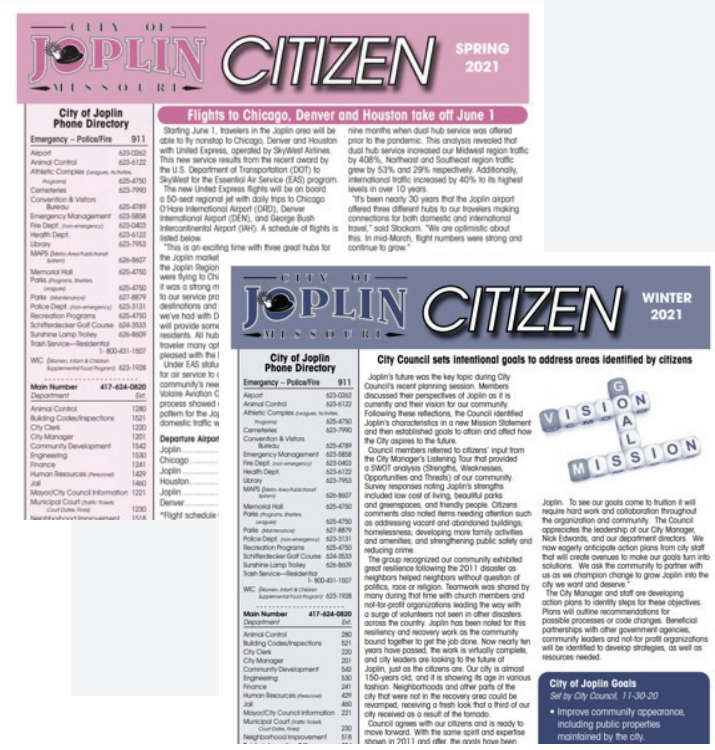
Communications Platform:

Re-invest in internal training for utilizing Civic Send in-order to:

- Send e-newsletters
- Send quick messages
- Schedule meetings
- Send emails
- Schedule and post social media content

Better position Civic Send suite for citizen use in order to:

- Receive information on city government, upcoming events, utility services, outage maps and directories
- Report a concern
- Provide public testimony and input
- Receive project updates and notifications on specific events, such as upcoming City Council meetings
- Pay bills
- Chat with a customer service representative during business hours and report issues.


CITY OF JOPLIN MISSOURI CITIZEN SPRING 2021

City of Joplin Phone Directory

Flights to Chicago, Denver and Houston take off June 1

CITY OF JOPLIN MISSOURI CITIZEN WINTER 2021

City of Joplin Phone Directory

City Council sets intentional goals to address areas identified by citizens

City of Joplin Goals

Launch internal and external communications campaign to increase usership of platform. Should include weekly social media features, newsletter feature, employee email features. Should be included in all public speaking events.

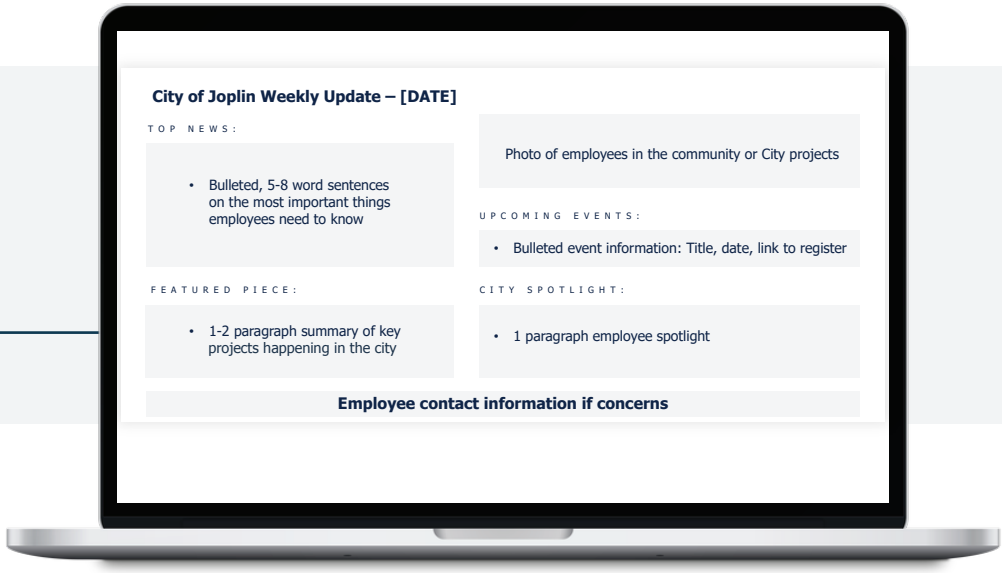
Newsletter Optimization:

- Enhance quarterly newsletter via Civic Send capabilities
- Bring it online, in addition to printed and mailed copies
- Host all editions on website
- Easy sign-up for email / receive via app
- Share via social media channels
- Make printed copies available at City Hall, City offices and partner organizations
- Conduct survey to determine if mailed option is still popular/viable

#4: INTERNAL COMMS – CORE YEAR-ONE INITIATIVES

Send Weekly Employee Email with Updates

Sample Template





Send "News Alerts" to Employees as Needed

Employees should be the first to know.

Content should include:

- City closings
- Weather alerts
- Public safety notices

#4: INTERNAL COMMS – CORE YEAR-ONE INITIATIVES

Re-organize and Launch Campaign for SharePoint Adoption

Joplin already has SharePoint tools in place, but the organization and adoption of this platform is low. It is an underutilized resource that can be a significant benefit for the city.

Adaptation Campaign:

- Set up meeting between HR and IT to define how SharePoint can be used and key features to lean into (see topics below).
- Hire Webmaster to build homepage so employees can easily access documents and features.
- Train Department Heads on use. Convey the importance that all files are stored on SharePoint and empower Department Heads to make this happen.
- Conduct mandatory, employee-wide training.
- Conduct regular check-ins with Department Heads to ensure adoption and file storage.



SharePoint Home PageNavigation Recommendation

- SharePoint offers various templates to help guide organizations on optimizing and implementing the tool organization-wide.
- A template can be implemented and modified to best suit the city's needs and significantly enhance navigability.

City Calendar	City Contact List	HR Policies and PTO Request Form
Newsletters	Working Files	City Meeting and File Archives

RESOURCE RECOMMENDATION

Now:

- Hire FTE Webmaster to serve as the primary contact for all aspects of the website, including web design, development, and management of the SharePoint site.

5-YEAR PLAN

Identify Opportunities to Streamline Processes + Improve Connections with Key Audiences

Land

Years 1-2

Implement Core Initiatives

- Streamline social media channels and develop content calendar
- Update website
- Streamline communications and engagement tools
- Enhance internal communications

Expand

Years 2-3

Proactive Communications

- Partner with organizations (i.e. Chamber of Commerce, economic development groups, etc.) to pitch features on Joplin's growth, amenities and culture to local, state and regional publications.
- Hire 2-3 more staff for communications team
- Dedicate time to increasing executive visibility; get City leadership (i.e. Mayor, Resiliency Officer, etc.) in front of organizations/groups, etc.

Lead

Years 4-5

Lead: Local & Regional Coalition

- Identify existing organizations with interest in economic development, housing, education, recreation, safety
- Create city-wide coalition dedicated to working together
- Create communications agreement to amplify work; City's name should always be cited as a founder
- Meet monthly and assign staff to lead
- Build a regional coalition of similar cities to increase tourism to the Midwest

RESOURCE RECOMMENDATION

FTE:

- Webmaster: Manages and implements updates to websites (internal and external), acts as an internal resource for employees and implements training and adoption processes for platform usage.
- Digital Communications Specialist: Emphasis on digital platforms (website and social media), develops content calendar, works closely with Webmaster on graphic needs, works closely with Communications Specialist on content needs.
- Communications Specialist: Emphasis on writing for internal and external communications, includes newsletter updates, website content, collaborating with the Digital Communications Specialist on social media content.

FTE:

- Director of Marketing and Communications
  - Per recommendation of Director of Marketing and Communications, hire additional PTE and FTE to support initiatives.

- Hire coalition staff
- Per recommendation of Director of Marketing and Communications, hire additional PTE and FTE to support initiatives.



One part at a time, one day at a time, we can accomplish any goal we set for ourselves.

– Karen Casey

Joplin is my town! Everything I want is here. It's safe, affordable, and has options for everyone.

PUTTING THE PLAN IN ACTION

Plan Alignment & Finalization

- Gather team feedback to strategy and specific tactics
- Align on which tactics resonate most with team
- Identify any gaps in plan to be filled
- Discuss best course of socializing plan and building alignment throughout the organization

Quick Wins

- Identify ideas that can quickly go into production and get out into the world
- Draft necessary copy and messages

Larger Initiatives

- Select most resonant 'big' ideas to begin fleshing out
- Assign people, or continue with current core team, to execute the ideas
- Build out timelines and touchpoints for bringing the ideas to life

Marketing Infrastructure Next Steps

- Develop job requirements for Webmaster, Digital Communications Specialist and Communications Specialist, route through internal approvals
- Develop job requirements for Director of Marketing and Communications, route through internal approvals
- Review with new hire once in place and build their feedback into plan
- Prioritize efforts



PUTTING THE PLAN IN ACTION

Objectives

- Establish appropriate practices and methods to communicate accurate, timely and coordinated information throughout the community.
- Highlight Joplin's accomplishments, projects and programs to current and prospective residents and businesses.

Target Audiences

- Current residents
- Future residents
- Employees
- Businesses

Q1 2023 | **Q2 2023** | **Q3 2023** | **Q4 2023**

Plan Alignment & Finalization

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YEARLY REVIEW

QUARTERLY FEEDBACK LOOP

Infrastructure Next Steps

- Develop job requirements for Director of Marketing and Communications, route through internal approvals
- Review with new hire once in place and build their feedback into plan
- Prioritize efforts

ANNUAL PLANNING CYCLE APPROACH

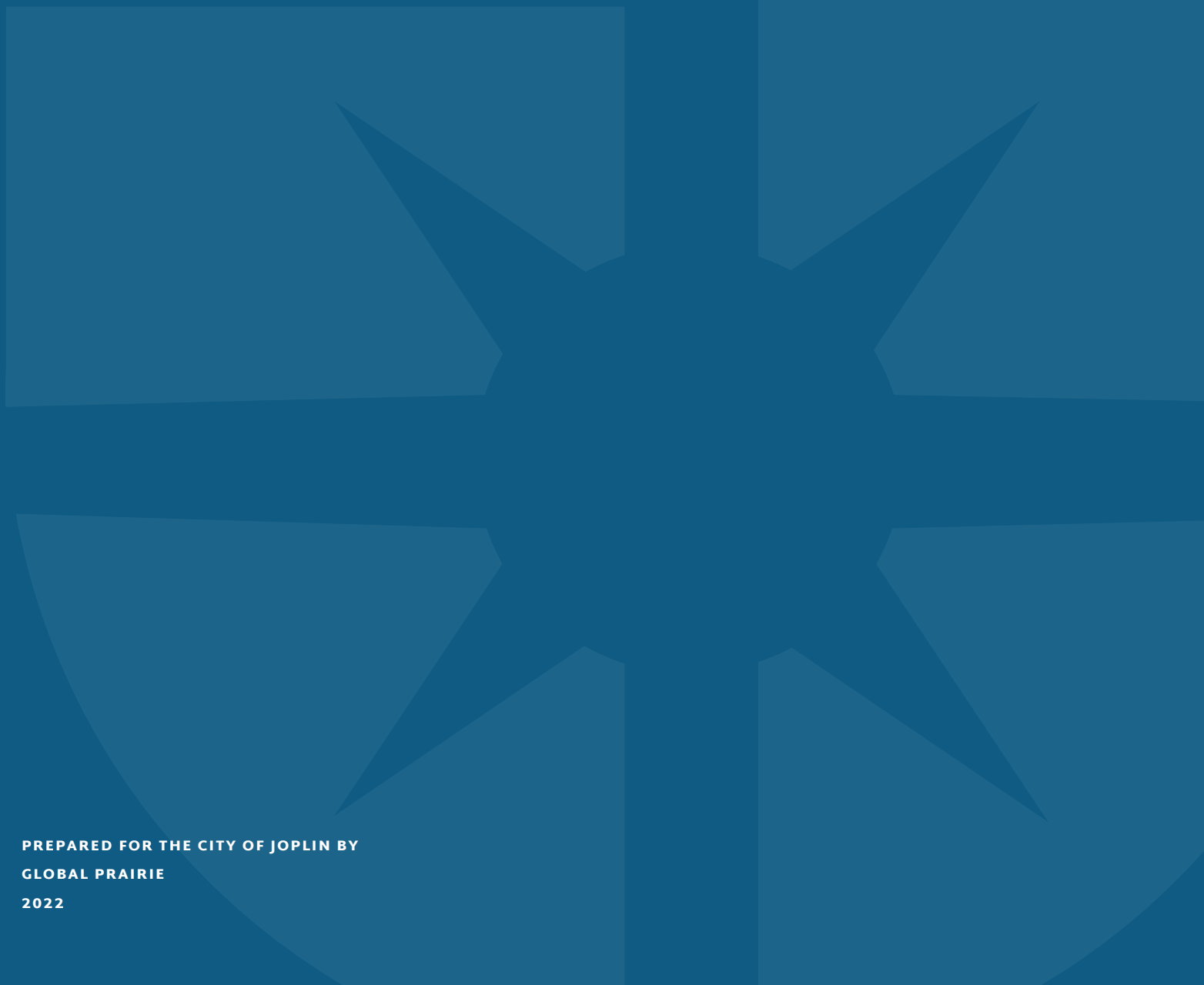




WHEN ROADBLOCKS ARE ENCOUNTERED

When you hit a roadblock or feel stuck...

- Revisit the Roadmap
- Identify what's already been accomplished
- Re-evaluate priorities and find at least 3 to refocus efforts
- Convene meetings with appropriate stakeholders to gain buy-in, foster collaboration on the best approach and continue working the plan



PREPARED FOR THE CITY OF JOPLIN BY
GLOBAL PRAIRIE
2022

City Manager Office
602 S Main Street
Joplin, Missouri 64801
417-624-6644

MEMO

To: Nick Edwards, City Manager

From: Tony Robyn, Assistant City Manager

Date: 1/5/23

RE: Development Operations/Use Tax Implementation

We have completed the evaluation of the Development Operations Assessment and Proposition Use Tax Implementation for staffing recommendations.

Planning, Development, and Neighborhood Services reviewed the planning documents and met with various staff and leadership to determine where to focus staffing and resources based on the recommendations of the Development Operations Assessment, as well as the strategic priorities as defined in the Proposition Action Implementation Plan.

Attached are the recommendations of staff complete with the costing from Finance that was presented to the Proposition Use Tax Implementation and Oversight Committee on 1/4/23.

Staff recommends the initial implementation be on neighborhood revitalization and improvements, home repair, code enforcement, and addressing vacant buildings. Additionally, there are phased in efforts and strategies with additional coordination and planning. We believe these initial efforts will enhance livability, quality of life, and economic development across the community.

After discussion, the committee fully endorsed the recommendations to present to city council.

	Proposition Use Tax and Development Operations Initiatives - New Positions	Neighborhood Improvement Supervisor	Vacant/Dangerous Building Inspector	Administrative Clerk	Project Manager	Neighborhood Services Officer/Signs	Building Inspector	Neighborhood Services Officer
1	Increase Economic Development Strategy 2: Operational Assessment		X	X	X		X	
2	Addressing Declining Neighborhoods Strategy 1: Housing Revitalization Plan				X			
3	*Addressing Declining Neighborhoods Strategy 3: Review Other City Codes (Completed)*				X			
4	Improve Community Appearance Strategy 4: Review Signage Codes	X		X		X		X
5	Addressing Declining Neighborhoods Strategy 6: Reduce Number of VDB's		X	X				
6	Addressing Declining Neighborhoods Strategy 4: Home Repair Program			X	X			
7	*Increase Economic Development Strategy 1: Annexation (Completed)*				X			
8	Addressing Declining Neighborhoods Strategy 9: Joplin Homeowners Ass. Prg			X	X			
9	Addressing Declining Neighborhoods Strategy 2: Neighborhood Imp. Zone	X				X		X
10	*Improve Community Appearance Strategy 5: Review Building Codes (Completed)*							
11	Address Homelessness Strategy 3: Maintain Private Properties	X	X	X	X	X		X
12	*Improve Community Appearance Strategy 7: Complete Streets Program (Completed)*							
13	Improve Community Appearance Strategy 8: Public Art Incentives				X			

Additional Capacity or Program Development Needed

14	Addressing Declining Neighborhoods Strategy 13: Tenant Bill of Rights	Need time and staff to coordinate the outreach and education aspect before we implement.
15	Addressing Declining Neighborhoods Strategy 10: Develop Phased Approach	
16	Addressing Declining Neighborhoods Strategy 11: Rental Property Insp/Perm	
17	Addressing Declining Neighborhoods Strategy 12: Litigation Tools	
18	Improve Community Appearance Strategy 6: Beautification Study	Possible coordination assistance from City Manager Office and Partners
19	Address Homelessness Strategy 4: Homeless Service Provider Dialogue	
20	Increase Economic Development Strategy 4: Smart Cities	
21	Improve Community Appearance Strategy 1: Adopt-A-Street Program	
22	Improve Community Appearance Strategy 2: Residence & Bus. Of the Month	

***Adding these 7 positions will touch on the above action plan items. The 2 additional neighborhood services officers will not give the level of service to complete the Action Items they are addressing, but they will help. Neighborhood Improvement Officer needed to manage and coordinate.

*** The Building Inspector position is to fill one of two recommended positions from not just the Operational Assessment Action Plan but also the ISO evaluation from 2020 which noted the need to increase the number of building inspectors by 2 positions.

*** Positions are in priority hiring order left to right column. The exception is the Project Manager could also be prioritized initially as well given the exisitng funding streams of CDBGDR, Home, MPO, and some misc. Use Tax.

Implement Immediately
Transition in with supervisory coordination and additional planning

Proposition Use Tax and Development Operations Initiatives - New Positions

Neighborhood Improvement Supervisor	- This is a critical manager level position overseeing the Neighborhood Improvement Program and Revitalization staff. This position coordinates the development of neighborhood plans; implements strategies for the revitalization of city neighborhoods; facilitates collaborative links between the City of Joplin and community organizations, neighborhoods and local institutions involved in programs to strengthen families and neighborhoods. - Plans, coordinates, assigns and reviews the work of Neighborhood Services activities and staff to ensure code is enforced and strategies and programs for the revitalization of the city's neighborhoods are met.	- Addressing Declining Neighborhoods Strategy 2: Neighborhood Imp. Zone - Address Homelessness Strategy 3: Maintain Private Properties - Improve Community Appearance Strategy 4: Review Signage Codes
Vacant/Dangerous Building Inspector	- An important position assigned to investigate dangerous building and zoning code violations and complaints. - Inspects suspected unsafe buildings to identify life and safety violations and works closely with owners on violations and explains what needs to be done for correction. - Determines status and progress of repairs needed to bring structures up to code and informs owner of condemnation procedures if violations are not corrected. - Attends all Building Board of Appeals meetings as a witness for the City and informs discussion and decision-making. - This position will work closely with the neighborhood improvement officers in dealing with property maintenance.	- Increase Economic Development Strategy 2: Operational Assessment - Address Homelessness Strategy 3: Maintain Private Properties - Addressing Declining Neighborhoods Strategy 6: Reduce Number of VDB's
Administrative Clerk	- A much needed administrative support staff to help coordinate and respond to requests for information and/or routes calls to the appropriate department staff member for response. - Maintains a variety of schedules for Planning, Zoning, and Building Divisions. - Creates a variety of reports/documents, including meeting minutes, correspondence, client records, and periodic activity reports. Maintains various commissions and boards scheduling and information. - Coordinates complaints to the appropriate division staff member for resolution; entering a variety of data/information into a computerized database.B8 - This position will also help with customer assistance at the fourth-floor counter. This will include things such as permitting, scheduling inspections or routing customers to appropriate staff within Public Works, Planning, Zoning, and Building Divisions.	- Increase Economic Development Strategy 2: Operational Assessment - Address Homelessness Strategy 3: Maintain Private Properties - Addressing Declining Neighborhoods Strategy 9: Joplin Homeowners Ass. Prg - Addressing Declining Neighborhoods Strategy 4: Home Repair Program - Addressing Declining Neighborhoods Strategy 6: Reduce Number of VDB's - Improve Community Appearance Strategy 4: Review Signage Codes
Project Manager	- Serves as Project Manager for all types of programs to include Housing, CDBG, HOME, MPO, and other projects. - Primarily researches items and manages data for various boards, commissions, and programs including the Housing Revitalization Program, Historic Preservation, Planning and Zoning, Board of Adjustment, Metropolitan Planning Organization (MPO), and Community Development Block Grant-DR. - Compiles and summarizes the data for special use permits, rezoning requests, historic preservation requests, zoning variances and exceptions for housing revitalization. - Prepares project data and distributes to commissions and council members.	- Address Homelessness Strategy 3: Maintain Private Properties - Improve Community Appearance Strategy 8: Public Art Incentives - Increase Economic Development Strategy 1: Annexation - Addressing Declining Neighborhoods Strategy 4: Home Repair Program - Addressing Declining Neighborhoods Strategy 3: Review Other City Codes - Addressing Declining Neighborhoods Strategy 1: Housing Revitalization Plan - Increase Economic Development Strategy 2: Operational Assessment
Neighborhood Services Officer / Signs	- Position proactively identifies and responds to complaints inspecting for violations of City codes and "nuisance" laws. - Drives assigned City streets and alleys to identify code violations; takes appropriate enforcement actions to ensure the code violations are corrected, including informing property owners of corrections needed and issues citations for violations if actions are not adequate. - Documents violations for court action by researching legal description of the property, verifying owner/occupant, taking photos of violations, making copies of violation notices sent and preparing a report for presentation in court. - Coordinates the city sign code to ensure proper placement and removal as appropriate; inspects and removes illegal signs on city right-of-way ensuring sightline clearance and safety.	- Addressing Declining Neighborhoods Strategy 2: Neighborhood Imp. Zone - Address Homelessness Strategy 3: Maintain Private Properties - Improve Community Appearance Strategy 4: Review Signage Codes
Building Inspector	- This position will help to ensure the current level of service being provided in performing building inspections currently required by the adopted building code and City of Joplin ordinances. - The Development Operations Assessment as well as the most recent Insurance Services Office (ISO) analysis have called for additional inspectors based off the number of permits and inspections. The City of Joplin recently received a downgrade in our ISO rating in part because of this. This position will help in addressing that recommendation.	- Address Homelessness Strategy 3: Maintain Private Properties - A3Increase Economic Development Strategy 2: Operational Assessment
Neighborhood Services Officer	- Position proactively identifies and responds to complaints inspecting for violations of City codes and "nuisance" laws. - Drives assigned City streets and alleys to identify code violations; takes appropriate enforcement actions to ensure the code violations are corrected, including informing property owners of corrections needed and issues citations for violations if actions are not adequate.C6 - Documents violations for court action by researching legal description of the property, verifying owner/occupant, taking photos of violations, making copies of violation notices sent and preparing a report for presentation in court.	- Addressing Declining Neighborhoods Strategy 2: Neighborhood Imp. Zone - Address Homelessness Strategy 3: Maintain Private Properties

CITY OF JOPLIN
RECOMMENDED NEW POSITIONS
AS OF JANUARY 1, 2023

POSITION	USE TAX FUNDING SOURCE	TOTAL STAFFING COST	EST ANNUAL SUPPLIES	TOTAL ANNUAL COST	EST EQUIPMENT COST
NI Supervisor	General	86,129	9,650	95,779	41,000
Building Inspector	General	69,349	9,650	78,999	50,000
Administrative Asst	General	51,838	1,000	52,838	5,800
Program Manager	General	74,990	3,000	77,990	5,800
NI Officer	General	64,375	9,650	74,025	45,000
Building Inspector	General	69,349	9,650	78,999	50,000
NI Officer	General	64,375	9,650	74,025	45,000
TOTAL		**480,407**	**52,250**	**532,657**	**242,600**