



Listening to Joplin

Report of the Citizens Advisory Recovery Team



Contents

Introduction	3
CART Vision	4
Overview	5
Housing and Neighborhoods Sector	7
Input Meetings Issues and Needs	7
Input Meetings Key Assets and Opportunities	7
Goals	7
Projects	8
Sector Members	8
Schools and Community Facilities Sector	9
Input Meetings Issues and Needs	9
Input Meetings Assets and Opportunities	9
Goals	9
Projects	10
Sector Members	10
Infrastructure and Environment Sector	11
Input Meetings Issues and Needs	11
Input Meetings Assets and Opportunities	12
Goals	13
Projects	13
Sector Members	14
Economic Development Sector.....	14
Input Meetings Issues and Needs	15
Input Meetings Assets and Opportunities	15
Goals	16
Proposed Projects.....	17
Sector Members	17
Cart Membership	18

Introduction

To the Joplin City Council Members:

We are a changed community.

The tornado of May 22, 2011 has made an indelible impression across our landscape and our citizens. The response of the community since 5:41 PM on that Sunday afternoon has been nothing short of heroic. Neighbors have helped neighbors; strangers have helped strangers who became friends. We have all been bound together in a common purpose – recovery.

In the spirit of “looking ahead” and “moving forward”, the CART has listened to citizens to understand their hopes and dreams of what a recovered Joplin might look like. We have heard that citizens want a changed community – but this time changed by us and not Mother Nature. We have been afforded an opportunity that we never asked for and hopefully will never come again. We have heard time and time again however that it’s an opportunity that should not be wasted.

The following pages represent a summary of what our citizens envision for a rebuilt Joplin. We’ve listened to their descriptions of improved neighborhoods, school, parks, commercial development and economic opportunity. We’ve included conceptual drawings that were the result of the community dreaming together with a group of architects and planners. Most important, we’ve included a list of projects that we believe could be catalysts for recovery. We want you to know that we are ready to stand alongside the City to achieve these goals.

Thank you for this opportunity to serve Joplin.



CART Vision

Joplin will set the standard for disaster recovery by demonstrating to America its can-do attitude. We will be recognized as a city that encourages green alternatives and healthy lifestyles. Through faith and hard work, we will be known for our vibrant business community, our commitment to innovative education and neighborhoods that meet the needs of all our citizens

Overview

The Citizens Advisory Recovery Team (CART) was formed at the suggestion of the FEMA Long-Term Community Recovery Task Force after the tornado on May 22, 2011. The CART is composed of city officials, business leaders, community leaders and residents. Our purposes are as follows:

- First and foremost, to engage residents to determine their recovery vision for Joplin and to represent that vision to the community
- To provide a systematic way to address recovery through a planning process
- To bring all segments of the community together to share information and work together

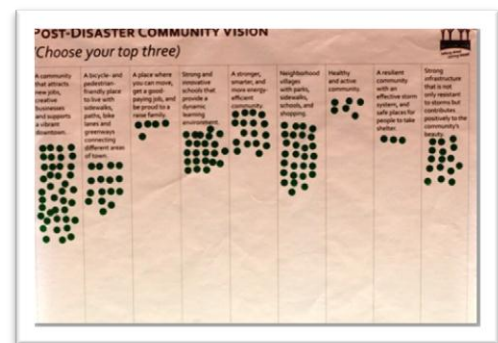
The CART is divided into four sectors – Housing and Neighborhoods, Schools and Community Facilities, Infrastructure and Environment, and Economic Development. Each sector is comprised of CART members as well as additional community members that work as part of the group.

Our process has been to gather citizen input, distill the information we received and to develop priorities. We used that information to craft a vision statement and goals. Each sector used the goals to develop potential projects that could be used as catalysts for recovery.



The first citizen input meeting was held during two sessions on July 12th at Memorial Middle School and was attended by approximately 350 residents. Large white boards were stationed around the room with questions related to each sector. Residents were encouraged to write their ideas and responses on sticky notes that were affixed to the boards. The result was a 50 page booklet that contained every piece of feedback we received. Sector groups studied the responses to determine prevailing themes.

The second input meeting at College Heights Christian School on August 17th allowed residents to “vote” on priorities with dots posted underneath each theme. Officials from HUD, the EPA and the AIA (American Institute of Architects) spoke to residents to suggest how sustainable methods could be applied across all sectors as well as possible assistance that could be received from government programs. We also solicited input by canvassing MSSU, having a booth at Boomtown Days and participating in Third Thursday downtown. The Housing and Neighborhood groups visited an event for displaced residents that were living in the FEMA trailers. We estimate that we have received over 1,500 responses. The top ranked themes that came



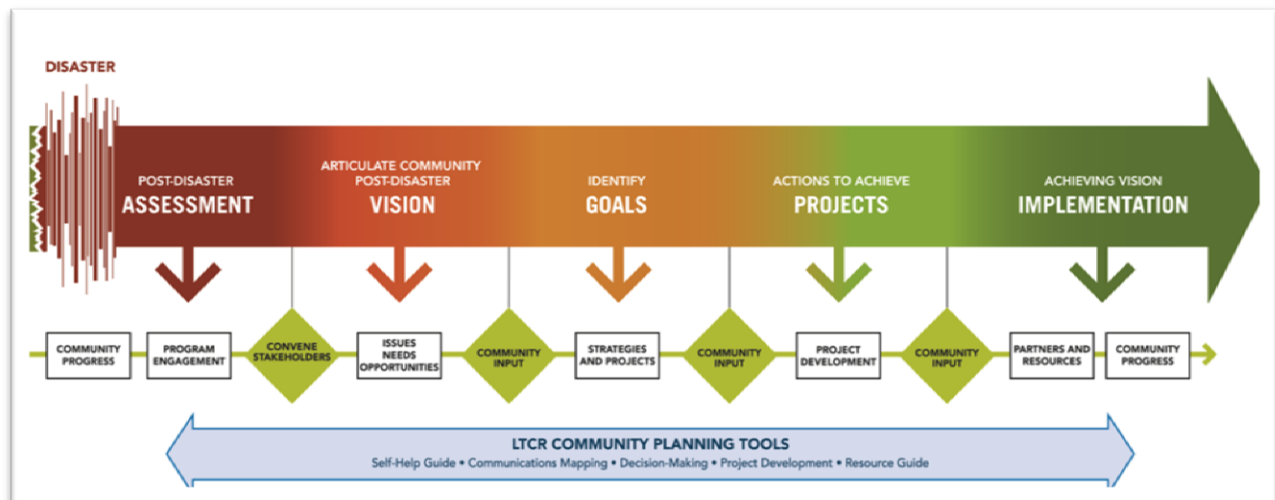
out of those meetings were used by the sectors to build their goals. These priorities also became the basis for a vision statement that the CART developed.



On September 22nd, sector group members met all together at First Presbyterian Church to participate in a workshop led by FEMA LTCR and facilitated in part by members of the AIA. Each sector worked through their goals using a decision making tool (DMT) that helped members envision projects that could act as catalyst for recovery.

On October 13-14, FEMA LTCR arranged a charrette sponsored by the American Institute of Architects. Over 60 architects, landscape architects and planners volunteered their time to bring to life many of the goals advanced by the CART through drawings, diagrams and sketches.

After that meeting, sector groups continued to work through goals and potential projects. The CART executive committee reviewed potential projects, narrowed down the list and presented them to the full group for approval.



Housing and Neighborhoods Sector

Input Meetings Issues and Needs

- Single-family: The tornado destroyed a large number of homes that were fully paid for or were insured, but the owners will not be able to afford to rebuild or cannot obtain financing now.
- Rental: There are many constraining issues which may prevent, or severely delay, rebuilding efforts such as flood plain, brownfields, proximity to railroads, etc.
- Rental: As many previous owners of single-family homes will now be unable to rebuild their homes due to financial constraints, it is anticipated that there will be greater demand for multi-family homes and rental units.
- Accessible/Universal Design homes: Prior to the disaster, there was a lack of accessible homes; therefore, homes with accessibility/universal design features will be in high demand.
- Code Enforcement/Nuisance Laws: Throughout the disaster area, home/rental upkeep was considered to be problematic.
- Neighborhoods: Strict segregation of land uses kept neighborhoods too homogeneous which led to clustering of rentals, lower-income homes, etc.
- Affordability: in every income strata, there will be homeowners and renters who previously were able to afford the residence they were in, but for a variety of reasons, will no longer be able to afford the same size or style of residence now.



Input Meetings Key Assets and Opportunities

- Redefine what “affordable housing” means. It does not just mean government subsidized housing; it also now means that homeowners/renters cannot afford the residence they previously were in due to the cost of rebuilding.
- Make new housing/neighborhoods more attractive.
- Increase connectivity between neighborhoods and other land uses such as schools, retail establishments, etc.

Goals

- Encourage sustainable, energy efficient building techniques.
- Rebuild affordable housing and low-to medium- scale in mixed use neighborhoods.
- Ensure adequate and properly placed high-density, multi-family developments.
- Encourage citizens to improve their level of renters and homeowners insurance.
- Identify new strategies for enforcing the existing housing and nuisance codes.



Projects

- ✓ Pilot *Neighborhood* – Includes green space, walking ability, connectivity, and sense of community.
- ✓ Pilot *Neighborhood Houses* – Includes energy efficient housing, recommended building techniques, and sustainable sizing and proximity.
- ✓ Create an Neighborhood Architectural Advisory Board – Composed of city leaders, architects, builders, and community leaders, Provides expertise on best practices, would allow fast track of ideas, approval or disapproval of designs, and review of resources.
- ✓ Stricter enforcement of existing nuisance codes. Provide public awareness campaign. Review nuisance and zoning codes for possible improvements.
- ✓ City wide education notices regarding insurance information to the citizens, both renters and homeowners.



Sector Members

Larry Allgood, First American Title
Bruce Anderson, Mid Missouri Bank
Jono Anzalone, FEMA
Loretta Bailey, Allstate
Brent Baker, Empire District Electric
Christy Barnhart, Missouri American Water
Amy Bass, Empire District Electric
Troy Bolander, City of Joplin
Stephanie Brady, The Independent Living Center
Kim Cox, Ozarks Gateway Association of Realtors

George Campbell, MO American Water
Scott Clayton, Habitat for Humanity
Lisa Crump, Dept. of Insurance
Janet Earl, Joplin Schools
Shane Fancher, MO. Dept. of Econ Development
Janice Franklin, LAWMO
Crystal Harrington, Home Builders Association
Jake Heisten, Congressman Billy Long's Office
Sallie Hemenway, Mo Dept. of Econ Development

Jamie Hollenberg, Senator Blunt's Office
Marilyn Lappin, Missouri Housing Development Comm
Deb Markman, Economic Security Corp.
Matt Moran, Housing Authority of Joplin
Jonathon Raiche, City of Joplin
Brian Ross, HSTCC
Curtis Scott, Economic Security Corp.
Johnny Shepard, MAW
Bradley Streeter, HUD
Maura Taylor, Catholic Charities SMO
Jennifer Tidwell, MHDC

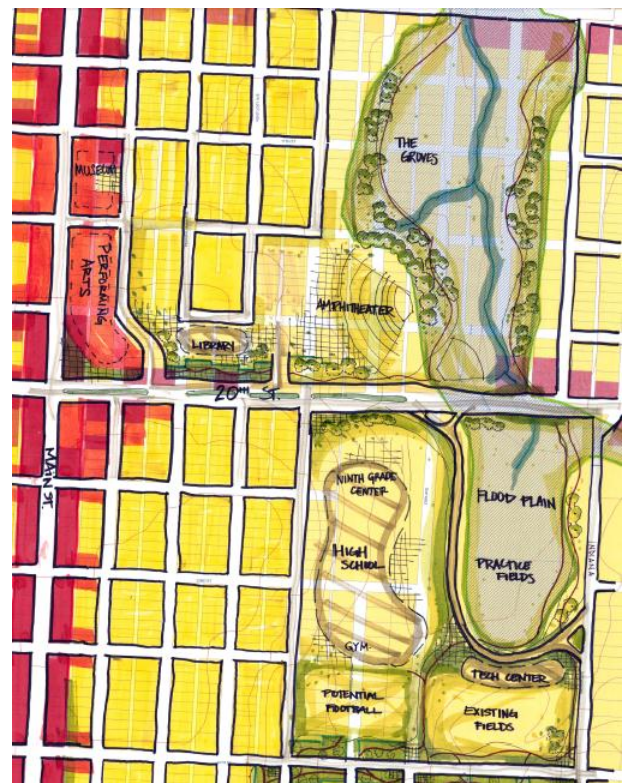
Schools and Community Facilities Sector

Input Meetings Issues and Needs

- Need to rebuild school facilities that were destroyed: Joplin High School, Franklin Technology Center, Irving Elementary School, and Joplin East Middle School.
- Need to repair school facilities that were damaged: Cecil Floyd Elementary School, Roi S. Wood Building, Emerson Elementary School, Kelsey Norman Elementary School, and Duquesne Elementary School.
- Need to balance rebuilding and improvements at affected schools with long-standing facility needs at District elementary schools
- Loss of St. John's Regional Medical Facility
- Lack of safe places to go during storm events
- Improvements to the storm warning system
- Need for a place to memorialize victims, heroes, and volunteers.
- Lack of community gathering spaces.
- Community desire for more special events and activities for all age groups

Input Meetings Assets and Opportunities

- Address overcrowding issues that existed at Joplin schools. The majority of residents favored one high school.
- Reconstruct school facilities with green technology, improved environments for learning, ADA compliance, and storm shelters.
- Expand school grounds and share facilities with the community.
- Re-allocate resources to rebuild Old South Middle School to alternative projects.
- Use schools as neighborhood anchors.
- Expand curriculum/extra-curricular offerings.
- Develop a community gathering place with multiple functions.
- Rebuild resilient, energy-efficient public facilities
- Improve access to storm shelters and safe places
- Improve and diversify the storm warning system



Goals

- ✓ Develop a 21st Century Learning environment that is flexible and innovative.
- ✓ Encourage sharing of schools and community facilities.
- ✓ Develop additional facilities to have special events, community gatherings and arts and cultural opportunities.

Projects

- House Franklin Technical Center and New High School in one building
- Build Storm Shelters within new schools
- Provide a method for 9th graders to better assimilate into high school
- Build a memorial of some kind to commemorate tornado and its victims
- Develop a Center for Arts and Entertainment
- Improve and Expand Farmers Market and Community Gardens



Sector Members

Chris Cotton, Joplin Parks and Recreation
Mary Gaarder, retired teacher
Sharon Beshore, Connect2Culture
Al Cade, MSSU
Jane Cage, Heartland Technology Solutions
Doug Doll, Arvest Bank - McClelland Branch

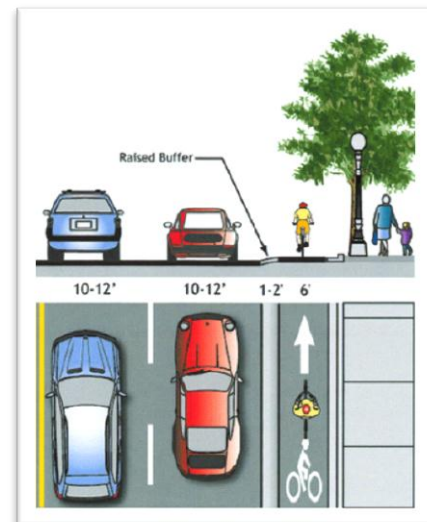
Melanie Dolloff, Joplin Schools
Peggy Fuller, SMB/Bright Futures
C.J. Huff, Joplin School District
Steev Inge, Mystery Church
Jim Moreland, PLJBD (Joplin)
Andy Perigo, Commerce Bank

Annie Sharp, School Board Member
Dawn Sticklen,
Danny Thomas, KOAM-TV
Dot Willcoxon, Library & Lafayette House
Kelli Cragin, Crowder College

Infrastructure and Environment Sector

Input Meetings Issues and Needs

- **Pedestrian / Bicycle Circulation**
 - Need for more walking/biking trails. There is no uninterrupted recreational trail/path through town for walking or biking.
 - There is no extended biking/walking trail north-south.
 - Lack of bike lanes/routes.
 - Limited connectivity between parks (neighborhood/pocket) and trails.
 - Trees are not adequately planted , causing damage to sidewalks
 - Not enough safe, ADA accessible sidewalks.
 - Some neighborhoods did not have sidewalks, neighborhoods need sidewalks.
 - No bike lanes/routes that connect schools/shopping/neighborhoods.
 - Not enough streetlights.
 - Busy/dangerous intersections (for cyclists and pedestrians).
- **Right of Way/Vehicular Circulation/Transportation**
 - East/West traffic too congested.
 - Not enough public transportation/alternative modes.
 - Too car dependent.
 - Range Line problems– too much traffic, dangerous for crossing.
 - Improvements to the Metro Transit System.
 - Adequate capacity in the local transportation network.
- **Water/Storm water/Sewer**
 - Damaged pipes, water mains needing repair/replacement.
 - Runoff concerns - lack of detention / retention facilities.
 - Lack of pervious paving.
- **Utilities (General)**
 - Overhead utility lines susceptible to damage.
 - Overhead utilities – eyesore.
- **Telecommunications**
 - Not enough sirens.
 - Lack of wireless technology (wifi).
- **Environment (+Sustainability)**
 - Storm water runoff not being handled adequately.
 - Loss of trees and vegetation.
 - Not enough recycling, especially curbside.
 - Trees next to sidewalks do not have enough space to grow adequately.
 - Lack of education on tree choices, native choices, low-water.
 - Not enough education on sustainable building practices.
- **Parks and Open Space**
 - Not enough small parks with connection to bike/walking trails.
 - Not enough open/green spaces.
 - No community gardens.
 - Lack of variety of parks (i.e. dog parks, pocket parks, centralized parks).





Input Meetings Assets and Opportunities

- **Pedestrian / Bicycle Circulation**
 - Connect communities to each other and to retail venues w/ safe walking paths/sidewalks
 - Sidewalks should be kept in neighborhoods that are being rebuilt and install them in neighborhoods that did not originally have them.
 - It should also be a priority to establish sidewalks leading to all the schools to prevent kids from walking in streets and ensure their safety. Look into Safe Routes Program/grants
 - Provide bike lanes/routes that connect neighborhoods, downtown, shopping areas, rec areas
- **Right of Way/Vehicular Circulation/Transportation**
 - Right turn only on Range Line.
 - Improve Metro Transit System.
 - Additional modes of transportation.
 - Improve Trolley system, more stops.
 - Keep alleys.
 - Take measures to improve flow of traffic.
 - Install roundabouts to reduce traffic delays and accidents.
- **Water/Storm water/Sewer**
 - Water conservation and storm water diversion through city-wide rain gardens, bioswales, retention ponds, etc.
 - Install storm water management techniques in public areas such as pervious paving to facilitate absorption.
 - Improvements to water lines, sewer, etc.
- **Utilities (General)**
 - Bury power/electric lines.
 - Additional improvements and maintenance to utilities.
- **Telecommunications**
 - Improve storm warning system (more sirens).
- **Environment (+Sustainability)**
 - Continue cleanup superfund sites within the disaster footprint.
 - Continue monitoring lead contamination levels

- Move sidewalks to the edge of curb to allow more room to plant trees, keep trees healthy
- Plant community fruiting trees for pedestrians to enjoy
- Provide more recycling opportunities, make it user friendly (i.e. curbside)
- Provide more education on planting trees
- Introduce 'sustainable' practices such as greywater usage, others?
- **Parks and Open Space**
 - Maximize open /green space.
 - Invest in parks damaged by storm; create different types of parks with a variety of amenities.
 - Is Joplin still a Tree USA city? Rebuild to this status.
 - Expand and vary park system, include a variety of types and sizes of parks

Goals

- Effective transportation system that incorporates multi-modal forms, with emphasis upon bike and pedestrian use, along with expanded public transportation services.
- Educate public on issues and economic feasibility for underground utilities and telecommunication resources.
- Create a community mind-set that values environmental sustainability through such efforts as recycling, reforestation, and water management.
- Link different types of parks and natural areas which encourage recreational opportunities.
- In neighborhoods that are rebuilding, ensure residents have access to an open space.
- Provide connectivity in neighborhoods to schools, parks, community facilities and retail establishments.
- In rebuilding neighborhoods, build sidewalks and/or pathways along roadways within radius of all of schools and parks

Projects

- ✓ Require bike lanes for all new street construction where streets are functioning as a collector level or greater.
- ✓ Sidewalks installed on both sides of street in new developments of all types (residential, commercial, industrial).
- ✓ Create a Joplin Creek Trail System that links into parks/green areas of all types, especially in conjunction with flood plain areas. Focus upon development of a significant trail system within our community to foster walking, jogging, running,, and biking by our residents.
- ✓ Create water retention and bioswale areas in public parks (where appropriate) to capture and slow storm water runoff. Add rain gardens with planting of native species and appropriate tree plantings.
- ✓ Establish city-wide curbside recycling and more recycling receptacles at public facilities and events.
- ✓ Educate residents and business owners about storm water management, recycling, and reforestation practices.)



Sector Members

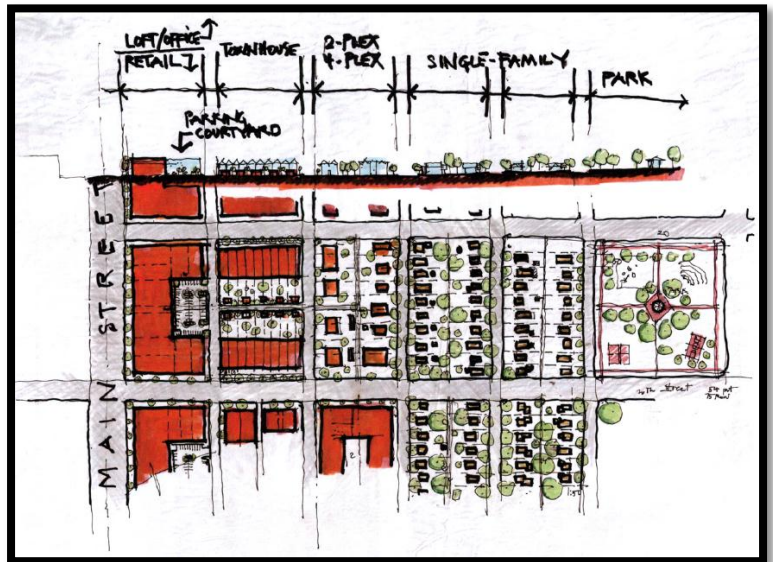
Ray Brown, Duquesne
 Jay Chism, MU Extension
 Chris Cotton, Parks Director
 Lisa Crump, Past member of Springfield City
 Utilities
 Theresa Dohm, Joplin Road Runners
 Mary Gaarder, Retired teacher
 Jason Grossman, Tree Board

Chelsey Hall, Resident
 Stephen Kauffman, ABLE Manufacturing
 Eric Kellstadt, City of Joplin
 Kelly Maddy, Joplin resident
 Kirsten O'Dell, Master Gardener
 Dan Pekarek, City of Joplin
 Chris Pistole, Wildcat Glades
 Jonathan Raiche, City of Joplin
 Melanie Reed, Resident

Matthew Robertson, Resident
 Megan Robertson, Resident
 Jon Skinner, Urban Forester, MDC
 Mari Wynn Taylor, concerned resident
 Angie Thomure, Freeman Health System
 Novella Webster, Resident
 Christina Williams, Resident, LEED Green Associate



- Expand and enhance existing programs of local and regional organizations to assist with retaining and recruiting businesses.
- Provide assistance to relocate and restore employment opportunities.
- State and federal assistance could be leveraged as well as that of private foundations to supplement and complement local resources.
- Increase local assistance for local businesses to relocate and/or restored.
- Use the notoriety brought by the storm to attract businesses to the Joplin area.
- Real estate and development businesses provide new buildings to replace destroyed and damaged ones.
- Work Force Development and Retention
 - Leverage private foundation, state and federal programs to retrain unemployed workers.
 - Expand and enhance existing programs for work force training.
- Quality of Life & Housing
 - Rebuilding local housing expands local employment opportunities.
 - Local businesses pursue opportunities in the construction industry.
 - Re-building housing and community facilities provides opportunities for both workers and businesses.
 - Rebuilding the schools and the hospital expand employment opportunities.
- Infrastructure and Environmental
 - Rebuilding presents opportunities to utilize modern environmental and sustainable methods and materials.
 - Expand the service and facilities at the airport.
 - Improve the traffic system to assist businesses.
- Land Use Planning
 - Recovery planning, comprehensive planning and economic development strategies identify new opportunities for the Joplin community.
 - Stream line development processes to encourage redevelopment.
 - Encourage land assembly to provide modern business sites.
 - Local recovery planning can take advantage of the experience of other communities.
 - Revitalizing the southern sections of the Main St area.
 - Changing local plans to encourage urban villages for live and work.



Goals

- ✓ Assure stability of existing employment base and enhance the base with new, quality job opportunities. Expand availability of workforce and enhance workforce skills.
- ✓ Develop, promote and support opportunities to develop major, mixed use, anchor projects to accelerate rebuilding in key areas.

- ✓ Enhance and expand the resources and incentives available to support the growth/retention of existing businesses and the attraction of new businesses.
- ✓ Designate key commercial corridors to allow for consistent business development in areas other than Range Line Road and 32nd Street.
- ✓ Within the corridors in question, code restrictions and minimum design standards should be incorporated to ensure consistency of materials and design

Proposed Projects

- Strongly consider key corridors for near-term and long-term commercial, multi-family and mixed use development including
 - 20th Street : Duquesne Road to Schifferdecker
 - South Main: 15th Street to 50th Street
 - 26th Street: Main Street to Maiden Lane
 - Connecticut: 20th Street to 32nd Street
- Develop and Enforce Design Standards Committee
 - Require sufficient depth from the corridor street to allow for quality development (at least one block)
 - Encourage consistency of construction materials and appearance
 - Require a higher level of landscaping around buildings and parking lots than currently exists
- Pursue and support the development of a medical school, possibly in partnership with MSSU or other host
- Develop a Virtual Spec Building
- Establish and develop workforce housing projects to re-establish and maintain a quality workforce.
- Provide workforce soft skills training through adult and student programs utilizing tools such as Alchemy.
- Establish the Joplin area as “workforce ready” by strongly supporting the state efforts on “work ready” certification at the adult and student levels.
- Develop major, mixed use anchor projects to encourage redevelopment in key areas, with an emphasis on maintaining quality of living concepts expressed in other CART areas.

Sector Members

Alden Buerge, First State Bank
 Brandon Freed, Above Par Transportation
 Gary Box, Joplin Chamber
 Harry Rogers, Harry S. Truman Coordinating Council
 Jasen Jones
 Jay Chism

Larry Warren
 Lisa Robinson
 Mike Pence, Retired
 Mike Wiggins, Granny Shaffers
 Randy Moore Eagle-Picher
 Rob O'Brian, Joplin Chamber
 Ron Gatz, Empire District

Sallie Hemenway, Mo Dept of Economic Development
 Sean Anderson, General Mills
 Shelly Kraft, Kraft Insurance
 Tonya Sprenkle, Joplin Chamber
 Clive Veri, Commerce Bank



Cart Membership

Chairman:	Jane Cage, Heartland Technology Solutions
Vice-Chairman:	Andy Martin, Walmart
Housing & Neighborhood Co-Chairs:	Kim Cox, The Ozarks Gateway Association of Realtors Matt Moran, Joplin Housing Board
Schools & Community Facilities Co-Chairs:	Doug Doll, Arvest Bank Jane Cage
Infrastructure & Environment Co-Chairs:	Amanda Bilke, The Katie Bell Agency Clifford Wert, US Bank
Economic Development Co-Chairs	Randy Moore, Eagle-Picher Fred Osborn, Commerce Bank
Additional Members:	Daricus Adams, 4 States Advertising Bruce Anderson, Mid-Missouri Bank Sean Anderson, General Mills Matt Barnhart, Missouri American Water Company Brad Beecher, Empire District Electric Company Dustin Borland, Missouri Gas Energy Alden Burge, First State Bank of Joplin Michelle Ducre, Community Foundation of SWMO Gary Duncan, Freeman Health System Crystal Harrington, Home Builders Association of SW Missouri C.J. Huff, Joplin School District Deborah Kenny, Totally You Global Technology Rob O'Brian, Joplin Area Chamber of Commerce Daniel Pekarek, Joplin Health Department Gary Pulsipher, St. John's Regional Medical Center Mark Rohr, City of Joplin Bruce Speck, Missouri Southern State University Denny White, City of Duquesne Mike Woolston, PRO 100 Inc., Realtors
Special Thanks to the Following:	Steve Castaner, FEMA LTCR Kathleen Fitzgerald, FEMA LTCR Zachary Graves, FEMA LTCR Allison Crnic, FEMA LTCR Tonya Sprenkle, Joplin Area Chamber of Commerce Gary Box, Joplin Area Chamber of Commerce Brandon Duke and the Central States Chapter of the AIA