



## PHASE 4: IMPLEMENTATION PLAN

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# TABLE OF CONTENTS

<b>Project Overview .....</b>	<b>1</b>
<b>Joplin Regional Economic Development Strategy .....</b>	<b>3</b>
<b>Implementation Plan .....</b>	<b>5</b>
<b>Organizational Dynamics .....</b>	<b>6</b>
Structure .....	6
Implementation Committee .....	6
Work Groups.....	7
Implementation Agent .....	9
Staffing .....	9
Principal Implementation Partners .....	14
Local Economic Development Organizations.....	14
Local Chambers of Commerce .....	14
Public Sector Leadership.....	15
Workforce Development Boards .....	15
Higher Education Institutions .....	15
<b>Action Timelines.....</b>	<b>16</b>
Action Timelines Key.....	16
Implementation Partners .....	17
Pre-Implementation: November 2012–June 2013 .....	18
Pre-Implementation.....	19
Year One: July 2013–June 2014.....	22
Staffing .....	23
Goal 1: Learn and Advance .....	24
Goal 2: Work and Prosper .....	26
Goal 3: Live and Thrive.....	30
Goal 4: Recognize and Celebrate .....	32
Year Two: July 2014–June 2015.....	34
Goal 1: Learn and Advance .....	35



Goal 2: Work and Prosper .....	38
Goal 3: Live and Thrive.....	41
Goal 4: Recognize and Celebrate .....	43
Years Three through Five: July 2015–June 2018.....	44
Goal 1: Learn and Advance .....	45
Goal 2: Work and Prosper .....	47
Goal 3: Live and Thrive.....	48
Goal 4: Recognize and Celebrate .....	50
<b>Performance Metrics .....</b>	<b>51</b>
<b>Conclusion.....</b>	<b>54</b>

## PROJECT OVERVIEW

The Joplin Region has endured significant challenges in the past year; as it began to surface slowly from the national recession that crippled most U.S. metros and regions, its principal city was significantly damaged by an EF-5 tornado in late May 2011. Over a year after this disaster, the cities of Joplin and Duquesne are emerging successfully from initial recovery efforts. Leaders want to ensure that as local rebuilding takes place over the next several years, economic development actions moving forward are regional in scope and pursue efforts in the seven-county, three-state Joplin Region comprised of Barton, Jasper, and Newton in Missouri; Crawford, Cherokee, and Labette in Kansas; and Ottawa in Oklahoma.

As part of that process, the Joplin Regional Prosperity Initiative (JRPI) has recognized the need for a comprehensive regional strategy to tie together current efforts, identify visionary, aggressive new initiatives, and provide the framework needed to increase the economic competitiveness and livability of the region. To that end, the JRPI has retained Market Street Services, a community and economic development consulting firm based in Atlanta, Georgia, to help coordinate the development of a long-range economic development strategy for the region.

The Joplin Region must be established and sustained as a competitive location for talent and businesses. Now, more than ever, the region must become more competitive by charting its own course, working as a team, and leveraging every possible asset at its disposal. The significantly altered competitive landscape wrought by the Great Recession and natural disaster has shown that the best-laid plans of just a few years ago are not sufficient anymore.

The Joplin Regional Economic Development Strategy process is comprised of four phases over eight months. The outcome of this process, led by a committed steering committee of public and private sector leaders from across the region, is an actionable five-year blueprint for strengthening the region's existing assets, addressing historic and emerging challenges, and leveraging future opportunities that increase the overall prosperity and quality of experience for all of the Joplin Region's citizens, workers, and businesses.

**Phase I—Competitive Snapshot and Stakeholder Input:** The Competitive Snapshot report provided a thorough "environmental scan" of the region's competitive position. The seven-county region was benchmarked against the state of Missouri, the nation, and three comparison communities—Anderson, South Carolina; Evansville, Indiana-Kentucky; and Jonesboro, Arkansas. The Snapshot also highlighted future challenges and opportunities for the area to provide improved access to prosperity and quality of life for all residents.

An important component of this phase, and the entire process, was outreach to core stakeholders to fully understand the advantages, challenges, and long-term vision of the region. Approximately 1,300 business owners, community leaders, young professionals, and other residents participated in focus groups, one-on-one interviews, and an online survey. The Competitive Snapshot report combined quantitative data analysis and the qualitative findings gathered during the Stakeholder Input period.

**Phase II—Target Business Analysis:** The Target Business Analysis drew from the initial research and stakeholder input gathered during Phase I and provided a fresh look at the region’s economy, given the significant changes that have occurred since the Great Recession. Target business sector recommendations focused on the continuing strengths of business sectors already given focus in the region and explore potential, emerging sectors to be considered.

**Phase III—Regional Economic Development Strategy:** The Strategy is the means by which the seven-county region will build upon its existing accomplishments to chart a fresh and new path for continued success over the next five years.

What are the strategies to renew and reform the region’s trajectory of quality development and growth? What capacities and resources are necessary to strengthen the region’s competitive position in today’s economic landscape? What successful programs and efforts are already underway? The Regional Economic Development Strategy answered these questions with new approaches and proven best practices to address future challenges and maximize opportunities facing the region, while focusing on areas that contribute to sustaining and growing the community.

The Strategy included programs that are innovative in addressing the new economic realities and needs of businesses, enabling the region to compete in the near and long term future. It contained goals, objectives, and actions to make the region a distinctive community in its four-state area and the country.

**Phase IV—Implementation Plan:** The Implementation Plan provides a review and assessment of existing and new programs and organizational structure to carry out the Joplin Regional Economic Development Strategy. A clear first-year plan is presented along with priorities for immediate action in the Implementation Plan, along with second- to fifth-year timetables. New activity measures and outcomes are included.

# JOPLIN REGIONAL ECONOMIC DEVELOPMENT STRATEGY

Developed through comprehensive, regional quantitative and qualitative research, the strategic plan represents the “what” that the seven-county region must do to advance its economy and community vision over the next five years. The following graphic shows the principal goal areas of the strategy and their related themes.

## The Joplin Region will be...



### 1: ...A place to learn and advance.

- K-12 education
- Higher education
- Skilled workforce development
- Brain gain



### 2: ...A place to work and prosper.

- Innovation and entrepreneur growth
- Target business competitiveness
- Existing business development
- Marketing the opportunities



### 3: ...A place to live and thrive.

- Quality of life infrastructure and amenities
- Health and wellness



### 4: ...A place to recognize and celebrate.

- Community beautification
- External perception
- Regional identity

These goals and themes—and their corresponding objectives and action steps—came largely from issues, opportunities, and challenges that consistently emerged from regional stakeholder feedback in focus

groups and the online survey. These were applied to the four goal areas to organize the targeted objectives for the region to pursue throughout the strategic cycle.

Moving forward, Market Street recommends that the strategic process and five-year implementation be branded in order to effectively communicate and coordinate the partners, activities, and outcomes of the strategy. Since this is the second economic development strategic planning process for the region led by the Joplin Regional Prosperity Initiative, the campaign could be branded JRPI 2.0. For the purpose of clarity and consistency, this document will refer to the five-year campaign as **JRPI 2.0**; however, regional leaders may decide on another name before the public rollout and strategy launch.

## IMPLEMENTATION PLAN

The Implementation Plan serves as the operational document in relation to the broad and detailed components of the Joplin Regional Economic Development Strategy. This Implementation Plan identifies the fiscal and personnel resources required to effectively implement the first year of JRPI 2.0's vision for the seven-county region it serves, as well as the necessary lead and supportive partners for all key action steps.

It should be noted that while the Strategy and Implementation Plan attempt to be comprehensive, they do not include all of the detailed, step-by-step actions needed to resolve all of the Joplin Region's competitive issues. Action plans that will guide day-to-day workflows of partner organizations should be developed by those institutions themselves. While the strategic planning process and this Implementation Plan identify ways that plans could be leveraged or enhanced—and efforts refocused or repositioned—they have not generated hundreds of pages on the "hows" of accomplishing these goals.

## ORGANIZATIONAL DYNAMICS

The Joplin region will need to expand and redirect organizational capacity to support the implementation of JRPI 2.0. In addition to increased and realigned staffing and funding, future action requires coordinated and committed participation from a range of organizations across the region such as local chambers of commerce, city and county governments, private businesses, educational institutions, and non-profit groups. The Joplin Region's multi-state geography is both an advantage and a challenge for implementation of JRPI 2.0. The breadth of assets enables the region to be more competitive, but implementing programs and processes across state and county lines requires even greater levels of coordination, collaboration, and relationship building. Stimulating holistic economic development will involve aligning new capacity with existing programs in an efficient structure so that efforts of individual organizations move the initiative forward without overlapping other partners or programs. The following section proposes an optimized organizational structure.

JRPI 2.0 will impact many of the Joplin Area Chamber of Commerce's activities over the next five years. As the strategy's lead implementation coordinator, the Chamber will need to maintain personnel and programming that reflect the Strategy's goals, objectives, and actions and its regional scope.

The four goals described in the previous section are interrelated and must be approached purposefully. Failure to achieve results in one goal significantly threatens the success of the others. The interrelation of the goals will compel the Joplin region's many stakeholders to work collaboratively. Though the Chamber will serve as the lead implementation entity, success hinges on sustained, positive involvement from all organizations represented in the Steering Committee and beyond.

## Structure

The structure of the Joplin Area Chamber of Commerce, the lead implementing organization of the Strategy, must correspond to the principal goal areas and programmatic components of the regional strategy. Day-to-day staff activities and performance measures should relate to the program of work recommended in this Implementation Plan. While the Chamber will not directly implement all efforts in the Strategy, it must nevertheless have the capacity to coordinate the work of its regional partners.

## IMPLEMENTATION COMMITTEE

Without strong, sustained participation from key regional stakeholders, JRPI 2.0 will fail. Above all, what is important is that an implementation framework is created to ensure that actions taking place to advance JRPI 2.0 are effectively coordinated and collaborative.

It is Market Street's belief that the Steering Committee members, the leaders of the regional strategic development process—with some important additions, such as young professionals, smaller communities, and emerging leaders—should continue on in the role of an Implementation Committee. By staying

together as a unit for the purpose of shepherding implementation of the Strategy's goals and action steps, the Implementation Committee should serve as the "keeper of the goals" of JRPI 2.0, taking ownership of the Strategy's outcomes and monitoring progress towards realization of performance benchmarks, as well as leveraging knowledge of and experience with efforts from previous JRPI and regional economic development activities off of which to build and sustain new activities.

The Committee should be responsible for specific oversight of strategic implementation to ensure that all key stakeholder groups critical to effective strategic implementation are represented around the table and that the new programs and activities of the strategy are truly taking the Joplin Region to the next level of success.

All strategic investments and programming and should be reported to the Implementation Committee, which will also receive updates from staff and implementation partners. Market Street recommends that two co-chairs be selected to lead the Committee: one from the public sector and one from the private sector. This will ensure that both constituencies are actively involved in implementation. The length of time the Implementation Committee is in existence, as well as the frequency of its meetings, will be determined as JRPI 2.0 implementation advances.

## WORK GROUPS

The implementation effort would benefit from the formation of Work Groups oriented around the four goal areas of the Strategy. Creation of Work Groups allows those entities currently involved in various activities to be leveraged and expanded in implementation to meet and discuss how best to integrate (and, potentially, expand) their activities to move implementation forward based on the Strategy.

The Work Groups are where the rubber meets the road in terms of proactively executing the strategic goals, objectives, and action steps. These groups will be led by individuals on the Implementation Committee and include top representatives from key regional stakeholder entities involved in supportive implementation activities in the Joplin region. It is critical that the private sector is strongly represented on each Work Group. Each Work Group will focus on tasks in a goal area (or combined goal areas) of the strategy.

1. Learn and Advance
2. Work and Prosper
3. Live and Thrive
4. Recognize and Celebrate

There are existing individuals and stakeholder groups already discussing and working on issues either in concert with or independent of JRPI 2.0 efforts that may overlap the strategy's principal goal areas and objectives. It is therefore encouraged that the Implementation Committee leverage, reposition, or incorporate any existing committees or groups in the roles of a Work Groups. For example, the existing Joplin Regional Partnership may adopt the role of the Work Group for Goal 2. Goal 1 could be implemented by the Regional Talent Partnership proposed in the strategy (Objective 1, Action 1).

Each Work Group will have a chairperson from the Implementation Committee who will report back to the Implementation Committee on progress related to its goal area. The Committees will be staffed by a representative from the professional JRPI 2.0 staff at the Chamber or a trusted partner organization, who will report key issues to stakeholder partners in the public and private sectors.

As implementation commences, JRPI 2.0 staff can work with local partners to determine the best plan for moving forward with Work Group development.

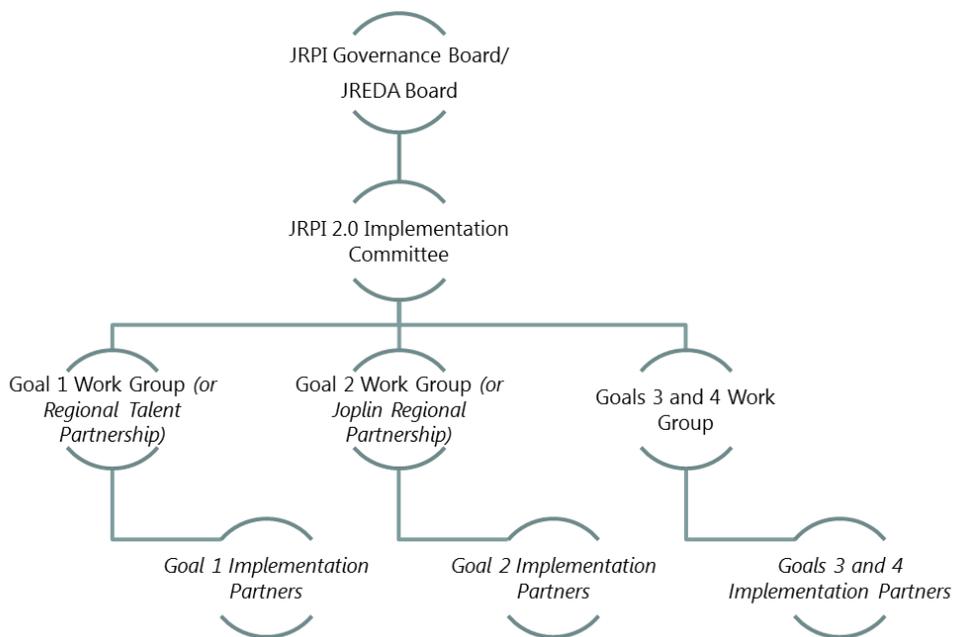
As soon as their members are determined, the Work Groups will begin the implementation of their strategic components as written. Priorities can be reordered if necessary, but it is important that the Work Groups respect the comprehensive, consensus process that resulted in the determination of the Joplin region's strategic priorities. The Strategy is the boundary for the initiatives and activities of Work Groups and their partners, under the banner of JRPI 2.0. In partnership with the implementation partners and organizations, Work Groups will initially be charged with identifying the region's current and anticipated capacity needs in terms of programs, personnel, and funding that will be required to effectively implement each strategic goal.

The Joplin Business and Industrial Development Corporation is currently in the process of changing its business name to the Joplin Regional Economic Development Alliance (JREDA) to indicate its broader, regional scope. It is recommended that as the board of directors of the JREDA is populated with a wider representation from across the seven counties, the current JRPI Governance Board (which has no formal legal structure) transition to become the executive committee of the JREDA board. The change of the JBIDC to the Joplin Regional Economic Development Alliance provides an opportunity for a unified approach to regional economic development leadership and funding, while continuing to contract with the Joplin Area Chamber for services (as will be discussed in the next section on staffing).

The JREDA board will oversee the Implementation Committee and each Work Group related to the four goals, while the Work Groups will coordinate and communicate with the implementation partners related to each particular goal area. The JREDA board and its executive committee represent an existing entity—the current JRPI Governance Board—with knowledge of strategic implementation and experience in discussing and coordinating its principal objectives. Therefore it is the natural overseer of the JRPI 2.0 process.

The following graphic represents the implementation structure for JRPI 2.0.

**PROPOSED VOLUNTEER STRUCTURE TO IMPLEMENT JRPI 2.0**



## Implementation Agent

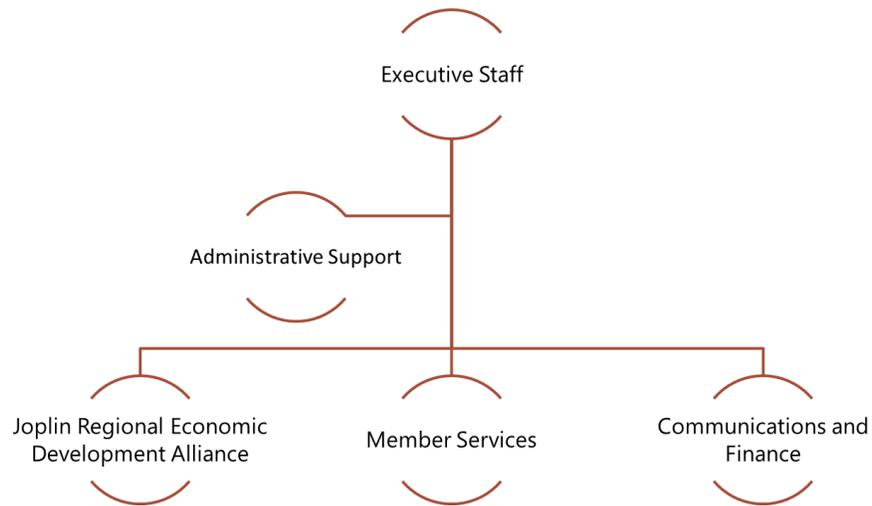
### STAFFING

The Joplin Regional Prosperity Initiative began in 2009 as a five-year fundraising campaign partnership for the Joplin Area Chamber of Commerce, the Joplin Business and Industrial Development Corporation (JBIDC), the Joplin Regional Partnership, and the Joseph Newman Innovation Center. JRPI was not professionally staffed, although three of the four entities for which it was fundraising are staffed, with the JBIDC staffed in contract with the Joplin Area Chamber. These entities under JRPI serve different geographic areas.

Market Street feels that effectively overseeing implementation of a plan with the regional scope and programmatic depth of the Joplin Regional Economic Development Strategy will require professional staff capacity at the Joplin Area Chamber of Commerce dedicated to JRPI 2.0 and the seven counties united in this effort.

The following chart illustrates the JREDA as a proposed division within the Joplin Area Chamber of Commerce. Economic development functions are expanded to be regional in scope and the JREDA acts as the economic development division of the Chamber.

**PROPOSED JOPLIN AREA CHAMBER OF COMMERCE DIVISIONS**

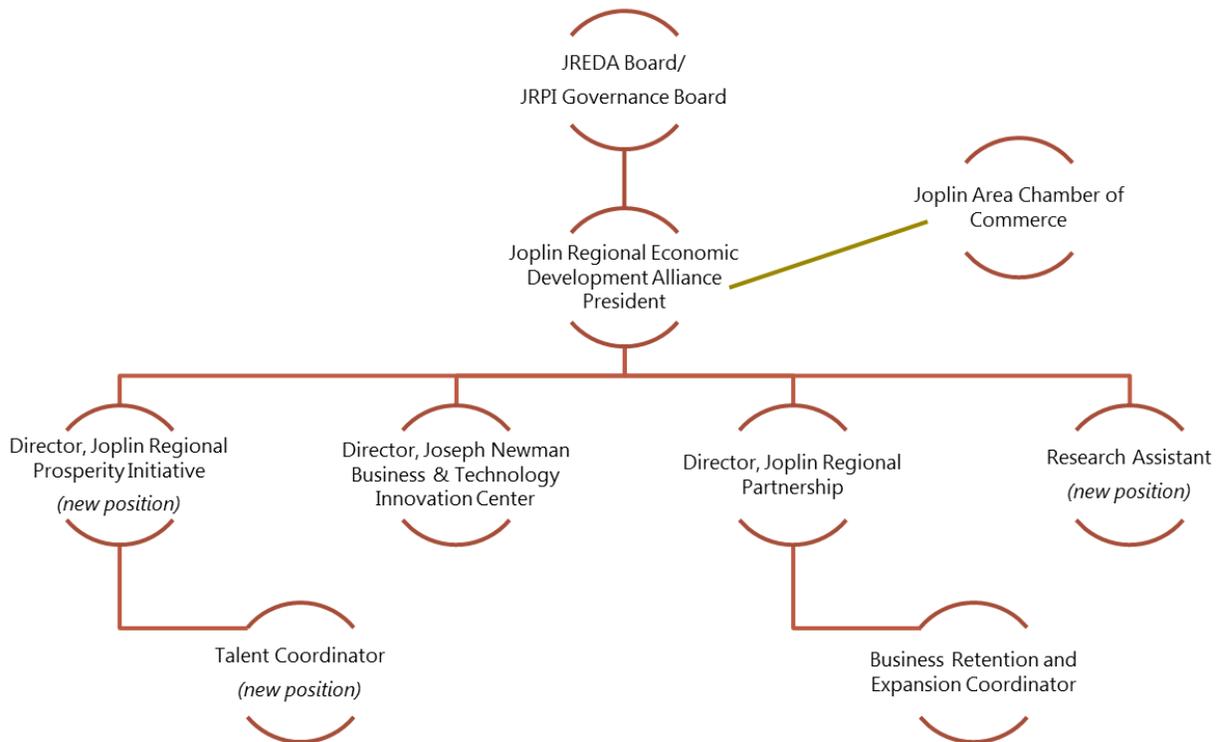


Currently, the JRPI is an umbrella campaign formed to fund the last strategic cycle. The JRPI is led by a Governance Board and staffed by the Joplin Area Chamber through a contract with the Joplin Business Industrial Development Corporation (to be called the JREDA in the near future), the fund through which public and private partners invest in the JRPI.

The JRPI should be sustained and continue to be carried out by professional staff to coordinate and administer regional economic development activities on a day-to-day basis and provide the governing body—the JREDA board—local groups, and volunteers with leadership, support, or guidance for strategic program activities. The breadth of activities encompassed in the Strategy that are necessary to move the Joplin Region forward in competitiveness and prosperity will be too demanding to be tasked to a volunteer board and a couple of staff. Full-time staff working on these programs and tasks over the next five years will play a critical role in coordinating with volunteers, partners, and other important stakeholders to carry out the regional vision and goals of JRPI 2.0.

The proposed staffing structure to accommodate the Chamber’s role as lead JRPI 2.0 implementation entity is shown.

**PROPOSED JREDA DIVISION STAFF**



Building the necessary capacity to coordinate JRPI 2.0 implementation will require three additions to the JREDA staff: the JRPI Director, the Talent Coordinator, and a Research Assistant.

- The JRPI Director will oversee all strategic initiatives under the banner of JRPI 2.0 and coordinate regularly with partners and investors.
- The Talent Coordinator will focus on most of the objectives and activities of Goal 1 that fall under the Regional Talent Partnership’s roles.
- The Research Assistant will provide research and data support to all staff and volunteers involved in the work of JRPI 2.0 implementation.

The Joplin Area Chamber of Commerce President and CEO is also positioned as the JREDA President. Through the JREDA role, the President will oversee staff dedicated to JRPI 2.0 implementation. The solid yellow line in the previous organizational chart shows the relationship of the JRPI staff and programs to the Joplin Area Chamber.

JRPI 2.0 implementation will leverage the existing Joplin Regional Partnership staff for regional business recruitment and marketing and Joseph Newman Innovation Center staff for entrepreneurship and innovation efforts, and fill the now-vacant position of Business Retention and Expansion Coordinator, who will be charged with implementing the program at the regional level in partnership with local economic development professionals. This is a change from the previous geographic scope of the position, which was funded by the State of Missouri, although it did provide service to southeast Kansas.

In addition, because implementation of JRPI 2.0 will expand the structure, activities, and resources for economic development in the Joplin Region, the existing relationship between the Joplin Regional Partnership, the Joplin Area Chamber, and local economic development entities and chambers of commerce relative to JRPI must be redefined to ensure local practitioners are in step with regional goals and that Chamber staff implementing JRPI 2.0 offer value-added services, resources, and programs for these organizations.

Job descriptions for the existing positions are also included due to the broadened program of work and expanded geographic scope derived from JRPI 2.0.

### ***JRPI Director***

The JRPI Director would work directly under the Joplin Area Chamber of Commerce President and CEO. The Director will be the organization's point person for all activities related to JRPI's program of work. He or she will staff the Implementation Committee. The Coordinator will oversee JRPI 2.0 implementation across partner organizations, tracking monthly, quarterly, and annual progress. The Coordinator will also organize advocacy efforts that align with the goals, objectives, and actions of the Strategy and overall regional economic development opportunities.

In addition, the Director will work closely with the President/CEO, the Chamber's marketing staff, and the JREDA board and its executive committee to report return on investment to JRPI 2.0 stakeholders and investors.

### ***Talent Coordinator***

The Talent Coordinator would oversee all strategic-related activities in the arena of education and workforce development captured in Goal 1, primarily the work of the Regional Talent Partnership. The Coordinator will also oversee young professional and leadership programs as they relate to this goal. The Coordinator will be the point person related to education and workforce issues that affect regional economic development.

These responsibilities include serving as the business community's top advocate for and representative to the Joplin Region's public school systems in their strategic efforts, including continuing the success of and growing programs in career and technical education. The Coordinator would also manage all coordinating efforts related to higher education and training programs. The Coordinator would partner with all key regional workforce development entities on efforts such as the Certified Work Ready Communities designation for communities in the region.

This will be a new position, separate from the Joplin Area Chamber's existing Workforce Development Manager role, but working closely with the Workforce Development Manager and all regional chambers' workforce and education staff to implement the regional talent development objectives.

### ***Joseph Newman Business and Technology Innovation Center Director***

The JNIC Director will be responsible for overseeing key initiatives related to JRPI 2.0 implementation, particularly those in the innovation and entrepreneur growth area of Goal 2. The Director will be the

Chamber's liaison to the region's universities and their research, innovation, technology, and commercialization entities and facilities. The Director will also be the initial point person for the branded innovation corridor.

The Director will seek out and establish partnerships and collaborations that enhance entrepreneurship and technology commercialization within the Joplin Region, working to expand the services and work of the JNIC beyond Joplin to serve entrepreneurs and small enterprises throughout the seven-county region. The Director will continue to develop the region's entrepreneurial ecosystem and cultivate a culture of entrepreneurship.

The Director is currently funded exclusively by City of Joplin and State of Missouri funds, which must be broadened from commitments from other portions of the three-state, seven-county region in order to support increased services and capacity to the full region.

### ***Joplin Regional Partnership Director***

The JRP Director is responsible for managing the activities of the economic development staff and serving as the primary contact for prospective companies considering relocation to the six-county region of southwest Missouri and southeast Kansas. (Currently, Ottawa County, Oklahoma is not a member of JRP). This individual will coordinate a variety of initiatives related to new business attraction and development and existing business retention and expansion, most of which are captured in Goal 2.

### ***Business Retention and Expansion Coordinator***

The BRE Coordinator would coordinate assistance with local economic development partners engaged in business retention and expansion programs. The Coordinator would assist with making site visits and manage the database of information generated by site visits, using Synchronist, Executive Pulse, or another software. He or she will work closely with the all existing economic development entities, elected and appointed officials, and other key stakeholders that impact the viability and job-creation potential of the Joplin Region's incumbent businesses. The Coordinator would also partner with local, county, and state officials to ensure that competitive issues identified in BRE visits are addressed by government entities. Lastly, the Coordinator would work closely with the Chamber President/CEO, the Joplin Regional Partnership Director, and other staff of the regional organization to ensure that business-development opportunities identified through BRE visits are effectively pursued.

The BRE Coordinator position is currently funded exclusively through a State of Missouri workforce grant, which is dwindling. This position will need to be funded through broader, long-term regional support.

### ***Research Assistant***

The Research Assistant will conduct both quantitative and qualitative analysis extensively, using Excel and Word, as well as BRE software and other databases utilized by the Chamber on behalf of the JRPI partners. The Assistant will conduct in-depth, comprehensive research within designated timeframe, with intermediate assessment and analysis necessary to deliver summary of concise, key points to internal staff. The Assistant will create scope for JRPI's research systems and methodologies, with guidance from the BRE

Coordinator, and will be directly responsible for database management and web site content related to regional indicators.

The Assistant will prepare special presentations and research for the JRPI Director and staff, as directed, including the Regional Talent Partnership's best practices inventories and the annual education progress reports. The Assistant will research and catalogue location advantages for use in marketing the Joplin Region to firms considering a new location and create maps and reports to support professional staff with geographic data. Lastly, the Assistant will assist with all quantitative, contract, prospect, grant, and best practices research and updating of JRPI's website.

## Principal Implementation Partners

While JRPI 2.0 implementation will require a coordinated effort among dozens of regional entities and programs over its five-year course, the following organizations represent the most critical partners for successful activities and outcomes. Additional implementation partners are itemized in the Action Timelines section.

It is critical that JRPI 2.0 leadership and staff carefully define and communicate the roles of each of these partners prior to Year One. Many partners have never been engaged in a regional economic development strategy or any other initiative of this scope. For partners not previously engaged in regional activities, past JRPI efforts, or the Joplin Regional Partnership, the importance of active, clear communication about their roles cannot be overemphasized. Effective communication between strategy leaders and partners will ensure that partners can then regularly relay the importance and successes of JRPI 2.0 efforts back to their stakeholders and oversight boards. It will be up to the JREDA board and top professional staff to determine what that message should be and how to best communicate it.

### LOCAL ECONOMIC DEVELOPMENT ORGANIZATIONS

Local cities and counties' economic development divisions, organizations, and corporations should be close allies on implementation activities across all goal areas. Development professionals across the region represent the development interests of the areas they serve and bring an "on the ground" perspective to the implementation activities and outcomes of JRPI 2.0.

### LOCAL CHAMBERS OF COMMERCE

Local chambers of commerce will work with the Joplin Area Chamber to communicate the issues, challenges, and needs of the local businesses and members they serve. Chambers of commerce will play a critical role in those JRPI 2.0 activities related to small business, advocacy, and internal marketing.

## PUBLIC SECTOR LEADERSHIP

Mayors, city council members, city managers, county executives, county commissioners, and other elected and appointed local leaders are vital partners in the work of JRPI 2.0 implementation. Policymakers and elected representatives will be engaged in some of the earliest implementation actions and will represent the public sector face of JRPI 2.0's enhanced public-private partnership. JRPI 2.0 implementation may be the first time some municipalities have truly united under a regional umbrella; the role of public sector leaders in guiding and growing this level of collaboration cannot be stressed strongly enough.

Obtaining initial buy-in at the local city and municipal level may be more effective than first approaching county-level leaders, but the JRPI board and other regional leaders should determine the best course of action for bringing together communities under a regional strategy based on existing partnerships, participation in the economic development planning process, and other factors.

## WORKFORCE DEVELOPMENT BOARDS

The three workforce development boards serving the Joplin Region—KansasWorks Southeast Kansas, the Workforce Investment Board of Southwest Missouri, and the Northeastern Oklahoma Workforce Investment Area—are critical to the success of the first goal area and to leveraging existing regional and industry partnerships that may serve as lead entities for many JRPI 2.0 actions.

## HIGHER EDUCATION INSTITUTIONS

Because of the colleges and universities' roles as education institutions, economic engines, and drivers of innovation, they must take a stronger role in strategic economic development efforts focused on the Joplin Region. The impacts of the public relations, research and technology transfer capacities, and talent development roles and resources of Missouri Southern State University, Pittsburg State University, and two-year colleges on the success of JRPI 2.0 cannot be emphasized strongly enough.

## ACTION TIMELINES

The following pages detail the steps that should occur from the launch of the JRPI 2.0 through its five-year implementation cycle. The initial year should focus on building capacity, forging a stronger regional partnership, launching key efforts, and securing early victories that will sustain momentum through the next four years of development. Subsequent years will expand the program of work as required to ensure that key competitive challenges are addressed and opportunities captured.

At the beginning of each new year of the campaign, Market Street recommends that the Joplin Area Chamber and its JRPI 2.0 implementation partners review past year success and challenges prior to finalizing the current year's action plan. A variety of factors may require that individual action items be adjusted, particularly in the latter years of the campaign.

It is appropriate to make changes as long as action items continue to support the key tenets of the Joplin region's strategic plan.

### ACTION TIMELINES KEY

The following timelines outline the actions from JRPI 2.0 goals throughout the months and quarters of the first year of implementation.

Objective and action numbers correspond to their placement in the Strategy.

<b>Lead</b>	The lead entity or entities guiding implementation of that action and tasks
<b>Support</b>	The core entities that will assist or influence implementation of that action and tasks
<b>Status</b>	Existing standing of the action and tasks: <ul style="list-style-type: none"><li>▪ <b>O</b>: Ongoing action</li><li>▪ <b>E</b>: Expanded or enhanced action</li><li>▪ <b>N</b>: New action</li></ul>
<b>Quarter/month</b>	Estimated period of initiation and duration of the action and tasks

## Implementation Partners

The following entities are listed in the Action Timelines corresponding to strategic implementation. It would be very difficult to accurately list every single supporting entity that could contribute to each implementation effort. Implied in the listing of supporting organizations is the fact that outreach will be made to all key regional entities that can assist with implementation of specific efforts.

<b>Abbreviation</b>	<b>Partner</b>
Arts	Arts organizations
BBBS	Big Brothers Big Sisters (Joplin, Crawford County)
CART	Joplin Area Citizens Advisory Recovery Team
Chambers	Local chambers of commerce
CHC	Jasper and Newton Counties Community Health Collaborative
CHCSEK	Community Health Center of Southeast Kansas
CVB	Convention and visitors bureaus
DA	Development authorities
DT	Downtown development authorities/downtown business groups
Ed Fdns	Public K-12 educational foundations
Fdns	Philanthropic and community foundations
Govt	Local city and county governments
HC	Health care providers/organizations
Higher Ed	Colleges and universities
HSTCC	Harry S. Truman Coordinating Council
JACC	Joplin Area Chamber of Commerce
JATSC	Joplin Area Transportation Study Organization
K-12	K-12 school districts
Lead	Local leadership development programs
LEDO	Local economic development organizations
MSSU	Missouri Southern State University
NPO	Non-profit organizations
Project 17	Project 17
PSU	Pittsburg State University
RE	Real estate and development professionals
SBDC	Small business (and technology) development centers
SEK	SouthEast Kansas, Inc.
SOC	Strengthening our Communities (through MU Extension)
Spiva	Spiva Center for the Arts
State DOT	State departments of transportation (KS, MO, OK)
State ED	State economic development agencies (KS, MO, OK)
State WF	State workforce development agencies (KS, MO, OK)
SWMO AHEC	Southwest Missouri Area Health Education Center
Utilities	Utility companies and cooperatives
UW	United Way of Southwest Missouri & Southeast Kansas
WIB	Workforce development boards
YP	Young professionals groups

## Pre-Implementation: November 2012–June 2013

Implementation of JRPI 2.0 will likely launch in the third quarter of 2013. This will provide the Implementation Committee, existing JRPI staff and volunteer leadership, and key partners with eight months to formalize the dynamics of putting the Strategy into action and building capacity for implementation through fundraising, partner outreach, and professional staff hiring. One of the early steps to a successful first year is obtaining buy-in from all key public and private leaders in the Joplin Region regarding the plan's core recommendations.

Before Q3 2013, the JREDA board, Implementation Committee, and partner implementation organizations must strive to complete the following activities:

- ✓ Plan the public strategy rollout and communications strategy, including developing a speakers bureau and PowerPoint presentation.
- ✓ Formalize the volunteer structure for strategic oversight and management.
- ✓ Assess fiscal and personnel resources for implementation and determine the need for capacity enhancements.
- ✓ Hire principal professional staff.
- ✓ Work to have the plan officially approved and supported by the region's city and county governments and local chambers of commerce.
- ✓ Conduct outreach to all key regional constituencies that will be involved in implementation.
- ✓ Populate Work Groups.

In addition to these activities, initial months will focus on early actions that can resonate in the community and build momentum for ongoing implementation. These "early wins" will help secure community buy-in for the Joplin Region's strategic efforts.

## PRE-IMPLEMENTATION

Action/Tasks		Status	Q4 2012		Q1 2013			Q2 2013	
			Nov	Dec	Jan	Feb	Mar	Apr	May
Organizational and Governance	<b>Restructure and rename the JBIDC to become the Joplin Regional Economic Development Alliance.</b>								
	Identify candidates to populate the board positions with regional representation from public and private sectors.	O							
	Transition JRPI governance board to JREDA board executive committee								
	Formalize new JREDA structure.								
	<b>Conduct search for BRE Coordinator.</b>								
	Conduct a national and local search.	O							
	Vet candidates through research, referral interviews, and in-person candidate interview(s).								
	Negotiate contract and hire BRE Coordinator.								
	<b>Conduct search for JRPI Director.</b>								
	Conduct a national and local search.	N							
	Vet candidates through research, referral interviews, and in-person candidate interview(s).								
	Negotiate contract and hire JRPI Director.								
	<b>Conduct search for Talent Coordinator.</b>								
	Conduct a national and local search.	N							
	Vet candidates through research, referral interviews, and in-person candidate interview(s).								
	Negotiate contract and hire Talent Coordinator.								
	<b>Implement approved staff realignments.</b>								
	Gain approval for staff alignments from the Board of Directors.	N							
	Finalize job descriptions and salary ranges.								
	Realign existing staff, as necessary: modify/develop responsibilities, salaries, and management protocols.								
	<b>Transition Steering Committee to Implementation Committee.</b>								
	Determine need for additional public, private, and non-profit representation from the region on Implementation Committee and contact prospect(s) about serving.	N							
	Coordinate pre-implementation and Year One meeting schedule for Implementation Committee.								
	Host first meeting by January.								
	<b>Develop Work Groups based around goal areas and confirm schedule for kickoff meetings.</b>								
	Delegate Implementation Committee members to co-chair each work group.	N							
	Work with regional partners to identify potential members for each work group.								
	Initiate outreach to potential work group members to seek their service.								
Designate a second co-chair for each work group based on commitments from invited members.									
Formalize work group rosters and establish a meeting schedule.									
Hold first group meeting no later than April 2013, with monthly meetings thereafter.									
Coordinate volunteers as they develop internal action plans for each work group as related to JRPI 2.0 implementation.									

**Pre-Implementation, continued**

Action/Tasks		Status	Q4 2012		Q1 2013			Q2 2013		
			Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
Internal Marketing	<b>Build a roster of leaders for a JRPI 2.0 speakers bureau.</b>									
	Discuss potential candidates to serve as bureau members.	N								
	Approach candidates about participating.									
	Define time requirements, what meetings will entail, and how long volunteer service is anticipated to last.									
	Determine the ideal bureau members for each targeted constituency and audience.									
	<b>Design a regional outreach strategy for JRPI 2.0.</b>									
	Create JRPI 2.0 marketing collateral and website (once strategic effort's name is confirmed).	N								
	Create a website for JRPI 2.0, or expand the existing JoplinRegionalStrategy.com site.									
	Write press releases at regular intervals to keep JRPI 2.0 in the news.									
	Direct the media to the JRPI 2.0 website for additional details.									
	Create a JRPI 2.0 "one sheet" and overview PowerPoint presentation.									
	Craft and disseminate electronic quarterly newsletters until Year One.									
	Create a list of targeted organizations, governments, businesses, and individuals to contact regarding JRPI 2.0 speakers and presentations.									
	Craft a presentation strategy and tailor the message and PowerPoint to each group, as necessary.									
	Plan public roll-out of strategy and launch of implementation effort.									
Publicly launch JRPI 2.0 five-year effort.										
<b>Solicit endorsements of JRPI 2.0 from regional governments and elected officials.</b>										
Schedule one-on-one conversations with key elected officials to gauge their support for JRPI 2.0 implementation.	N									
Develop language for a resolution for government support of JRPI 2.0.										
Secure placement of the resolution on city council and county commission agendas.										
Resource Development	<b>Create a resource development plan.</b>									
	Discuss the logistics and timelines of the fundraising process.	N								
	Determine who will spearhead regional private and institutional fundraising.									
	<b>Finalize a pro forma business case for JRPI 2.0 investment.</b>									
	Assess the need to provide part- or full-time staff support for fundraiser or fundraising team.	N								
Complete a pro forma business case document, including return on investment, to be reviewed by key partners before distribution.										
Produce a business case handout to include in JRPI 2.0 investment packets with strategy marketing collateral.										

**Pre-Implementation, continued**

Action/Tasks		Status	Q4 2012		Q1 2013			Q2 2013		
			Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
Resource Development (cont'd)	<b>Begin fundraising campaign.</b>									
	Develop a list of potential private, non-profit, institutional, and philanthropic investors.	N								
	Formalize a schedule for visitation of investor representatives by the fundraiser/fundraising team.									
	Contact potential investors or their assistants to schedule meetings.									
	Visit prospective investors, deliver JRPI 2.0 investor packet, and discuss funding options and ROI.									
	<b>Monitor, measure, and report on fundraising activities.</b>									
	Maintain detailed records of all meetings, pledges, and other fundraising campaign activities.	N								
	Direct monies to 501(c)(3) foundation or 501(c)(6) organization.									
	Follow up on pledges to ensure investors are honoring commitments.									
	Consistently report fundraising progress to the Implementation Committee and key partners as necessary.									

## Year One: July 2013–June 2014

The following pages constitute proposed actions that comprise a first-year action plan for JRPI 2.0 implementation, representing the priorities identified by the Steering Committee and other necessary activities to fully launch the initiative.

The first-year plan is about building the regional capacity to be competitive for economic development, primarily through professional staffing and launching critical economic development programs. In addition, year one focuses on securing “early victories” and notable initial successes to maintain and build momentum for ongoing implementation through the rest of the five-year cycle. Many of the programs and activities of Year One require significant professional staffing to coordinate, oversee, and implement with key partners. They will be launched or seeded in Year One but not necessarily completed, continuing to grow and develop through the remaining years of implementation. The first-year timeline may need to be adjusted based on fundraising success and when new JRPI staff are brought on board during pre-implementation.

Major activities to initiate in Year One include:

- ✓ Form the Regional Talent Partnership.
- ✓ Develop and launch a regional job clearinghouse website for talent and employer connections.
- ✓ Establish and brand an innovation corridor between Kansas Technology Center, Missouri Center for Advanced Power Systems, and the Missouri Alternative and Renewable Energy Technology Center.
- ✓ Expand revolving loan fund resources.
- ✓ Expand existing business retention and expansion activities, and create a case management system for targeted types of businesses.
- ✓ Ensure housing development now and in the future meets the need of the region’s in-demand workforce.
- ✓ Launch an external marketing effort focused on earned media and raising the region’s perception.
- ✓ Create a Regional Wellness Council of health care providers and major employers.
- ✓ Form a regional Council of Governments.
- ✓ Craft a regional legislative agenda and begin lobbying for the three-state, seven-county region.

At the beginning of each new year of the strategic effort, the Chamber and its partners and investors should review the past year’s successes and challenges prior to finalizing the current year’s action plan. A range of dynamics and influences may necessitate the adjustment of individual action items, particularly in the latter years of JRPI 2.0. Modifying the action plans is appropriate as long as activities continue to support the goals and performance metrics of JRPI 2.0.

## STAFFING

Action/Tasks		Status	Q3 2013			Q4 2013			Q1 2014			Q2 2014		
			Jul	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
Organizational	<b>Staff the position of Research Assistant.</b>													
	Conduct a national and local search.	N												
	Vet candidates through research, referral interviews, and in-person candidate interview(s).													
Negotiate contract and hire Research Assistant.														

## GOAL 1: LEARN AND ADVANCE

Action/Tasks	Lead	Support	Status	Q3 2013			Q4 2013			Q1 2014			Q2 2014		
				Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
1.1 Increase business and community commitment to and involvement in the region's school districts.	<b>1.1.1 Establish a Regional Talent Partnership.</b>														
	Invite key members already leading local business education partnerships.	JACC	K-12, Higher Ed, Chambers, YP, WIB, Ed Fdns	E											
	Create a program of work based on the objectives and actions in Goal 1 of the Strategy and Implementation Plan.														
	Identify other issues on which the Partnership can have a regional impact for the program of work.														
	<b>1.1.3 Create regularly-updated tools for accountability and performance measurement between schools and businesses.</b>														
	Identify data to track and impact.	JACC, K-12	Ed Fdns, Chambers	N											
	Gather data where information is not published or publicly available.														
	Create annual progress reports on school districts' performance in these areas.														
	Where data falls short of benchmarks, create short- and long-term action plans to address challenges in meeting intended outcomes.														
	<b>1.1.4 Expand innovative programs, curricula, and partnerships from individual school districts to the region at large.</b>														
	Inventory the best practice programs across the region's districts and individual schools.	JACC, K-12, Ed Fdns		N											
	Compile a matrix of best practices.														
	Evaluate the benchmarks, outcomes, staff, and costs of each program.														
	Select top programs that can have a regional impact to expand across school districts.														
	Create workshops, seminars, and one-on-one discussions to help districts adapt best practice programming.														
<b>1.1.5 Gather, update, and report data to inform the regional training community of critical workforce dynamics.</b>															
Coordinate with BRE program to gather workforce and skill set data directly from major employers.	JACC, WIB	Chambers, LEDO	E												
Conduct a skills gap survey.															
Create tactical response plans to address concerning trends from BRE and skills gap data.															
<b>1.2.3. Support the efforts of Crowder, PSU, and Fort Scott to leverage a U.S. DOL grant for an Advanced Manufacturing Academy.</b>															
Facilitate linkages to the region's Manufacturing target.	JACC, Higher Ed	WIB, Chambers, LEDO	O												
Leverage BRE and WIB data to inform occupational and skill cluster training.															
<b>1.2.5 Increase education and training opportunities for medical students.</b>															
Help with efforts for a 4-year medical school program in Joplin.	JACC, Chambers	Higher Ed	O												
Through local businesses and institutions, identify funding and partnership options.															

**Goal 1, continued**

Action/Tasks		Lead	Support	Status	Q3 2013		Q4 2013		Q1 2014		Q2 2014			
					Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr
1.2 Cont'd	<b>1.3.3 Assess and expand funding commitments to the region's colleges and universities.</b>													
	Evaluate existing funding commitments, scholarships, and endowments of regional foundations and non-profit institutions.	JACC, Higher Ed	NPO, Fdns	N										
	Identify gaps in funding and opportunities for further regional support.													
Report gaps and opportunities, and challenge civic and philanthropic groups to step up with targeted supplements.														
1.4 Coordinate career preparation and training	<b>1.4.1 Create a Work Ready Coalition of the Regional Talent Partnership.</b>													
	Invite major employers and target sector businesses to join the coalition.	JACC, WIB	Chambers, LEDO	N										
	Conduct a gap analysis survey of career preparation and training programs in the region.													
	Identify the means to close service and program gaps, especially through the enhancement and expansion of current programs.													
	Integrate regional training initiatives into standardized programs.													
	Create career pipelines for workforce training.													
	Use the proposed regional target business sectors to inform career pipelines.													
	Identify each link in the workforce training spectrum (middle school or earlier, through postsecondary education and on-the-job training).													
	Use the gap analysis to assess where existing programs exist.													
	Leverage national best practices to adapt locally and regionally.													
<b>1.4.4 Expand Certified Work Ready Communities designation across the region.</b>														
Partner with ACT to identify funding for a pilot multi-state CWRC program.	WIB	JACC	O											
Gather commitments from Southeast Kansas communities and businesses to participate.														
1.5 Cultivate community leadership and targeted talent	<b>1.5.1 Create a website to serve as a clearinghouse for employer and talent connections.</b>													
	Get commitments from major employers in the region to post all job openings meeting certain criteria.	JACC	Higher Ed, YP, WIB, Chambers, LEDO	N										
	Create basic criteria for jobs posted on the site, including salary benchmarks and degree requirements.													
	Organize jobs by target business sectors.													
	Develop and launch the website.													
	Create distinct portals for expatriates, recent college graduates, professionals will skills/experience in shortage in the region, and other targeted talent.													
Promote the site at local and state colleges and universities.														

## GOAL 2: WORK AND PROSPER

Action/Tasks	Lead	Support	Status	Q3 2013			Q4 2013			Q1 2014			Q2 2014											
				Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun									
2.1 Establish and brand an innovation corridor	<b>2.1.1 Link KTC, MOCAP, and MARET as a regional corridor of research and innovation.</b>																							
	Position JNIC as the facilitator.	JACC, Higher Ed	State ED	N																				
	Identify and gather commitments from principal centers and support/satellite centers of innovation along the corridor.																							
	Come up with a name and brand for the corridor.																							
	Develop and launch a website for the network.																							
	Seek innovation center status and other designations for institutions on the corridor.																							
	Partner with state and larger regional innovation entities to link research efforts beyond the 7 counties.																							
2.2 Space, programming, and info for startups	<b>2.2.4 Utilize JNIC's website as a front door for entrepreneur information and referrals.</b>																							
	Develop and update a list of resources, services, and meetings for current and prospective small business owners.	JACC	Higher Ed, State ED	E																				
	Ensure partner organizations link to the JNIC website and reference it as the one-stop shop for entrepreneur and small business resources in the region.																							
	Utilize social media tools to promote the website, engage users, and identify new resources and services to offer and include.																							
2.3 Connect entrepreneurs to capital and resources	<b>2.3.1 Seed and expand regional revolving loan funds (RLFs) and angel funds.</b>																							
	Study current RFLs and their levels of funding and useage.	JACC	Govts, LEDO	E																				
	Assess and apply for federal and state sources for RFLs.																							
	Identify and engage potential regional and state investors for RFLs and angel funds.																							
	Assist community banks and local governments in creating RFLs.																							
	Expand the breadth and reach of the region's angel networks.																							
	Identify where gaps exist in the region for access to angel networks.																							
Expand the geographic scope of the Joplin Angel Network and promote it widely.																								

Goal 2, continued

Action/Tasks	Lead	Support	Status	Q3 2013			Q4 2013			Q1 2014			Q2 2014				
				Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun		
<b>2.4 Target business sectors</b>																	
<b>2.4.1 Support the growth of historic and emerging strengths in Manufacturing.</b>																	
Create a Manufacturing Council. Invite regional manufacturing employers, HR professionals, technical education and training programs, and BRE professionals to serve on the council. Meet quarterly to identify business, workforce, regulation, and other issues in the sector. Use the job clearinghouse website and major employers to create a focused talent recruitment campaign. Link workforce issues to the Regional Talent Partnership. Create short-term work plans based on quarterly meeting discussions. Target high-value prospects in key niches. Consider adopting recruitment criteria for incentive provision, including wage and benefits benchmarks.	JACC, Chambers, LEDO	WIB, Higher Ed, K-12, Govts, State ED, Project 17	E														
<b>2.4.3 Target Diversified Professional Services.</b>																	
Conduct a leakage analysis of businesses' outsourcing, contracting and procurement. Assess where services and products are provided by firms outside of the region. Use BRE visits to create a stronger regional supply chain for businesses by then connecting outsourcing/contracting businesses to firms in the region that can meet their needs.	JACC, Chambers, LEDO	State ED	N														
<b>2.6 Existing business support</b>																	
2.6.1 Revise and refresh existing business efforts. Revise the sequencing and prioritization of visits and calls based on identified regional target business sectors. Conduct quarterly reviews of current BRE software, questionnaires, and visit protocols to ensure they are effectively addressing businesses' concerns and opportunities. Track and report results of BRE efforts. Report net change in employment, additional capital investment, number of businesses contacted, resource interventions, and number of recruitment leads generated.	JACC, Chambers, LEDO	Govts	E														

Goal 2, continued

Action/Tasks		Lead	Support	Status	Q3 2013			Q4 2013			Q1 2014			Q2 2014					
					Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun			
2.6 Existing business support (cont'd)	<b>2.6.2 Develop a regional case management system to support BRE.</b>																		
	Map the region's business resource ecosystem and levels of local, state, and federal assistance to identify clear paths within case management and referrals.		JACC	Chambers, LEDO, State ED	N														
	Establish case managers for the program.																		
	Target businesses in need of continued disaster recovery assistance, target sector businesses building their competitiveness, and identified expansion projects.																		
	Launch the case management system.																		
	Brand the case management system.																		
	Market it as a regional service.																		
	<b>2.6.3 Create a workgroup of economic development professionals to meet regularly, share findings, and respond to existing business needs.</b>																		
	Meet monthly to share streamlined protocols and findings from business visits.		JACC, Chambers, LEDO	Govts, State ED	E														
	Create a regional supply chain map of producers, suppliers, distributors, end-market customers, workforce entities, and other resources.																		
Share identified leads that support business recruitment.																			
Follow up with business recruitment and attraction staff and state-level ED organizations																			
<b>2.6.4 Assist local chambers and economic development organizations in creating emergency preparedness plans.</b>																			
Through BRE visits, assess firms' level of preparedness and emergency planning.		JACC, Chambers, LEDO	Govts, State ED	E															
Refer businesses to planning assistance resources locally.																			
2.7 Engage in marketing aimed at retaining and recruiting target industry businesses	<b>2.7.1 Craft a strong regional identity.</b>																		
	Expand the brand of the JRP to include BRE, business recruitment, and entrepreneur and small business development.		JACC	LEDO, Govts, Chambers, State ED	E														
	Create a new JRP logo and tagline.																		
	<b>2.7.2 Launch a redesigned JRP website.</b>																		
	Create specific portals for target sectors.		JACC	LEDO, Govts, Chambers, State ED	E														
	Gather updated workforce and community data.																		
	Post testimonials from businesses expanding in or relocating to the region.																		
	Update news stories about community, economic, and workforce development as well as business recovery success stories.																		
Leverage paid-search and SEO to increase web traffic to the site.																			
Update all available sites and buildings through mapping or customized data retrieval.																			

**Goal 2, continued**

Action/Tasks		Lead	Support	Status	Q3 2013			Q4 2013			Q1 2014			Q2 2014		
					Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
2.7 Cont'd	<b>2.7.3 Focus marketing activities and trips to highest- and best-use targeted efforts.</b>															
	Design attractive, information-intensive print and web-based collateral for each target sector.	JACC	State ED, LEDO, Chamber	E												
	Assess current trade show and conference schedule, and drop those not providing leads for high-quality job creation in target sectors.															
	<b>2.7.4 Engage higher ed institutions in economic development marketing efforts.</b>															
	Include higher education representatives on recruiting trips and prospect meetings.	JACC, Higher Ed	State ED	E												
	Align regional marketing efforts with schools' communications messages to market schools, communities, and region with complementary and coordinated messages.															
	<b>2.7.6 Continue and broaden implementation of marketing action items from the Joplin Business Recovery and Expansion Initiative.</b>															
	Hire or solicit and in-kind donation from a national communications firm to seek out earned media opportunities.	JACC	Chambers, LEDO, State ED	E												
	Plan and execute targeted inbound marketing trips for business attraction.															
	Identify sites, amenities, and major projects to include on the itinerary.															
Invite site selectors, corporate decision makers, and state economic development officials.																

## GOAL 3: LIVE AND THRIVE

Action/Tasks	Lead	Support	Status	Q3 2013			Q4 2013			Q1 2014			Q2 2014		
				Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
<b>3.1.1 Support the Joplin master plan and ensure housing plans meet current and future workforce needs</b>															
3.1 Support the renewal and construction of quality housing	Assess where recovery monies or planning processes address quality housing.	CART, RE	JACC, State ED, DA	O	█										
	Ensure new residential construction meets the needs of workforce projections.				█										
	<b>3.1.2 Assemble a housing task force</b>														
	Identify regional stakeholders to participate.	Govts, DA, RE	JACC, LEDO, Fdns, NPO	N	█										
	Determine the optimal development scenarios for properties for middle-income and young professional buyers and renters.				█										
	Get assistance from a real estate development consulting firm to assess residential and amenity development possibilities.				█										
	Assess current zoning and incentives tools for these possibilities.				█										
	Package incentives and development possibilities to reach out to private residential developers.				█										
	<b>3.1.3 Develop downtown joint residential/retail strategies</b>														
	As part of the housing task force's development scenarios (3.1.2), include specific downtown properties for live-work opportunities.	DT, Govts, DA, RE	JACC, LEDO	N	█										
Evaluate zoning regulations for development and redevelopment of downtown residential and mixed-use projects.	█														
Propose incentives for live-work residents and residential development, including tax abatements and others.	█														
<b>3.2.1 Ensure all of the region's communities have access to adequate water and sewer infrastructure</b>															
3.2 Infrastructure for quality growth	Partner with Cherokee County officials to develop mechanical wastewater and sewer treatment facilities and establish Shoal Creek Wastewater Authority.	Govts	JACC	O	█										
	Assess where additional regional and local cooperation is necessary, and assist as needed in gathering support.				█										
	<b>3.2.2 Partner with legislators to lobby for revised flood zone maps</b>														
	Ensure flood zone maps remain a part of the region's ongoing legislative agenda.	Govts	JACC, Chambers, State ED	E	█										
Identify properties that can be taken out of FEMA's revised maps of newly-designated flood zones.	█														
Lobby FEMA for assistance in relocating homes, residents, and businesses from these areas.	█														
Partner with state officials and insurance companies to assess ways to mitigate flood risk and reduce insurance costs for residents and businesses in new flood zones.	█														

**Goal 3, continued**

Action/Tasks		Lead	Support	Status	Q3 2013			Q4 2013			Q1 2014			Q2 2014		
					Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
3.3 Improve arts and cultural amenities	<b>3.3.2 Better promote ongoing cultural programs and events offered to the public at the region's cultural and higher education institutions</b>															
	Assess successful social medial tools and campaigns to replicate for future events.	Spiva, Arts, NPO, YP, HE	Chambers, CART	E												
	Through sharing and reposting, leverage individuals' social media networks to expand publicity for events and programs.															
Partner young professional groups and other target audiences with arts and cultural organizations to facilitate feedback and planning for future programs and events.																
3.4 Promote and facilitate improved health outcomes	<b>3.4.1 Create a Regional Wellness Council of health care providers, schools, major employers, and other key players</b>															
	Craft and implement an initiative to improve health outcomes and lifestyle choices for the region's youth and adults.	HC, SWMO AHEC, CHCSEK, CHC, NPO, Fdns, SEK	JACC, Govts, Chambers, JATSC, HSTCC, BBBS, UW	N, E												
	Create messaging and programs for distinctive target audiences.															
	Design and launch a website with information on areas of wellness, fitness, health, disease prevention, and events and resources in the region.															
	Involve the Council in physical planning efforts.															
	Identify gaps in the region for recreation amenities, walk/bike paths, greenways, park space, and activities.															
	Partner with planning agencies, parks and recreation departments, and other public sector entities to weave planning for new recreation infrastructure into the region's wellness efforts.															
	<b>3.4.2 Partner with major hospitals, other health care providers, and large employers to promote improved health outcomes for all residents</b>															
	Create marketing materials on preventive care for workforces and the impact on the region's long-term productivity and prosperity.	YMCA, HC, SWMO AHEC, CHCSEK, CHC, NPO, Fdns, SEK	JACC, Govts, Chambers, JATSC, HSTCC, BBBS, UW	N, E												
	Partner with YMCAs to develop proactive recruitment strategies.															
Identify new outreach strategies to increase participation in health fairs, preventive screenings, fitness activities, and workplace wellness programming.																
Share outcomes and marketing materials with major and small employers.																

## GOAL 4: RECOGNIZE AND CELEBRATE

Action/Tasks		Lead	Support	Status	Q3 2013			Q4 2013			Q1 2014			Q2 2014		
					Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
4.1 Appearance of downtowns & communities	<b>4.1.1 Leverage recovery and rebuilding efforts in Joplin and Duquesne for beautification efforts.</b>															
	Create a regional toolkit based on lessons learned and successes from the master planning and development efforts.	CART, RE, Govts	JACC	O												
	Share the toolkit with communities throughout the region.															
Ensure development and style standards in recovery areas are used throughout the Joplin community for consistency.																
4.3 Effective communications strategy	<b>4.3.1 Craft and execute a strategic external marketing campaign.</b>															
	Coordinate with Goal 2.7.6 efforts.	JACC	CART	N												
	Contact reporters who previously covered post-disaster recovery to propose subjects demonstrating the region's positive aspects and talent.															
Create focused strategies for target business sectors and in-demand talent.																
4.4 Coordinate and promote an internal regional identity	<b>4.4.1 Create a regional council of governments.</b>															
	Bring together county and city governments, planning groups, and others.	HSTCC, JACC, Chambers, LEDO, Govts	JATSC, DA	N												
	Meet quarterly.															
	Report on plans to enhance and grow the region.															
	Coordinate efforts and ensure proper follow up after each quarterly meeting.															
	<b>4.4.2 Leverage comprehensive rebuilding and recovery planning.</b>															
	Ensure an active regional presence at all planning and implementation session related to Joplin's master plan development.	JACC, CART	State ED, Chamber, NPO	O, E												
	Determine where state and federal monies can be applied to regional strategic efforts.															
	Assess effective rebuilding and recovery groups to regionalize and formalize for the region's future growth.															
	<b>4.4.3 Champion a regional voice and identity at the local, state, and federal levels.</b>															
Through the regional council of governments and local chambers of commerce, create a list or priorities for a regional legislative agenda.	JACC, Chambers, LEDO, Govts	State ED	N, E													
Coordinate bi-annual meetings with elected and appointed officials in Washington, D.C. and state capitols.																
Meet regularly with state-level officials and legislators to promote the multi-state partnership and its agenda.																

**Goal 4, continued**

Action/Tasks		Lead	Support	Status	Q3 2013			Q4 2013			Q1 2014			Q2 2014		
					Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
4.4 Cont'd	<b>4.4.4 Draft a statement of commitment for regional partners for handling leads, prospects, and expansions.</b>															
	Create a code of ethics or statement of commitment on partnerships, leads, relocations, and expansions to the regional good.	JACC, Chambers, LEDO, Govts	State ED	N												
	Require JRP and JRPI member communities to sign the statement and uphold its standards of cooperation.															
Publicize the statement of commitment on the JRP and JRPI websites, as well as on individual communities' websites.																

## Year Two: July 2014–June 2015

The following pages constitute proposed actions that comprise a second-year action plan for JRPI 2.0 implementation.

Note that many strategic activities initiated in year one will be continued into year two after a review is conducted of first-year implementation successes and challenges. While these activities are not listed in the following timelines, their funding dynamics have been incorporated in the JRPI 2.0 five-year budget.

Major activities to initiate in Year Two include:

- ✓ Visit to best-practice school districts outside of the region.
- ✓ Link K–12 schools and higher education programs with region’s target sectors.
- ✓ Continue regional workforce development alignment and standardization.
- ✓ Develop a research pipeline from colleges and university R&D to private sector entrepreneurs and firms.
- ✓ Entrepreneurship exploration for high school and college students.
- ✓ Tourism group coordination into a single regional entity.
- ✓ Broader economic development activity marketing and data reporting.
- ✓ Land bank and redevelopment corporation creation.

As stated earlier, at the beginning of each new year of the strategic effort, the Chamber and its partners and investors should review the past year’s successes and challenges prior to finalizing the current year’s action plan. A range of dynamics and influences may necessitate the adjustment of individual action items, particularly in the latter years of JRPI 2.0. Modifying the action plans is appropriate as long as activities continue to support the goals and performance metrics of JRPI 2.0.

## GOAL 1: LEARN AND ADVANCE

Action/Tasks	Lead	Support	Status	Q3 2014			Q4 2014			Q1 2015			Q2 2015		
				Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
1.1 Increase business and community commitment to and involvement in the region's school districts.	<b>1.1.2 Expand career exploration and education linked to target business sector occupations.</b>														
	Identify the district(s) that would be most amenable to a career academy model.	JACC, K-12	Ed Fdns, Chambers	N											
	Use the region's target business sectors to inform career academy themes.														
	Create advisory groups of business and higher education leaders to guide in curricula development														
	Develop and adopt curricula.														
	Prepare to launch career academies.														
	<b>1.1.6 Conduct tours to other innovative best practice school districts outside of the region.</b>														
	Identify high-performing and pioneering public education programs.	K-12, Ed Fdns, JACC, Chambers	Fdns, NPO, UW	N											
	Contact the school district to arrange a visit.														
	Create an itinerary, and speakers, if necessary.														
Invite business and education leaders to attend.															
Immediately following the visit, conduct a debrief session on lessons learned and programs to adapt to schools in the Joplin Region.															
Create an action plan for implementing lessons learned.															
Delegate and track follow-up tasks.															
1.2 Align colleges' and universities' programming with regional ED	<b>1.2.1 Ensure that two-year degree and certificate programs reflect current and projected regional, state, and national employment needs.</b>														
	Verify that career ladders transition through two- and four-year higher education institutions.	Higher Ed	JACC	N											
	Conduct a study of occupational/career training at different educational levels.														
	Promote to students the occupations and job opportunities in target sectors, as well as education/skills required.														
	Continue to gather from business visits intel on the workforce skill sets in greatest demand.														
	Convey information to two-year colleges and continue to develop curricula that addresses these skill demands and gaps.														
	<b>1.2.2 Coordinate 2- and 4-year colleges' programmatic planning and budgeting with the region's priority target business sectors and specialized niches.</b>														
	Seek and apply for funding and grants for programming.	Higher Ed	Chambers, LEDO	N											
	Facilitate training for key targeted occupations offering competitive wages and short-term demand.														
	Assess opportunities to create apprenticeships and co-operative training initiatives with local businesses.														
Create a co-op framework with large employers.															

**Goal 1, continued**

	Action/Tasks	Lead	Support	Status	Q3 2014		Q4 2014		Q1 2015		Q2 2015			
					Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr
1.3 Ensure higher ed is accessible and affordable	<b>1.3.1 Engage volunteers to assist high school juniors/seniors and their parents in applying for scholarships, grants, and loans.</b>													
	Coordinate regular financial aid assistance days on Saturdays.	K-12, Ed Fdns, Chambers	Higher Ed	N										
	Assemble and train volunteers to provide assistance in filling out forms and applying for scholarships.													
	Promote the program to students and parents, through schools, churches, and workplaces.													
	<b>1.3.2 Create a regional scholarship fund targeted at high-performing students attending local colleges.</b>													
Create a fund and criteria for the scholarship from local businesses and philanthropic organizations.	Ed Fdns, Fdns, Chambers	K-12, Higher Ed	N											
	Craft an incentive to work in the region following graduation.													
1.4 Coordinate career preparation and training	<b>1.4.2 Encourage WIBs to align their policies and services to a demand-side approach.</b>													
	To the extent possible, standardize services and policies across the three workforce boards.	WIB, JACC	LEDO, State WF	N, E										
	Identify existing standardization.													
	Assess where gaps and differences exist and determine the means by which to align regionally.													
	Unite workforce providers under a common brand.													
	Co-brand workforce boards with the Regional Talent Partnership.													
	Position the Regional Talent Partnership and JREDA as the single clearinghouse for business' workforce development services.													
	Use data gathered in BRE visits to continually determine demand for workforce skills and training.													
	Create products that help businesses place qualified workers in employment.													
	<b>1.4.4 Continue CWRC regional expansion.</b>													
Survey businesses to identify occupation-specific skill sets and high-performance entry-level competencies in target sectors and niches.	WIB	Chambers, LEDO, State WF	N, O											
Focus the WorkKeys and NCRC programs to these occupation-specific skill sets.														
Continue to expand CWRC efforts to target business sectors.														

**Goal 1, continued**

Action/Tasks	Lead	Support	Status	Q3 2014			Q4 2014			Q1 2015			Q2 2015			
				Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	
<b>1.5.2 Apply for the region's inclusion as a major hub for national service corps and fellowship programs.</b>																
1.5 Cultivate community leadership and targeted talent	If available, apply to be a Code for America city.	JACC	LEDO, Chambers, YP	N												
	Inventory the needs of non-profit and public sector programs and organizations that could be filled or augmented by service fellows.															
	Establish a hub organization to complete applications, field fellows, and apply for grant and foundation assistance.															
	Engage corps members and fellows in talent retention efforts.															
	Ensure corps members are invited to and incorporated into YP and chamber activities.															
<b>1.5.3 Empower leadership development groups, YP networks, and others in cultivating talent.</b>																
1.5 Cultivate community leadership and targeted talent	Ensure the findings and plans from the Strengthening Our Communities initiative are enacted and aligned with regional ED activities.	SOC, YP, LEAD	Chambers	N, E												
	Create a regional coalition of YP groups under the Regional Talent Partnership.															
	Identify boards, committees, and councils where YPs can serve.															
	Consider creating YP groups within major employers.															
	Identify ambassadors to host talent prospects for employers in the region.															
	Study the social network connectivity of leadership program alumni.															
	Create a regional network of leadership program alumni.															
	Ensure leadership development programs emphasize the value of regional cooperation.															
	Assess where gaps and overlaps exist in the region for leadership programs and coordinate accordingly.															
	Study the placement rates of leadership program graduates into boards, commissions, and elected/appointed positions.															
	According to the results, consider creating a stronger focus in targeted areas of service and leadership.															

## GOAL 2: WORK AND PROSPER

Action/Tasks	Lead	Support	Status	Q3 2014			Q4 2014			Q1 2015			Q2 2015		
				Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
<b>2.1.2 Create a pipeline of innovation.</b>															
Map intellectual capital and orphaned technologies of colleges and universities, R&D businesses, regional entrepreneurs, and resources.	JACC, PSU, MSSU	LEDO, State ED	N												
Assess where opportunities and gaps exist for technology transfer.															
Define criteria for commercialization opportunities.															
<b>2.2.1 Expand JNIC's office space and presence.</b>															
Assist current JNIC firms to "graduate" to office space in the region.															
Evaluate the demand for satellite campuses and incubators in other communities in the region.	JACC	LEDO, Higher Ed	N												
Conduct a study/plan of space needs and development.															
Inventory potential physical spaces for JNIC satellites and office space for graduating firms.															
Expand to a new additional location in the region.															
<b>2.2.3 Create ongoing entrepreneur and startup programming for high school and college students.</b>															
Evaluate national curricula and modules to adapt to local programs.															
Partner with interested schools and school systems to create programs, bring in entrepreneur resources, and identify sponsors or other funding, as needed.	JACC, Higher Ed, K-12	Chambers, LEDO	N												
Advocate for adaption across academic fields and subjects.															
Launch an annual youth business case competition or startup weekend.															
Identify organizations/institutions to host the event and secure sponsors.															
Promote wide participation and attendance for the event.															
Ensure broad media coverage before, during, and after the event.															
<b>2.3.2 Identify and promote other funding streams for entrepreneurs.</b>															
Create a regional CDC or non-profit loan corporation to administer the SBA 504 loan program.	JACC	State ED	E, N												
Build capacity in emerging and non-traditional funding sources.															
Transfer momentum of tornado recovery donations to funding opportunities in micro-venture capital, super angel investing, and others.															
Launch a proof-of-concept fund for startup seed money.															
Leverage the JNIC to administer the fund.															
Promote the fund to potential funders and investors.															
Create incremental funding milestones for early-state enterprises.															
Support and publicize funding campaigns for startups and ventures.															
Create a page on the JNIC that lists current funding campaigns through Kickstarter, AngelList, and other sites.															
Promote funding sites to regional entrepreneurs.															

**Goal 2, continued**

Action/Tasks		Lead	Support	Status	Q3 2014			Q4 2014			Q1 2015			Q2 2015			
					Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	
2.4 Target business sectors	<b>2.4.2 Target Warehousing and Distribution.</b>																
	Identify regional specializations in Trucking and Transportation and Warehousing and Distribution to expand and market.		JACC, State ED, LEDO	Chambers, Govt	N	█											
	Partner with the Great Plains Development Authority to create a marketing strategy for the Great Plains Industrial Park.					█			█								
	Study the freight capacity and potential of the Joplin Regional Airport.					█			█								
	Ensure land adjacent to I-44 and other corridors is prepared and zoned to facilitate WH/D growth.					█			█			█					
	Study opportunities for the Lazaro Cardenas-Kansas City corridor on KCS rail and SWMo FTZ.					█			█			█			█		
	<b>2.4.3 Target Diversified Professional Services.</b>																
	Align business recruitment messaging with talent recruitment efforts.		JACC, State ED, LEDO	Chambers	N	█											
	Craft marketing messages that promote the region's success in ruralsourcing and reshoring.					█			█								
	<b>2.4.4 Leverage tourism as an export product and attract more visitors to the region.</b>																
Coordinate the region's historic Route 66 tourism groups into one regional entity.		CVB, Chambers	JACC	N	█												
Create a name and brand for the regional tourism group and ensure all local groups leverage the brand.					█												
Promote a graphical and thematic consistency and central brand through the Route 66 counties.					█			█									
Compile a regional database website of tourism associations and CVBs, downtowns, artisans, casinos, dining, etc. as a resource for visitors.					█			█			█						
Translate the site into other languages, based on targeted audiences.					█			█			█						
Ensure the site is listed on key national and international search engines.		█			█			█			█						
2.5 Advocate for infrastructure to grow and sustain business	<b>2.5.1 Promote improvements to transportation infrastructure.</b>																
	Inventory key highways and commercial corridors in need of widening or repair.		JACC, LEDO, HSTCC, State DOT	Chambers	N	█											
	Partner with local and state officials to ensure these corridors are included in transportation planning efforts.					█			█								
	Advocate for improvements and upgrades to rural roads in northeast Oklahoma.					█			█			█					
Coordinate lobbying efforts at the state and federal levels for funded and completed transportation projects.		█				█			█			█					

**Goal 2, continued**

Action/Tasks		Lead	Support	Status	Q3 2014			Q4 2014			Q1 2015			Q2 2015		
					Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
2.6 Existing business support	<b>2.6.5 Promote and communicate the JRPI's commitment to the success of regional BRE.</b>															
	Through internal marketing efforts, publicize the successes of the BRE program.															
	List services on the JRPI website.															
	Work with local media to release and seed stories about existing businesses' successes and expansions.															
		JACC	Chamber, LEDO, State ED, Govt	E, O												
		Leverage data gathered through BRE visits to craft messaging.														

### GOAL 3: LIVE AND THRIVE

Action/Tasks	Lead	Support	Status	Q3 2014			Q4 2014			Q1 2015			Q2 2015			
				Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	
<b>3.1.5 Assist in launching community land reutilization authorities, land banks, or redevelopment corporations</b>																
3.1 Support the renewal and construction of quality housing	Build a database of foreclosed, vacant, distressed, and blighted parcels for inclusion in the land bank.	Govt, LEDO, DA, DT	Chambers, JACC	N												
	Map the parcels and properties.															
	Prioritize areas with highest potential for new workforce housing and job creation due to location and other factors.															
	Work with state legislatures to approve new land banks or redevelopment corporations.															
	Consider proposing new legislation to allow regional land bank corporations.															
	Craft strategies for rehabilitating and reselling parcels to developers.															
	Create incentives and parameters to promote the sale and highest-value reuse of land.															
	Examine and, as needed, adapt other models to transfer tax-foreclosed/abandoned properties to entities supporting job creation and workforce housing development.															
	Support the creation of CDCs or downtown development authorities to stimulate residential and commercial redevelopment.															
<b>3.3.1 Enhance arts and cultural offerings.</b>																
3.3 Improve arts and cultural amenities	Launch social membership groups of arts and cultural organizations that focus on engaging and retaining target groups of residents.	Arts, YP, LEAD	Chambers	N, E												
	Consider which successful events to expand or increase in frequency.															
	Gather feedback from YP groups, PTAs, youth leadership, and other groups to facilitate targeted programming.															

**Goal 3, continued**

	Action/Tasks	Lead	Support	Status	Q3 2014			Q4 2014			Q1 2015			Q2 2015			
					Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	
	<b>3.3.3 Launch a regional mural initiative to promote and showcase the region's creativity, beauty, and heritage</b>																
3.3 Cont'd	Expand the JACC's Committee for Art in Public Places to be regional in scope.	JACC, Arts, DT, Govt	Chambers, HSTCC, NPO	N, E													
	Inventory opportunities for murals on heavily-trafficked corridors, industrial buildings, and underutilized or abandoned properties.																
	Gather property owners' approval to create murals on these facilities and surfaces.																
	Promote the opportunities to local, national, and international muralists and public artists.																
	Categorize themes, historical events, and regional assets to showcase through the murals.																
	Secure funding to launch and continue mural projects.																
	Partner with regional artists, art organizations, and schools to maintain the murals.																
	Create comprehensive online database with photographs and backgrounds of the region's past and present murals.																
Ensure web database is linked on state and regional tourism and quality of life websites.																	
	<b>3.4.3 Support the creation of workplace wellness program at the region's large private and public employers</b>																
3.4 Promote and facilitate improved health outcomes	Craft a flexible workplace wellness program based on the information and activities of the Regional Wellness Council.	HC, SWMO AHEC, CHCSEK, CHC, NPO, Fdns, SEK	JACC, Govts, Chambers, JATSC, HSTCC, BBBS, UW	N													
	Establish benchmarks and reporting tools for workers and employers participating in the program.																
	Identify example incentives for businesses to use to promote healthy habits.																
	Define return on investment in terms of productivity and health.																
	Market the program to regional businesses and organizations.																
	Secure commitments to participate from employers represented through JRPI investors, board members, and other major employers.																
	Report performance measures and continue to increase benchmarks annually.																

## GOAL 4: RECOGNIZE AND CELEBRATE

Action/Tasks		Lead	Support	Status	Q3 2014			Q4 2014			Q1 2015			Q2 2015		
					Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
4.2 Beautify key corridors	<b>4.2.1 Develop a coordinated regional beautification initiative.</b>															
	Identify key transportation corridors and points of entry into the region.															
	Assess the need for beautification or wayfinding signage at these points.															
	Leverage existing local groups to expand ongoing efforts regionally.															
	Develop a wayfinding and design strategy.															
	Plan tactics to link communities within the region through beautification and signage and identify state/county boundaries.															
	Source new potential funding streams from state and federal agencies for roadway-design improvements.															
	Lobby for zoning codes in unincorporated areas of the counties to ensure existing structures are maintain and future growth is quality.															
	Work with officials to ensure that the federal Highway Beautification Act is consistently enforced.															
Ensure landscaping is effectively maintained by local and county governments.																
	Beautification organizations, CVB, Govt, DA, DT	CART, JACC, HSTCC, RE	N, E													
4.4 Coordinate and promote an internal regional identity	<b>4.4.5 Host key leaders on an annual inter-regional community tour.</b>															
	Determine priority competitive issues to examine.															
	Choose an "aspirational" region that has effectively and positively addressed these issues.															
	Coordinate the itinerary.															
	Communicate with chamber leaders in the host region to develop an agenda with sites and speakers.															
	Conduct a preliminary tour of intended sites, facilities, and leaders.															
	Invite key regional leaders and emerging leaders to attend.															
	Conduct a debrief following the trip to organize and summarize lessons learned and best practices to apply in the Joplin Region.															
	Develop an action plan to incorporate into the regional economic development strategy.															
	Share findings with other partners, leaders, and stakeholders.															
	JACC	All partners	N													

## Years Three through Five: July 2015–June 2018

The following pages constitute proposed actions that comprise the third, fourth, and fifth year action plans for JRPI 2.0 implementation.

Note that many strategic activities initiated in years one and two will be continued into year three and on after an annual review is conducted of the previous year's implementation successes and challenges. While these activities are not listed in the following timelines, their funding dynamics have been incorporated in the JRPI 2.0 five-year budget.

Major activities to initiate in the remaining three years of implementation include:

- ✓ Define and implement career ladders from middle school through postsecondary education and training institutions.
- ✓ Create a two-year residency program for University of Kansas medical students.
- ✓ Launch an entrepreneur accelerator program at the Joseph Newman Innovation Center.
- ✓ Lobby to expand broadband infrastructure.
- ✓ Develop and promote shared roadways for vehicles, bicycles, and pedestrians.
- ✓ Create a comprehensive regional rails-to-trails network.
- ✓ Adopt new funding and development tools to improve the region's historic downtowns.

## GOAL 1: LEARN AND ADVANCE

Action/Tasks	Lead	Support	Status	Y3				Y4				Y5				
				Q3'15	Q4'15	Q1'16	Q2'16	Q3'16	Q4'16	Q1'17	Q2'17	Q3'17	Q4'17	Q1'18	Q2'18	
<b>1.1.2 Continue to expand career exploration and education linked to target business sector occupations.</b>																
1.1. Increase business and community commitment to and involvement in the region's school districts.	Define career ladders from middle school through postsecondary education/training for target business sectors.	K-12, WIB, Higher Ed	Chambers	N	█											
	Partner with employers and educators to develop the target occupational ladders.				█											
	Create tools to continually evaluate the ladders and adapt to new changes in the target business sector and the workforce.					█		█								
	Promote the career ladders to educators, career counselors, parents, and students.							█								
	Create an Early Career Program for middle and high school students.															
	Develop internship, apprenticeship, job shadowing, and summer job opportunities with regional businesses.								█							
	Gather interested businesses to participate.									█						
	Create an application and benchmarks to ensure standardization across opportunities.										█					
	Expand dual-enrollment options for high school students to take college-level courses.												█			
	Establish scholarships to allow high school students to enroll in college-level classes related to target sectors.													█		
	Ensure transportation options for students traveling to campuses for dual-enrollment courses.														█	
	<b>1.1.4 Continue expanding innovative programs, curricula, and partnerships through the region.</b>															
1.1. Increase business and community commitment to and involvement in the region's school districts.	Evaluate where school districts can share programs, personnel, and other resources to increase efficiency and cost-savings.	K-12	Ed Fdns	N	█											
	Create compacts, MOUs, and agreements to share services and consolidate ordering.					█										
	Track cost savings to ensure highest value from agreements.							█								
	As local education initiatives expand, create performances measures and report outcomes.							█								
	Ensure goals and outcomes are linked directly to college, career, and life preparation and success.							█								
	Partner schools with private sector firms and individuals to assist in defining and reporting performance.							█								

**Goal 1, continued**

Action/Tasks	Lead	Support	Status	Y3				Y4				Y5			
				Q3-15	Q4-15	Q1-16	Q2-16	Q3-16	Q4-16	Q1-17	Q2-17	Q3-17	Q4-17	Q1-18	Q2-18
<b>1.2.5 Increase education and training opportunities for medical students.</b>															
1.2 Align colleges and universities programming with regional	Create a two-year residency program for KU medical students.														
	Identify southeast Kansas and regional hospitals at which to create a rotations program for students in their last two years of medical school.			Chambers, LEDO, Higher Ed	Govt, States	N									
	Study incentives and tax credit options to retain health care graduates.														
<b>1.3.2 Create a regional scholarship fund targeted at high-performing students attending local colleges.</b>															
1.3 Ensure higher ed is accessible and affordable	Connect scholarship recipients with local employers to explore career opportunities prior to graduation.														
	Create summer internship and part-time work opportunities focused on career advancement and development for high-performing students.			Ed Fdns, Fdns, Chambers	K-12, Higher Ed	N									
	Consider creating fellowship programs at local businesses and non-profits to secure scholarship recipients in employment upon graduation.														
<b>1.4.3 Coordinate a formal internship program for high school juniors and seniors.</b>															
1.4 Coordinate career preparation and training	Create formal requirements and criteria for participating students and employers.														
	Establish well-defined performance measures, workplace expectations, soft skill knowledge development, and feedback mechanisms.			K-12, Chambers, WIB	NPO	N									
	Secure the participation of local and regional employers.														
	Gather and report lessons learned and feedback from participants, and apply to future semesters.														
	Consider internship requirements for high school graduation.														
<b>1.4.5 Create effective tools to retain top talent and attract expatriates back to the region.</b>															
Examine potential funding (state, federal, and other) to incentivize graduates to stay in the region, or recruit expatriates to return to home communities.			JACC, YP	Higher Ed	N										
Promote the pool of funds via local and national sources.															
Consider broadening the program to attract new skilled/educated/experienced residents and workers.															
Assess the potential to apply additional funds in a program to compel higher education graduates to remain in the community in exchange for full or partial tuition reimbursement.															
<b>1.4.6 Assist major employers in training and screening job applicants for basic qualifications and drug tests.</b>															
Assess what basic qualifications should be benchmarked.			JACC	WIB, Higher Ed	N										
Identify a private company to run drug tests.															
Promote the service as an incentive to expanding and relocating firms.															

## GOAL 2: WORK AND PROSPER

Action/Tasks	Lead	Support	Status	Y3				Y4				Y5			
				Q3'15	Q4'15	Q1'16	Q2'16	Q3'16	Q4'16	Q1'17	Q2'17	Q3'17	Q4'17	Q1'18	Q2'18
2.1 Establish and brand an innovation corridor	<b>2.1.2 Create a pipeline of innovation.</b>														
	Review portfolios of public and private institutions' innovation activities for viable opportunities.	JACC, Higher Ed	LEDO, State ED	N											
	Assemble a review board of university and business representatives to assess portfolios.														
	Establish criteria to identify opportunities and orphaned technologies.														
	Define core entrepreneurial skills and experienced needed to capture the opportunities.														
	Recruit entrepreneurs to take on innovation opportunities and orphaned technologies.														
Leverage entrepreneur programs and networks at PSU, MSSU, and JNIC to identify potential entrepreneurs.															
2.2 Space, programming, and info for startups	<b>2.2.2 Create an accelerator program to graduate businesses from the JNIC.</b>														
	Designate area within JNIC for a high-impact, hands-on program for short-term business growth through second and third stages of funding.	JACC	State ED, Higher Ed	N											
	Design a well-defined program of support, mentoring, and funding to assist in startups' transitions.														
	Assemble an advisory board to review applications to the accelerator and provide support and mentorship through each program cycle.														
	Establish criteria, time frame, benchmarks, and an application for startups and promote the accelerator opportunity.														
	Launch the first cycle of the accelerator program.														
2.4 Target business sectors	<b>2.4.1 Continue advancing Manufacturing efforts.</b>														
	Develop a regional fabrication laboratory.	JACC, Higher Ed	LEDO, State ED	N											
	Seek funding or pilot program designation through state, federal, and philanthropic sources.														
Evaluate interest and resources of universities or private innovative manufacturers to host the lab.															
2.5 Advocate for infrastructure to grow and sustain business	<b>2.5.2 Leverage regional lobbying efforts to connect and develop broadband infrastructure</b>														
	Through BRE visits, assess the level of need for expanded broadband networks.	JACC, Govt, Chamber, LEDO	State ED, Higher Ed	E											
	Champion state plans for fiber investments.														
	Seek grants and funding to implement regional plans.														
Partner with private telecommunications providers to expand affordable broadband networks to underserved, high-demand areas.															

### GOAL 3: LIVE AND THRIVE

Action/Tasks	Lead	Support	Status	Y3				Y4				Y5					
				Q3'15	Q4'15	Q1'16	Q2'16	Q3'16	Q4'16	Q1'17	Q2'17	Q3'17	Q4'17	Q1'18	Q2'18		
<b>3.1.4 Partner with graduate architecture programs to innovate creative affordable housing solutions.</b> Craft a proposal for a two-semester architecture studio to design and build housing to be sold by a community development corporation, development authority, or other entity. Partner with regional construction materials manufacturing firms, construction firms, and other local businesses tied to the housing industry to work with students and builders on the studio. Seek the participation of a university's graduate architecture program in the larger Midwest to pioneer the studio. Identify a neighborhood or area best suited for the studio. Ensure the area is in the scope of a CDC or housing authority to own and sell the residential construction.	JACC, RE, DA, Govt	Fdns	N														
<b>3.2.3 Improve transit networks and infrastructure to better connect the region's workers with jobs.</b> Through BRE visits and data, identify transportation challenges for businesses and workers. Partner with major employers, health care providers, and local governments to identify existing transit solutions. Conduct a study of current commuting patterns and residential development to assess areas of highest need for transit options. Work with local transportation agencies to fill gaps in transit service and high-need areas. Continually work with local and state planners to ensure transit is included in transportation planning.	Transportation authorities/organizations, HSTCC, JATSO, WIB	LEDO, Chambers, JACC	N														

**Goal 3, continued**

Action/Tasks	Lead	Support	Status	Y3				Y4				Y5				
				Q3'15	Q4'15	Q1'16	Q2'16	Q3'16	Q4'16	Q1'17	Q2'17	Q3'17	Q4'17	Q1'18	Q2'18	
<b>3.4.4 Develop walking and biking paths in key corridors that connect areas in the region.</b>																
3.4 Promote and facilitate improved health outcomes	Create a comprehensive regional rails-to-trails network.	Govt, HSTCC, State DOT	CART	O, E, N												
	Identify abandoned rail corridors to convert.															
	Work with rail companies to assess highest and best uses of abandoned rails and transitional steps to convert to trails.															
	Assess the potential to add railbanking to communities' land bank authorities or redevelopment agencies.															
	Support existing rail-trail conversion efforts and link to the regional network.															
	Assess opportunities to use state and federal transportation monies to construct shared roadways.															
	Advocate for funding to construct and widen roads to incorporate shared transportation options.															
	Through transportation and land use plans, determine thoroughfares with optimal conditions for additional bike lanes and sidewalks.															
	Ensure these uses are incorporated into planning efforts.															
	Through the Regional Wellness Council, promote alternative transportation modes and safe routes for bicycle and pedestrian commuters.															
	Partner with employers and activity centers with existing access to safe bicycle and pedestrian routes to promote shared roads and alternative commuting options.															
	Ensure as bike lanes and sidewalks are constructed, safety and awareness are promoted.															

## GOAL 4: RECOGNIZE AND CELEBRATE

Action/Tasks	Lead	Support	Status	Y3				Y4				Y5					
				Q3'15	Q4'15	Q1'16	Q2'16	Q3'16	Q4'16	Q1'17	Q2'17	Q3'17	Q4'17	Q1'18	Q2'18		
<b>4.1.2 Identify, develop, and utilize effective tools to facilitate revitalization in regional downtowns.</b>																	
4.1 Appearance of downtowns & communities	Prioritize the region's downtowns with high potential and greatest need for revitalization efforts.	DT, DA, Chambers, RE, Govt	Higher Ed, JACC	N, E, O													
	Leverage Goal 3 tools and strategies for redevelopment efforts.																
	Consider the designation of tax increment financing or business improvement districts to fund development of infrastructure and improvements.																
	Promote and utilize state main street initiatives and other tools to fund.																
	Initiate the development of incentives programs for façade improvements.																
	Communicate with college and university officials to discuss the potential location of classes, classroom facilities, or program offices in their respective downtowns.																
	Examine the potential to create wireless downtown networks to provide free high-speed wireless internet access.																
<b>4.1.3 Continue efforts to improve city centers and other public spaces.</b>																	
4.1 Appearance of downtowns & communities	Partner with beautification groups to ensure city centers are effectively and comprehensively addressed.	Beautification organizations, DT, Govt	JACC	N, E, O													
	Track ongoing changes, funding, and improvements.																
	Assist where momentum has stalled or funding has diminished.																
	Identify new partners or new funding to incorporate.																
	Define clear tasks and benchmarks to move forward.																

## PERFORMANCE METRICS

The following metrics are intended to estimate what the Joplin Region's outcomes could be if the regional economic development strategy is effectively implemented.

- **Benchmarks** include discrete, measurable indicators that are tied to the Strategy's goals. In order to arrive at these projections, Market Street analyzed the region's performance over the previous years across a number of categories, then extrapolated these trends into the future based on effective implementation.
- **Performance or activity measures** represent actions to pursue en route to the benchmarks, which are the ultimate indicators of implementation success. Activity measures were estimated based on Market Street's knowledge of comparison programs in areas similar to the Joplin Region.

Because of the realities of the Great Recession and its lingering impact of a jobless recovery, Market Street's projections were conservative for the initial years of implementation, then more aggressive in later years. For some indicators that had experienced notable losses or negative change, just returning to neutral levels will be a challenging goal.

	Latest Figure	Annualized Avg. (%/term)	Current Trend 2018	Goal	Goal v. Trend	Raw Change	Percent Change	Existing/ Potential Source	
<b>Overall Performance Benchmarks</b>									
Total population	302,112 (2010)	0.5%	10 yr.	314,993	316,908	1,915	14,796	4.9%	Census Pop Est
Per capita income	\$30,892 (2010)	2.6%	3 yr.	\$37,810	\$38,023	\$213	\$7,131	23.1%	BEA
Poverty rate	17.8% (2010)	0.3%	10 yr.	20.2%	16.4%	-3.8%	-1.4%		Census SAIPE
Child poverty rate	25.4% (2010)	0.4%	10 yr.	28.7%	24.6%	-4.1%	-0.8%		Census SAIPE
Pct. of adults without a high school diploma	16.1% (2010)	-0.4%	10 yr.	13.0%	12.8%	-0.1%	-3.3%		Census, ACS 5 yr.
Labor force participation rate	65.5% (2010)	0.0%	10 yr.	65.5%	68.0%	2.5%	2.5%		Census/LAUS



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	Latest Figure	Annualized Avg. (%/term)	Current Trend	Goal 2018	Goal	Goal v. Trend	Raw Change	Percent Change	Existing/ Potential Source
<b>Goal 1: Learn and Advance</b>									
% of college grads remaining in region to work				source needed			-	-	tbd
Regional high school graduation rate				figure needed			-	-	State DOEs
Funding for extracurricular career/tech ed activities				source needed			-	-	tbd
#/% of schools/districts with biz partnership programs				figure needed			-	-	tbd
# of apprenticeship and cooperative training openings				figure needed			-	-	tbd
Number of internships available				figure needed			-	-	tbd
Number of residency slots for physicians				n/a			-	-	tbd
Physicians per capita, Joplin MSA	209.5 (2011)				tracking needed		-	-	Sperling's
Number of students who receive FAFSA assistance				figure needed			-	-	tbd
Number of communities with CWRC designation				figure needed			-	-	ACT
Emerging workers served				figure needed			-	-	ACT
Transitioning workers served				figure needed			-	-	ACT
Current workers served				figure needed			-	-	ACT
Number of businesses supporting				figure needed			-	-	ACT
Number of job clearinghouse website hits				n/a			-	-	tbd
Number of national service fellows				figure needed			-	-	tbd
Population, ages 25-34	37,151 (2010)	0.5%	10 yr.	38,878	39,534	656	2,383	6.4%	Census, ACS 5 yr.
Number of young professionals in leadership roles				figure needed			-	-	tbd
Number of employer-led young professional groups				figure needed			-	-	tbd
Number of talent-attraction prospects hosted				figure needed					tbd
Pct. of adults with bachelor's degree or higher	18.3% (2010)	0.2%	10 yr.	20.0%	21.0%	1.1%	2.7%		Census, ACS 5 yr.
% of pop. 18-24 enrolled in college or graduate school	39.5% (2010)	0.6%	10 yr.	44.2%	45.0%	0.8%	5.5%		Census, ACS 5 yr.
<b>Goal 2: Work and Prosper</b>									
Net job growth	99,354 (Dec 2011)	-0.5%	10 yr.	95,791	99,793	4,002	439	0.4%	BLS QCEW
Average annual wages	\$32,820 (2011)	3.0%	10 yr.	\$38,723	\$39,120	\$397	\$6,300	19.2%	BLS QCEW
Number of innovation corridor institutions with MO Innovation Center designation				figure needed					tbd
Number of commercialization efforts per year				figure needed					tbd
Number of patents issued, Joplin MSA	18 (2010)	-4.9%	4 yr.	12	19	7	1	5.7%	US PTO
Number of patents issued, Joplin Region				figure needed					US PTO
Number of Innovation Center graduates				figure needed					tbd
Number of innovation corridor website hits				figure needed					tbd
Revolving loan funding available				source needed					tbd
Total number of small business loans extended				source needed			-	-	tbd
Total amount of small business loans extended				source needed			-	-	tbd
Total number of angel investments				source needed			-	-	tbd
Total amount of angel investments				source needed			-	-	tbd



	Latest Figure	Annualized Avg. (%/term)		Current Trend	Goal 2018	Goal v. Trend	Raw Change	Percent Change	Existing/ Potential Source
<b>Goal 2: Work and Prosper (continued)</b>									
Total annual funded research in region				figure needed			-	-	tbd
Number of existing business visits conducted				figure needed			-	-	tbd
Pounds of freight cargo moved through Joplin Regional Airport	14,000 (2012)	0.0%	6 yr.	14,000	18,007	4,007	4,007	28.6%	BTS
Number of local chambers of commerce and EDOs with emergency preparedness plans				figure needed			-	-	tbd
<b>Goal 3: Live and Thrive</b>									
Occupancy rates for new housing developments constructed				figure needed			-	-	tbd
Number of acquisitions of vacant/delinquent properties				figure needed			-	-	tbd
Funding attained for mural projects				figure needed			-	-	tbd
Number of completed mural projects				figure needed			-	-	tbd
Number of employers with workplace wellness programs				figure needed			-	-	tbd
Percent, adults with poor or fair health, Jasper Co, MO	14% (2012)			tracking needed			-	-	CHR site
Percent, adults with poor or fair health, Barton Co, MO	14% (2012)			tracking needed			-	-	CHR site
Percent, adults with poor or fair health, Labette Co, KS	21% (2012)			tracking needed			-	-	CHR site
Percent, adults with poor or fair health, Newton Co, MO	16% (2012)			tracking needed			-	-	CHR site
Percent, adults with poor or fair health, Cherokee Co, KS	19% (2012)			tracking needed			-	-	CHR site
Percent, adults with poor or fair health, Crawford Co, KA	17% (2012)			tracking needed			-	-	CHR site
Percent, adults with poor or fair health, Ottawa Co, OK	24% (2012)			tracking needed			-	-	CHR site
Percent, adults with poor or fair health, Joplin Region				figure needed			-	-	CHR site
<b>Goal 4: Recognize and Celebrate</b>									
Number of positive national media mentions				figure needed					tbd
Number of attendees of inter-regional community tour				n/a					tbd

## CONCLUSION

The strategic planning process has demonstrated that Joplin Region leadership across seven counties and three states can come together behind a comprehensive and transformative program for change. This alone is a huge task that the Joplin Region has successfully executed; but it is only beginning of the major undertaking of building a strategic regional partnership and moving the region forward together. Though the initial Joplin Regional Prosperity Initiative started the ball rolling on regional partnerships, the 2.0 plan takes efforts to an entirely different level.

JRPI 2.0 thus marks the next stage of a holistic, cooperative effort to make the Joplin Region more competitive for talent and business, and to build stronger, high-quality communities for residents and workers to enjoy. As the region emerges from a destructive natural disaster and rebuilds two of its communities, JRPI 2.0 launches five years of innovative coordinated efforts to truly transform the region's economy and leverage ongoing efforts already happening across the seven counties.

Even though this Implementation Plan has a five-year timeline, work to improve the Joplin Region's competitive position, business climate, talent base, well-being, cooperative spirit, perception and appearance, and innovation capacity will be constant and ongoing far beyond that timeframe. There is no "finish line" for this work.

Many leaders from across Barton, Jasper, Newton, Crawford, Cherokee, Labette, and Ottawa counties have joined to pursue this initiative, but there are even more partners and stakeholders in the region to be engaged, particularly its emerging and future community leaders. There are some negative trends that will take more than five years to reverse, and some efforts will not see immediate payoff. It will require new investment and even greater commitment from regional leadership, and a long-term vision for the region's success that extends beyond the five-year scope of this Strategy. The region's businesses, residents, and leadership clearly have the will to move forward strategically; now they must maintain momentum and foster even stronger collaboration through 2017 and beyond.