



Listening to Joplin

Report of the Citizens Advisory Recovery Team



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Introduction

To the Joplin City Council Members:

We are a changed community.

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

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

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

Thank you for this opportunity to serve Joplin.

On behalf of the CART,

A handwritten signature in black ink that reads "Jane Cage". The script is fluid and cursive, with the first letters of each word being capitalized and prominent.

Chairman



CART Vision

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

Overview

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

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

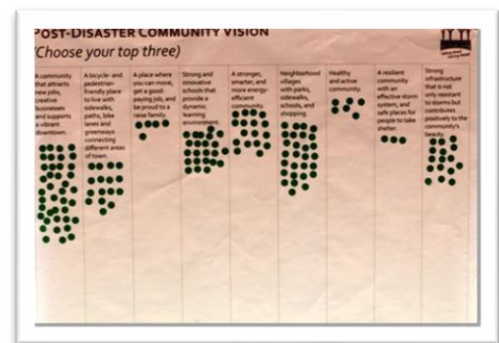
The CART is divided into four sectors – Housing and Neighborhoods, Schools and Community Facilities, Infrastructure and Environment, and Economic Development. Each sector is comprised of CART members as well as additional community members that work as part of the group.

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



The first citizen input meeting was held during two sessions on July 12th at Memorial 9th and 10th Grade Center and was attended by approximately 350 residents. Large white boards were stationed around the room with questions related to each sector. Residents were encouraged to write their ideas and responses on sticky notes that were affixed to the boards. The result was a 50 page booklet that contained every piece of feedback we received. Sector groups studied the responses to determine prevailing themes.

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



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



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

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

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



Housing and Neighborhoods Sector

Input Meetings Issues and Needs

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



Input Meetings Assets and Opportunities

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

Goals

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



Projects

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



Sector Members

Kim Cox, Ozarks Gateway Association of Realtors

Matt Moran, Housing Authority of Joplin

Larry Allgood, First American Title
 Bruce Anderson, MidMissouri Bank
 Jono Anzalone, FEMA
 Loretta Bailey, Allstate
 Brent Baker, Empire District Electric
 Christy Barnhart, Missouri American Water
 Amy Bass, Empire District Electric
 Troy Bolander, City of Joplin

Stephanie Brady, The Independent Living Center

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

Jamie Hollenberg, Senator Blunt's Office

Marilyn Lappin, Missouri Housing Development Comm.
 Deb Markman, Economic Security Corporation
 Jonathon Raiche, City of Joplin
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 Curtis Scott, Economic Security Corp.
 Johnny Shepard, MAW
 Bradley Streeter, HUD
 Maura Taylor, Catholic Charities SMO
 Jennifer Tidwell, MHDC

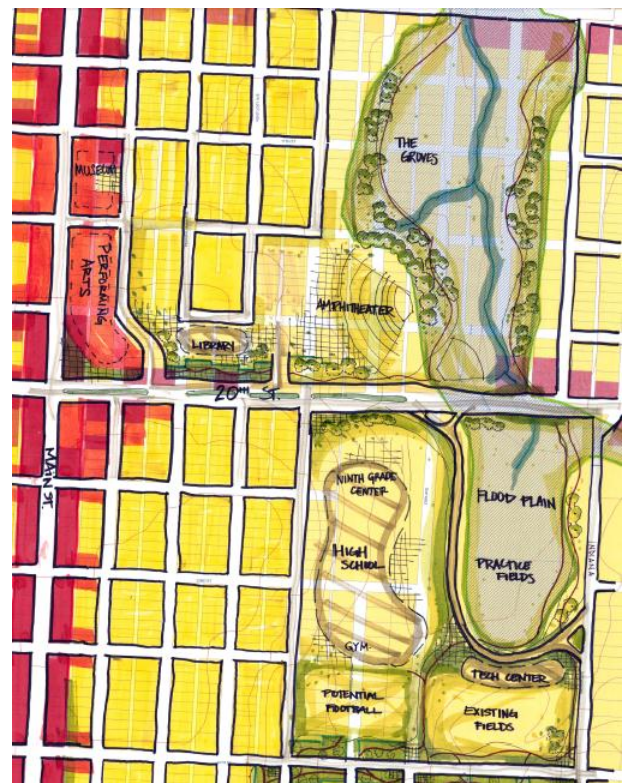
Schools and Community Facilities Sector

Input Meetings Issues and Needs

- Rebuild school facilities that were destroyed: Joplin High School, Franklin Technology Center, Irving Elementary School, and Joplin East Middle School
- Repair school facilities that were damaged: Cecil Floyd Elementary School, Roi S. Wood Building, Emerson Elementary School, Kelsey Norman Elementary School, and Duquesne Elementary School
- Balance rebuilding and improvements at affected schools with long-standing facility needs at District elementary schools
- Rebuild bed capacity due to loss of St. John's Regional Medical Facility
- Provide safe places to go during storm events
- Improve the storm warning system
- Create a place to memorialize victims, heroes, and volunteers
- Increase community gathering spaces.
- Provide Community space for more special events and activities for all age groups

Input Meetings Assets and Opportunities

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



Goals

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

Projects

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



Sector Members

Jane Cage, Heartland Technology Solutions

Doug Doll, Arvest Bank

Chris Cotton, Joplin Parks and Recreation

Sharon Beshore, Connect2Culture

Angie Besendorfer, Joplin School District

Al Cade, MSSU

Kelli Cragin, Crowder College

Melanie Dolloff, Joplin Schools

Peggy Fuller, SMB/Bright Futures

Mary Gaarder, retired teacher

C.J. Huff, Joplin School District

Steev Inge, Mystery Church

Jim Moreland, PLJBD (Joplin)

Andy Perigo, Commerce Bank

Annie Sharp, School Board Member

Dawn Sticklen, Parks and Recreation Board

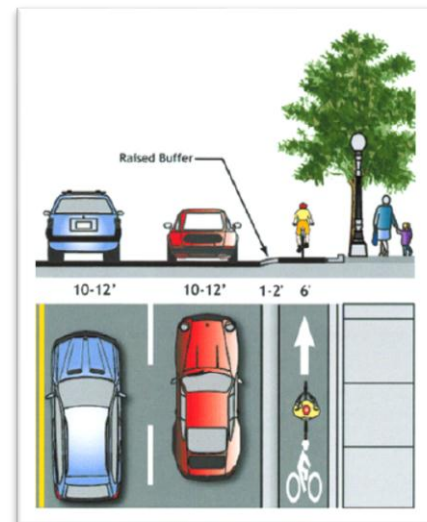
Danny Thomas, KOAM-TV

Dot Willcoxon, Library & Lafayette House Board

Infrastructure and Environment Sector

Input Meetings Issues and Needs

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





Input Meetings Assets and Opportunities

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

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

Goals

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

Projects

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



Sector Members

Amanda Bilke, The Katie Bell Agency
Clifford Wert, US Bank
Ray Brown, Duquesne
Jay Chism, MU Extension
Chris Cotton, Parks Director
Lisa Crump, Past member of Springfield City Utilities
Theresa Dohm, Joplin Road Runners
Mary Gaarder, Retired teacher
Jason Grossman, Tree Board

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

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



Economic Development Sector

Input Meetings Issues and Needs

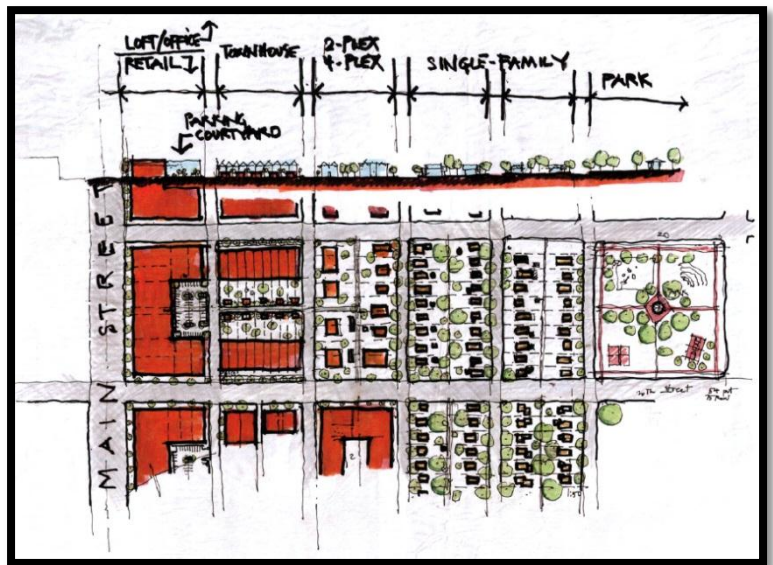
- Business Sector Retention
 - Relocate businesses back into the impact zone
 - Recruit new types of businesses and industries into the area with a focus on potential sites within in the impact zone
 - Use land in the damaged area for more new or returning businesses
 - Replace a large segment of the local retail trade along Range Line and other arterials
 - Replace the destroyed and/or dislocated medical facilities and services
 - Provide financial and other support to assist businesses - return, relocate and expand
- Work Force Development and Retention
 - Assist workers to return to the area or be retrained for new employment in the Joplin area
 - Recruit employees to replace those leaving
- Quality of Life & Housing
 - Replace community facilities and schools to restore quality of life as before the storm so that households with workers will return to work in the area
 - Develop diverse and affordable housing opportunities to attract and retain workers for recovering businesses
 - Enhance quality of life and adequate housing to attract new businesses and/or industries to help the Joplin area recover
- Infrastructure and Environmental
 - Replace or improve existing infrastructure, including transportation facilities, important to local businesses
 - Use environmentally friendly and sustainable methods and materials when residential, commercial and community facilities are replaced
- Land Use Planning
 - Integrate retail and service businesses with live-work spaces
 - Replace the destroyed and damaged building stock with new buildings
 - Keep business and residential areas separate
 - Explore the development of new types of buildings to attract residents and businesses
 - Improve esthetics of business facilities



Input Meetings Assets and Opportunities

- Business Sector Retention
 - Expand and enhance existing programs of local and regional organizations to assist with retaining and recruiting businesses
 - Provide assistance to relocate and restore employment opportunities

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



Goals

- ✓ Assure stability of existing employment base and enhance the base with new, quality job opportunities. Expand availability of workforce and enhance workforce skills
- ✓ Develop, promote and support opportunities to develop major, mixed use, anchor projects to accelerate rebuilding in key areas
- ✓ Enhance and expand the resources and incentives available to support the growth/retention of existing businesses and the attraction of new businesses
- ✓ Designate key commercial corridors to allow for consistent business development in areas other than Range Line Road and 32nd Street

- ✓ Within the corridors in question, code restrictions and minimum design standards should be incorporated to ensure consistency of materials and design

Projects

- Establish key corridors for near-term and long-term commercial, multi-family and mixed use development including:
 - Main Street: 15th to 50th
 - 20th Street: Duquesne to Schifferdecker
 - 26th Street: Main to Maiden Lane
 - Connecticut: 20th to 32nd
- Develop and enforce guidelines to raise the appearance, materials and landscaping of commercial construction city-wide
 - Encourage consistency of construction materials and appearance in geographic areas
 - Require a higher level of façade finish than is currently addressed by city code
 - Require a higher level of landscaping around buildings and parking lots than currently exists
 - In corridors noted, have design standards specific to each corridor and an advisory committee to help develop the standards and work with city staff and developers/builders on implementation
- Pursue and support the development of a medical school, possibly in partnership with MSSU or other host
- Develop a Virtual Spec Building
- Establish and develop workforce housing projects to re-establish and maintain a quality workforce
- Provide workforce soft skills training through adult and student programs utilizing tools such as Alchemy
- Establish the Joplin area as “workforce ready” by strongly supporting the state efforts on “work ready” certification at the adult and student levels
- Develop major, mixed use anchor projects to encourage redevelopment in key areas, with an emphasis on maintaining quality of living concepts expressed in other CART areas

Sector Members

Randy Moore, Eagle-Picher
Fred Osborn, Commerce Bank
 Sean Anderson, General Mills
 Alden Buerge, First State Bank
 Gary Box, Joplin Chamber
 Jay Chism, Missouri Extension
 Brandon Freed, Above Par Transportation

Ron Gatz, Empire District Electric
 Sallie Hemenway, Mo Dept of Economic Development
 Jasen Jones, Workforce Dev. Board of SW MO
 Shelly Kraft, Kraft Insurance
 Rob O'Brian, Joplin Chamber
 Mike Pence, Retired
 Lisa Robinson, Small Business Development Center

Harry Rogers, Harry S. Truman Coordinating Council
 Tonya Sprenkle, Joplin Chamber
 Clive Veri, Commerce Bank
 Larry Warren, Atlas Rick Management, LLC
 Mike Wiggins, Granny Shaffers

Cart Membership

Chairman:	Jane Cage, Heartland Technology Solutions
Vice-Chairman:	Andy Martin, Walmart
Housing & Neighborhood Chairs:	Kim Cox, The Ozarks Gateway Association of Realtors Matt Moran, Housing Authority of Joplin
Schools & Community Facilities Chairs:	Doug Doll, Arvest Bank Jane Cage, Heartland Technology Solutions
Infrastructure & Environment Chairs:	Amanda Bilke, The Katie Bell Agency Clifford Wert, US Bank
Economic Development Chairs	Randy Moore, Eagle-Picher Fred Osborn, Commerce Bank
Additional Members:	Daricus Adams, 4 States Advertising Bruce Anderson, Mid-Missouri Bank Sean Anderson, General Mills Matt Barnhart, Missouri American Water Company Brad Beecher, Empire District Electric Company Troy Bolander, City of Joplin Dustin Borland, Missouri Gas Energy Alden Burge, First State Bank of Joplin Michelle Ducre, Community Foundation of SWMO Gary Duncan, Freeman Health System Crystal Harrington, Home Builders Association of SW Missouri mSallie Hemenway, Mo. Dept of Economic Development C.J. Huff, Joplin School District Deborah Kenny, Totally You Global Technology Rob O'Brian, Joplin Area Chamber of Commerce Daniel Pekarek, Joplin Health Department Gary Pulsipher, St. John's Regional Medical Center Mark Rohr, City of Joplin Bruce Speck, Missouri Southern State University Denny White, City of Duquesne Mike Woolston, PRO 100 Inc., Realtors Sallie Hemenway, Mo Dept. of Econ Development

Special Thanks to the Following for their assistance:

Benjamin Alexander, FEMA	Kathleen Fitzgerald, FEMA Ben Frerichs, FEMA
Elizabeth Boyd, FEMA	
Gary Box, Joplin Area Chamber of Commerce	Zachary Graves, FEMA
Steve Castaner, FEMA	Jim Mallory, FEMA
Allison Crnic, FEMA	Michael Schuler, FEMA
	Tonya Sprenkle, Joplin Area Chamber of Commerce
Brandon Dake and Central States Chapter of American Institute of Architects	Ximena Zamora, FEMA

