

Jerome Community Review Report

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Jerome Community Review

March 1-2, 2001

Background & Overview

The Community Review process is a collaborative project of the Association of Idaho Cities (AIC), the Idaho Rural Partnership (IRP), and the Idaho Department of Commerce. In addition, the U.S. Department of Housing and Urban Development has been an active partner through the support of Idaho's Community Builders. Numerous federal, state, and local government agencies, as well as private businesses and non-profit organizations have generously contributed time, energy, and resources to this service to communities.

Jerome was the second community to undergo review, following Heyburn who participated in the process on September 28-29, 2000. Jerome submitted an application and selected three areas of emphasis from a range of possibilities: 1) Infrastructure, 2) Land Use & Community Design, and 3) Civic Life and Community Involvement. Jerome's home team coordinator was City Administrator Travis Rothweiler. Scott Bybee, Jerome's City Engineer, headed the Infrastructure home team. Art Brown, Jerome County Planning & Zoning Administrator, lead the Land Use & Community Design home team. Julie Thomas of mid-Snake River Resource Conservation & Development lead the Civic Life and Community Involvement home team.

The Community Review steering committee recruited a visiting team of seventeen experienced community development practitioners based on the focus areas identified by the City of Jerome. Those individuals and their organizations are summarized later in this report.

On March 1, 2001, Mayor Dennis Moore welcomed the visiting team to Jerome. The teams were introduced, and Dick Gardner, Executive Director of IRP, described the goal of the Community Review. Dr. Gardner emphasized that while the visiting team had a wealth of knowledge and experience, their feedback to Jerome would take the form of observations and suggestions, not hard advice or prescriptions for success. He noted that with the short amount of time spent in Jerome, the visiting team would not have nearly enough knowledge of the people, economics, and overall situation to know precisely what course of action was appropriate for Jerome. That responsibility remained with the people of Jerome and its acknowledged leaders. What the visiting team could offer, however, was a new set of eyes, a different perspective, a spark of additional energy and hope, available resources that the City of Jerome could tap to meet its objectives, and follow up assistance subsequent to the review.

Mayor Moore challenged the visiting team to walk the town, see what residents see, feel what residents feel, ask any and all questions that might arise, and offer honest, constructive criticism and feedback. He challenged the home team to open their hearts and minds, share honestly both problems and opportunities, and accept the feedback in the spirit in which it was intended.

Following the introductions, briefing, and colorful description of Jerome's history by Ralph Peters, the entire group heard a presentation from a group of developers and toured the proposed site for their

project, entitled Crossroads Ranch. The group then broke into the three focus area groups for tours and meetings throughout the morning and afternoon. Following a group dinner at the El Sombrero Restaurant, the team traveled to Jerome High School to gather input from community members through surveys and interviews.

On the morning of March 2, 2001, the visiting team deliberated as a group and developed themes and resources to identify in their oral presentation. The debriefing was given to the Jerome home team after a group lunch at the Jerome Senior Center.

Summary

The Idaho Rural Partnership, Association of Idaho Cities, Idaho Department of Commerce, U.S. Department of Housing & Urban Development, and the other members of the visiting team would like to thank the City of Jerome and its residents for hosting us for the Jerome Community Review. We appreciate your generous hospitality, and we learned much working with the home team over the two days of the review and interacting with so many fine Idahoans.

We understand that asking a group of outsiders to make observations about your community represents positive risk-taking. We commend the city leadership for that effort. We hope you understand that all of the observations made in this report are given in the spirit of constructive criticism, to help Jerome understand itself more clearly and to grow stronger. We also want you to understand that our report is made after only very limited experience in your town. It is up to you to sort through our feedback and decide what to respond to and what to let go.

Jerome as a community has a lot going for it. The size of Jerome gives your town a considerable advantage over many rural communities. You have more and healthier community support systems than small communities. You have good schools, a nationally recognized hospital, an active senior center, a library, recreation facilities, and a pretty healthy downtown. You are able to attract and retain professional city management and very competent staff. You have a great location by Interstate 84. You have a strong and growing industrial core. By and large, the people in your community enjoy living in Jerome.

Jerome has some leaders who are very good at business recruitment. You have had some downturns in the past, such as during the agricultural crisis in the 1980s and the loss of the Tupperware plant. Those bad times spurred new vigilance that continues to this day. You've brought in firms that add value to your agricultural base, and you are now appropriately seeking to diversify. The proposed regional office for the state police seems a very good fit for Jerome and a stabilizing addition to the community with its government payroll.

Yet there is a danger in becoming preoccupied with the new at the expense of taking care of what is already here. We heard a lot of emphasis on bringing in new industry, on Crossroads Ranch east of town, on the new retail developments at the south end of town, on new residential developments in and out of town, and on new additions to water and sewer capacity to accommodate the growth. We spent much more of our time on the edges of town than in the town itself. For instance, we had little time to spend looking at the railroad area east of downtown, or some of the nearer neighborhoods badly in need of rehabilitation. There is a danger that all of the attention to what is happening on the edge of or

outside Jerome may divert and diffuse the city's focus. Ultimately, it could challenge the city's identity and core values.

We heard repeatedly that people love the small town atmosphere and values of Jerome. Please ask yourselves of every proposed action, ***“Is this project supportive of our small town values?”*** For example, the refurbishment of your downtown core was clearly consistent with your values. But what about the development of retail services near the interstate? While providing useful and convenient services, it also pulls the community focus away from downtown and requires residents to depend on their vehicles. And what about the way that curbs, gutters, and sidewalks are intermittent all around town, particularly in residential areas? Consistent sidewalks connecting numerous small parks would add a great deal to the pedestrian, small town quality of life. What about the Crossroads Ranch development; what does it mean for the future of Jerome proper? What would an emphasis on housing and neighborhood rehabilitation do for the quality of life of existing Jerome residents closer to the heart of town? What is more consistent with your values?

This team is concerned that your path of development may lead away from your core community values. We are seeing the potentially devastating effects of sprawl on the spirit of community in the Treasure Valley, Kootenai County, and elsewhere. Please give careful consideration to the way your economic development decisions and projects add or detract from the sense of community.

Please pay close attention, also, to the long-term costs of growth. Jerome is growing quite rapidly right now and many costs of growth are back-loaded and won't be felt for some time. There are considerable costs of deferred maintenance in hidden areas such as water and sewer mains, and in areas such as road and school infrastructure repairs. Inattention to these factors can eventually hamper efforts at bringing in new businesses and residents. More importantly, they will slowly erode the quality of life in Jerome.

Is the community of Jerome willing to tax itself to pay for the cost of needed infrastructure improvements and to do what it takes to create a better, more cohesive community? Based on what we've learned in our visit, the answer is currently 'No.' We offer the recent string of school bond issue defeats and some of the comments made by citizens in our attached community interview results as evidence.

Better communication and inclusion of all of Jerome's residents are the keys to making positive change. We suggest much more citizen involvement in the process before decisions are made. The model of analyzing options and deciding on an alternative, then selling the decision to voters is not the most inclusive model for consensus decision-making, collaboration, or partnerships. We encourage Jerome to find ways to involve people, then to persuade them to confront the difficult trade-offs of cost versus service. To the extent that you involve more people in grappling with the issues and arriving at a plan of action, you will have more community ambassadors to convince residents to move forward. For example, the Study Circles model used by the City of Kuna in passing school bond issues and examining other community concerns may be worth additional study and consideration. Study Circles and its promotion of community dialogue and inclusion may have played a factor in Kuna's recent receipt of a \$500,000 Community Development Block Grant to construct a new water well and pump house, widen streets, and install curbs, gutters, and sidewalks to support a new business park.

Along the way, we believe you may find that people need to share a common vision of the community they would like Jerome to become. Right now, we observe that a group of community members are

promoting rapid growth at any cost. To what extent is this view shared by the general population of Jerome? Is there consensus to encourage sprawling growth south to the Interstate and several miles east to Highway 93? Are there lessons to learn from Meridian, Idaho, a community that grew from an agricultural community of 9,000 to nearly 40,000 citizens in a decade?

As you ponder your future, please make an effort to reach out to all of your partners. This includes the Hispanic community, the faith community, the school district, low-income residents, the county, and other jurisdictions of local government. In the span of time between the community review and the distribution of this report, some Jerome city officials have already modeled outstanding leadership through such outreach efforts. To the extent your community works to better understand itself, to develop relationships, and to clarify the roles and commitment of every organization, there is enormous potential to work as a team to make your wonderful rural community even better.

We thank you again for inviting us to Jerome and hope the information in this report proves useful to you as feedback as you consider your long-term vision for Jerome. We are happy to answer any questions and to talk with you about follow-up actions in the future.

Jerome Community Review Visiting Team Members

Community Review Coordinators

Dr. Dick Gardner (Frmr.) Executive Director Idaho Rural Partnership 389-1401
Dick has degrees in resource economics from Colorado State, Minnesota, and Michigan State, was a policy economist with the Idaho Division of Financial Management, and was with IRP from 1992 – 2001. He currently operates a consulting business, ‘Bootstrap Solutions.’

Bob Ford Manager/Business Svcs. Idaho Department of Commerce 334-2470
Bob has a B.S. from the University of Idaho, an M.S. in management from the University of Southern California, has worked in planning and regional economic development since 1979, and has headed up marketing, business development, and the Gem Community Program.

Hank Ebert Economic Dev. Spec. Idaho Department of Commerce 334-2470
Hank has a B.A. from Rutgers University, is earning his Masters in Public Administration at Boise State University, and currently works with businesses, cities, counties, chambers of commerce, and other organizations to improve south-central Idaho economic development.

Gary Gillespie Sr. Community Builder ID Dept.of Housing & Urban Dev. 334-1990
Gary has a B.A. from Eastern Washington University, a M.S. from the University of Idaho, an MBA from Seattle City University, is a retired USMC Colonel, and has been a manager, director, economist, and market analyst for HUD for the past 30 years.

Brian Dale Community Builder ID Dept.of Housing & Urban Dev. 334-1990
Brian has a B.A. from Westminster College, has worked with many local and national disability councils, advisory committees, and coalitions, and has directed work of the Utah Statewide Independent Living Council and Salt Lake Impact 2002 Olympic Committee.

Michael Shaw Human Rights Coord. Association of Idaho Cities 344-8594

Michael has a B.A. from Colorado College, an MBA from Northwest Nazarene University, has worked as a children's therapist, civil rights investigator, human resource specialist and consultant, and provides leadership, conflict resolution, comm. building, and diversity training in the context of a statewide human rights campaign.

Infrastructure Team

Kody VanDyk Pub.Wks.Dir./City Eng. City of Sandpoint 263-3411
Kody has a B.A. from the University of Washington, a B.S. in Civil Engineering from Montana State University, and has worked over ten years for the City of Sandpoint overseeing 25 employees in the water, sewer, streets, and building departments.

Joe Herring Executive Director Region IV Development Assn. 732-5727
Joe has degrees in geography & urban/regional planning from New Mexico State University, has worked as the Moscow city planner, Clarkston, WA community development director, land use & economic development planner for CEDA, and has lead RIVDA since 1986.

Larry Stachler Rural Development Mgr. USDA Rural Development 733-5380
Larry has a B.S. in Agriculture from the University of Idaho, has 30 years of credit experience in commercial & government sectors, and oversees 20 different loan and grant programs for rural community infrastructure and economic development in the 8 Magic Valley counties.

Doug Howard Regional Administrator ID Dept. of Env. Quality 736-2190
Doug has a B.S. in civil engineering from the University of Idaho, an MBA from Idaho State University, over 21 years of private engineering consultant experience, and has worked as a county engineer, planning and zoning director, and chairs the Twin Falls Highway District.

Jan Blickenstaff Community Dev. Adm. Idaho Department of Commerce 334-2470
Jan has a B.S. from Montana State University, has worked 25 years helping local governments with land use planning, environmental impacts, economic & community development, & federal grants, and oversees IDOC Block Grants & Gem Community prgms.

Land Use & Community Design Team

Tom Hudson President Tom Hudson Company 883-2890
Tom has degrees from the University of Idaho, a Master's in Econ. Dev. from the American Grad. School of Intl. Mgmt., Philosophy in Urban Planning from the University of Washington, is a Certified Main Street Manager, and has worked with over 70 regions & towns in the west.

Lorraine Roach President Hingston Roach Group, Inc. 983-2175
Lorraine has a B.A. from the University of Puget Sound, has worked in multilingual public relations for the Dept. of Defense, has six years of regional and intl. marketing experience, is a Certified Main Street Manager, and has worked over 11 years as an economic dev. consultant.

John Bertram President Planmakers Plng. & Urb. Dsgn. 336-1438

John has helped Idaho communities developing an area's character and identity since 1977, including Jerome's 1996 Comp. Plan, Oregon Trail and cultural facility development plans, city entrance beautification, scenic corridors, building restoration, & downtown renovations.

Erik Kingston Housing Res. Coord. Idaho Housing & Finance Assn. 331-4706
Erik created & manages IHFA's Housing Information & Resource Center, a research & referral resource for the state, and worked in Boise Public Works, as Executive Director of Wasatch Fish & Gardens, and on the Utah Arts Council's Perf. Arts Tour and Folk Arts Program.

Zella Johnson President Kuna ACT 922-1125
Zella is involved in numerous Kuna projects, including the Kuna Alliance for a Cohesive Community Team (ACT), planning & zoning, the comprehensive plan, the economic development team, the recreation district, and Kuna Study Circles.

Tony Varilone City Councilmember City of Soda Springs 547-4722
Tony, a 35 year employee of the U.S. Forest Service in ID and Alaska, Chairs the Greater Soda Springs Comm. Dev. Committee, is President of the Caribou Development Foundation, and works on several region Corridor Mgmt. Plans and with the Chamber of Commerce.

Civic Life & Community Involvement Team

Mary Lee Wood Consultant Lone Tree Consulting 466-5525
Mary Lee, a trainer, facilitator, and consultant, has a B.S. in Agriculture, an MEd in counseling/guidance, and has worked as an Idaho Cooperative Extension System 4-H Youth Specialist in volunteer and leadership development programs and Leaders' Forums.

Don Peña Executive Director ID Comm. on Hispanic Affairs 334-3776
Don, who is from the Magic Valley, has a B.S. in Land Resources Planning from Stanford University, worked for 10 years as an employment and training director for the Idaho Migrant Council, as a rehabilitation consultant for several years, and as a grant-writing consultant.

Tim Tingey Associate City Planner City of Pocatello 234-6278
Tim has a B.S. in Business from Utah State University, an M.P.A. from Idaho State University, and has worked as a neighborhood redevelopment planner, focus group facilitator, and lead planner for survey work and public input processes in Pocatello.

Arnette Johnson Study Circles Project Dir. Kuna ACT 888-9572
Arnette has a B.A. in K-12 Ed. in Natural Sciences and Music, directs the high school choir, and is actively involved her community through grant-writing, group facilitation and communication in Kuna ACT. She owns and directs the Treasure Valley Cloggers.

Gladys Esquibel Chair ID Comm. on Hispanic Affairs 678-5104
Gladys has worked as a social worker, director of citizens for migrant affairs, for Idaho Legal Aid, as a vocational rehabilitation counselor, and serves on the boards of the Idaho Fair Housing Council, Cassia County School District 151, and the U.S. Comm. on Civil Rights.

Infrastructure Team Summaries of Key Points

I. Work to improve planning on projects shared by both the City and the County:

- Joint Meetings are the first critical step in this process.
- Planning and Zoning can ultimately be far more effective through such a partnership.
- The process involves both horizontal and vertical communication: citizens to Staff, Staff to Staff, Staff to Elected Officials, Elected Officials to Elected Officials, & Elected Officials to citizens.
- Citizen involvement and support is crucial for planning efforts to be effective.

In order to plan for orderly infrastructure growth to the areas between Crossroads and Jerome proper and to mesh inevitable growth in the County east of Jerome to U.S. 93, we recommend Area of City Impact (ACI) negotiations. This recommendation is made not only to expand the Area of City Impact, but to allow for orderly integration of water, sewer and streets when already platted lots in the County are developed and later annexed into Jerome.

II. Rehabilitate Low to Moderate Housing & Revitalize Neighborhoods:

Areas of West Jerome between downtown and the Public Works shop have lower to moderate income housing that does not appear to be receiving its share of City emphasis in terms of upgrades to streets or assistance with housing rehabilitation. There are methods for the City to receive funds that not only assist owner occupied homeowners to rehabilitate their homes, but allow the City to upgrade the streets, sewer and water at the same time:

A. Community Development Block Grants for Housing and Infrastructure through the Idaho Department of Commerce are available.

- Owner Occupied rehabilitation assistance is available from the foundation up to the roof
- Frontage improvements such as curbs and sidewalks can be included within the grants, and the City can become more involved through the loan application process.
- Loans can be forgivable, although payback of loans cannot be applied to rental property.

B. Idaho Housing & Finance Association – HOME Program

- Programs are available for the rehabilitation of deteriorated owner-occupied housing.
- Earl Cook is a great contact for the Home Program and can be reached at 331-4706
- Erik Kingston would also be a very good resource for additional information in this area. Contact him at 1-877-438-4472 or email him at erikk@ihfa.org
- Contacting neighborhood-housing services in Boise may also yield additional resources. The contact number for Boise City/Ada County Housing Authority is 345-4907.

C. USDA Rural Development

- Seniors are eligible for a \$7500 housing rehabilitation grant under a program administered by this agency.
- USDA Rural Development's contact number is 378-5600.

D. Additional HUD Programs are available to offer reduced interest rate loans

- One potential downside to this program is the potential for deed restriction.
- Contact Gary Gillespie or Brian Dale with HUD at 334-1990 for additional information.

E. Region IV Development

- This agency is a logical clearinghouse for all of the programs available for improving residential neighborhoods.
- Joe Herring is a good contact for Region IV Development at 732-5727.

Housing is an end user of infrastructure. Property values are also maintained or increased on this basis. As stated, through good partnering with the city, many of the above programs may be used to make right of way improvements, such as streets, curbs and gutters, and sewer and water repairs. This type of collaboration ultimately builds stronger relationships for later projects and can help sustain the community through times of tension or crisis.

III. Increase strategic, long-term focus on Water and Sewer Maintenance and Rehabilitation

- Sewer Main Deterioration areas have already been identified and targeted.
- Within existing Jerome (not Crossroads or S. Lincoln) a large amount of deferred maintenance exists.
- Hydrogen sulfide deterioration of a large amount of concrete sewer mains could be a multi-million dollar project facing Jerome in the near future.
- We recommend exploring the possibility of pursuing a revenue bond issue paid for by increased rates for lining and/or replacing mains.
- Water Main Deficiencies have already been identified and targeted.
- Replacement of undersized and odd-sized water mains within original Jerome may be a high priority in the immediate future.
- Water mains of the ¾", 3", and 5" variety are not easily maintained.

IV. Re-examine what may be an excessive focus on services outside City Limits

- It appears that Jerome performed a lot of infrastructure work at nominal or no cost to developers or industries.
- Building roads with city crews in outlying areas takes them away from improving those locations where citizens live. Ensure that development pays its way through Impact Fees and/or Development Agreements.
- Idaho law allows for impact fees upon completion of an Impact Fee Study. Such fees can be structured to fund streets, police and fire departments, parks, open space, or other areas of focus.
- Development agreements can be negotiated between a developer and the City to ensure that what occurred at Jerome Cheese does not reoccur. The development agreement spells out what the city and developer will do before any infrastructure work begins.
- As stated, the current City focus may be overemphasizing areas outside of Jerome, in particular new developments at Crossroads Ranch and South Lincoln.

- What will happen when development occurs between Crossroads and Jerome? The City may have a difficult time rebuilding farm to market roads for commercial and suburban traffic. This is an area to monitor carefully.
- Maintenance may be dull and hidden but it is costly. We recommend increased emphasis on existing Jerome instead of new developments.
- Ensure that leapfrog development does not leave the City of Jerome as the only entity responsible for a number of needed improvements to streets and other infrastructure.
- In the community interviews, several residents expressed that they did not connect with City Hall, and feel a need for a greater sense of community. By focusing more on existing Jerome, residents may begin to feel that they are more integrated as part of the community.

Land Use & Community Design Team Summary of Observations and Key Points

I. Consider developing a strategic land use plan for commercial, residential, industrial, and recreational development to address the following questions:

- What is Jerome’s community culture?
- How do South Lincoln, Downtown, Hwy 93, the strip along I-84, Hwy 25, and Crossroads Ranch relate to each other?
- What is the niche of each district?
- What are the goals and priorities of each district?
- How can Jerome City and County partner and communicate better for strategic land use planning?

It will be important to identify and coordinate the roles of the six various commercial districts and establish their priorities and needs. Reviewing land use plans from a market perspective is crucial. Understanding the relationships between them and the desirable characteristics of each can help to transform what is currently perceived as a “growth at any cost” mindset that can negatively impact community values. There may be too much current focus on outlying area development and not enough concentration on Jerome’s downtown and west end, where infrastructure is already established. Examine whether there is a need to change zoning by assessing Jerome’s capacity for commercial, residential, industrial, and recreational sprawl.

II. Jerome outlying area observations to consider:

- The continued development of a commercial strip on South Lincoln may hurt many downtown areas (Jerome, Gooding, Wendell, Twin Falls) and gives rise to the need for a regional and County perspective and collaboration with other communities.
- Such multi-city and county considerations are especially true for issues such as a regional airport and partnerships with local colleges and universities to attract creative, more highly skilled, and educated workers to the region.
- South Lincoln may grow to resemble Blue Lakes Boulevard in Twin Falls and an area of the community which is more car-friendly than pedestrian-friendly. How can this area be better paced for complementary and transitional use?

- The east side of Crossroads & highway 93 holds the potential to become a less appealing strip mall. Jerome may also find itself in outright competition with this area for industrial and retail development.
- Demands from future growth and related infrastructure are likely to continue, in contrast to the city's ability to maintain pace with expenditures. To what extent does all new development pay for itself?
- The sewer line along the freeway which has been paid for by Crossroads Ranch is a huge benefit to the property owner who has been stockpiling land along the freeway. The west entrance already has available sewer service.
- Individuals indicated during the Community Review that Jerome Cheese is pumping sewage 7 miles to Gooding County. Is this a necessary effort? Is it possible to set up a power plant to use the sewer water?
- Residential areas are being developed south of Interstate 84 without amenities, planning for schools, or open space. Not creating cohesive neighborhoods or community nodes and just filling space is of some concern, and can negatively impact Jerome's small town identity. Of additional concern is the potential environmental impact of such neighborhoods and outlying area development on the aquifer.
- Consider developing requirements for active and passive use parks and other open spaces, and consider consolidating parks management under the recreation district instead of under the City.
- One estimate indicated there were 200 units of multi-family housing and 48 units of senior housing. Is this sufficient? Is more low-income housing needed? What about high-amenity housing?
- Ensure that the rationale for growth and planning efforts are not driven by attempting to block Twin Falls from growing north.
- The 'Neck' of area of impact zones is awkward and can be more clearly defined.
- When the West end of Jerome is less vibrant and needs additional attention and revitalization, it may exacerbate antagonistic feelings in the community to develop the East end of town.
- The I-Farm has the potential to be developed to increase cultural visibility. It can become an asset that draws people off of the freeway and into Jerome.
- Existing railroad land between South Lincoln and the West end of Main Street is a great resource. Although high tech companies may not locate near the railroad because of the potential for vibrations and the need for additional telecommunications infrastructure in Jerome, this area may be quite viable for other firms.

III. Downtown possibilities to embrace growth and retain community values:

- Jerome's downtown is very unique and deserves regional distinction as the social, cultural, civic, religious, recreational and commercial heart of the community. How can it become more of a hub?
- Identify and develop a downtown public plaza which is attractive, pedestrian friendly, and can become a place for large gatherings. Cities such as Idaho Falls, Twin Falls, and Boise hold regular, organized events in these areas such as 'Alive After Five,' with live music, dancing, food, and refreshments. Following these types of events, people walk throughout the entire downtown area to shop and search for coffee houses, cafes or restaurants to linger and continue social activities. Thus, the entire downtown area benefits economically from such an event.

- Another solid community foundation is a centrally located recreation, civic, or cultural center. Public sponsorship of engraved bricks could help defray construction costs and create a strong sense of investment and ownership. The Cities of Nampa and Idaho Falls are currently working on such projects and could be great strategic resources.
- Increase community emphasis on the arts by sponsoring additional works of public art. The Cities of Kooskia and Kamiah have numerous public murals and works of art, which add a great deal to the sense of community beautification and connect the city to multiple resources of artistic and creative talent in the community. Sandpoint resident and nationally renowned sculptor David Kraisler (255-4170) has expressed an interest in creating artwork with a human rights theme for communities around Idaho. The Idaho Commission on the Arts (334-2119) is also an excellent resource.
- Develop a community theme linked to history and/or the arts that fosters community pride, enables community promotion, and encourages branding of Jerome and what it stands for.
- Bridge the current cultural gap by seeking to partner with the Hispanic community and collaborating to put on multi-ethnic festivals and heritage celebrations.
- Improve the fairgrounds entrance and increase community visibility to this area with a focused beautification project.
- Engage in a beautification project with Jerome's west entrance; prominently display a welcome sign & collect all trash and other refuse.
- Explore additional land use potential of the west entrance to Jerome and improving the industrial area south of Main Street
- Provide incentives for development of mixed use areas, and to downtown property owners to make façade and other improvements to buildings.
- Encourage and support youth and senior projects to beautify downtown with artistic projects and keep downtown area free of litter.
- Disincentives to discourage sprawl and compel businesses to locate downtown may appear punitive in the short term but can be helpful in the long term to reconnect downtown to the entire community.
- Develop more youth activities in locations which are easily reachable/within walking distance from residential areas (the pool, recreation center, and skate park may be inaccessible for some youth, depending on their neighborhood location) High school youth, who were very enthusiastic and helpful during a tour at Jerome High School, would be an excellent resource for this effort.
- Address parking on or near Main Street, perhaps through a locally formed committee or task force who can explore alternatives and make recommendations to ease congestion. A 'park and walk' mentality can be fostered with wide sidewalks, park benches, and shade trees in the downtown area, and downtown can be more closely connected to large employers and public areas (parks, schools, and the fairgrounds) in a way that is friendly to pedestrians.
- Adopt Main Street principles for downtown management efforts.
- Visiting the community of Hayden, a northern Idaho community who is in jeopardy of losing its downtown core and identity because of racing growth, may be helpful in giving city leaders additional perspective.
- Transform current mindset of 'growth at any cost,' to 'downtown at any cost.'
- Numerous billboards on the interstate directly preceding and following Jerome exits instruct people to keep driving to Twin Falls, Burley, and Heyburn for various amenities. What about Jerome will convince people to take Jerome exits and drive into town? How can the community

best capitalize upon its competitive advantage in having two interchanges leading directly to downtown?

- What are the current and future goals and objectives of the Jerome Chamber of Commerce, and how can the city further support the work of the Jerome Chamber of Commerce and existing downtown businesses in promoting economic revitalization of downtown?

Civic Life & Community Involvement Summary of Observations & Key Points

I. Jerome has the following exceptional assets and positive aspects:

- An engaging history and the potential for a very vibrant multi-ethnic culture linking Anglo and Latino community members.
- The community is very caring small town where people notice and support each other;
- The high school and hospital are nationally recognized as outstanding community gems for their leadership in technology, innovation, and efficiency;
- A very progressive, forward-looking, strong leadership base exists in Jerome.
- Jerome has an active, central downtown area with enormous potential for revitalization.
- Centrally located parks and fairgrounds establish that the community is open and inviting.
- Jerome has substantial existing infrastructure with roads, water, and sewer service, and many nice neighborhoods with old growth trees.
- Jerome has a steady growth rate and a great location with multiple interstate exits.
- The community has several well-established industries and dedicated employers.
- Jerome's Senior Center is centrally located and a very active hub in the community.
- High school youth demonstrated great energy and enthusiasm for being more active and participating in Jerome civic life.

Many of these exceptional assets are currently underutilized, such as a dearth of activities occurring in welcoming public places such as parks and the fairgrounds, and the talent and creativity of high school students.

II. Communication and Inclusiveness Challenges:

- Some constituents interviewed felt that there was a lack of consistent communication from the City of Jerome to all of its citizens. It was suggested that perhaps the communication was occurring, but the channel of communication was not dependable or strong enough to reach a majority of people in the community.
- It is critical that Jerome promote its accomplishments to its own community. Many were unaware of the outstanding achievements of other organizations in the community, such as Jerome High School and the Hospital. Development or improvement of a formal method to communicate with citizens may make a great difference in the dissemination of important civic information. As an example, Hispanic radio stations and newspaper appear to be an underutilized communication resource in the community, particularly when there is a large Spanish-speaking Latin American population. Along those same lines, having city brochures

available in Spanish and bi-lingual staff would aid community newcomers who might not yet have had sufficient time to master speaking and reading English.

- When asked whether racial tension existed between Latinos and Anglos in Jerome, one comment haunted the community review team: “There is no tension, because the Hispanics and Whites do things separately. We do not have tension because we have segregation.” Perhaps the seeds for a Jerome Heritage Festival or celebration that acknowledges a Latino holiday such as Cinco de Mayo or Diez y Seis de Septiembre can be jointly planted by the City and prominent Hispanic businesses and will grow into a blooming example of a multi-ethnic celebration that other southern Idaho communities will emulate. Gloria Galan, a Latina Twin Falls City Councilwoman and Hispanic radio station D.J., has been instrumental in organizing the Twin Falls Hispanic Heritage Festival and is a great regional resource for Jerome. Ms. Galan’s telephone number is 734-4203. Gladys Esquibel of Burley, a member of the city sponsored Burley Human Rights Task Force, can also address community successes through stronger Hispanic/Law Enforcement connections. Burley’s citizen’s police academy and Pocatello’s bi-lingual citizen’s police academy are great models of community policing in action.
- It is important to note that a few multi-cultural celebrations will not resolve racial tension, although it is a great beginning on the path to more positive race relations. The next step involves a deeper level of cultural awareness and sensitivity, perhaps through diversity training or educational workshops that help city officials learn more about Hispanic culture and interacting with citizens who are monolingual Spanish speaking. Seminars may also include sessions presented by bi-lingual presenters who can help Hispanic citizens learn essentials of starting up a commercial business or gaining access to employment, housing, and social services. The City of Pocatello broadcasts such information on its public access television station.
- Diversity training for city officials and staff, racial profiling and hate crimes dialogues in the community, and recruitment and retention efforts directed toward making Jerome a more diverse city staff will overtly communicate the city’s interest in all of its citizens, establish that Jerome wants to be more inclusive and utilize skills of all of its residents, and promote a great deal of good will and trust in the community. Sam Byrd of DiversityWorks! (367-0551), the Idaho Commission on Hispanic Affairs (334-3776), the Association of Idaho Cities, the Hispanic Business Association, and other groups can aid in the development and facilitation of workshops and participate as trainers and community partners.
- Some citizens suggested that the City made decisions and then tried to ‘sell’ the decision to the community afterward, which backfired; especially with unpopular or difficult decisions. To what extent are youth, seniors, the Hispanic community, and other groups represented in the decision-making process and how much input is sought from them?
- Do youth function as participants in city council meetings or have a role on city committee work groups? Other cities, such as Boise, have had tremendous success with youth utilizing leadership opportunities to learn about and participate in city government. For information about this process, contact Angie Newell at 384-3829 or Luke Brown at 343-8117.
- To what degree are community demographics reflected in the composition of city staff, elected officials, and law enforcement? Partnerships with Hispanic advocacy groups such the Idaho Migrant Council and Idaho Commission on Hispanic Affairs can aid in networking and yield stronger connections to untapped community resources.
- The Hispanic community is as yet a relatively untapped resource in the community for increased participation and volunteer efforts. A ‘get out and vote’ campaign may aid in the degree of civic involvement. Hispanic patronized radio stations such as KRXR at 324-9268 and newspapers

such as Idaho Unido (Idaho@unido.com) can assist with broadcast communication related to matters of civic interest.

- Some Jerome citizens who were interviewed indicated that they did not feel that their input was valuable or solicited by the City, and had taken a less active interest in civic life because they were not sought for opinion or feedback. The Study Circles model (www.studycircles.org) may be very helpful with communication concerns, because the very essence of study circles involves large numbers of people in community problem solving. Issues successfully addressed have included racism and race relations, education, criminal justice, youth, police protection, the formation of auditorium district, and many other challenges. Study circles are small, democratic, peer-lead discussion groups of 8 to 12 individuals who meet regularly over a period of weeks or months with an impartial facilitator to address an issue in a collaborative way. Sessions proceed from personal experience of an issue to multiple viewpoints to searching for action strategies.

III. Civic Involvement, Volunteerism, Outreach, Youth, and Seniors

- Youth and senior citizens interviewed by the visiting team expressed an interest in more active involvement in civic affairs, but hesitation in beginning the process of connecting to city officials. To what degree does the City partner with faith communities, Rotary, Kiwanis, or other civic groups? Can more effort be made to connect to schools?
- There is tremendous opportunity here for community partnerships, perhaps through mentoring programs and after school activities which are civic-minded and connect youth to local government concerns. The City of Priest River engaged at-risk youth in a project to tap their artistic ability and creativity by having them design and paint concrete retaining walls. This project ultimately created a great deal of civic pride and investment in the youth and was a simultaneous beautification project for the city. Such projects do not have to be large-scale, and can be implemented with just a few participants and modest funding sources until interest builds.
- Are there neighborhood associations or other organizations who can be contacted and brought into partnership for community efforts?
- Jerome High School has excellent technology training programs. What kinds of activities and programs can be developed to address and include non-technology focused students in existing curriculum and after school programs?
- Some students commented that there were not enough bi-lingual or multi-lingual teachers in the school. Are salary incentives or other means in place to attract multi-lingual staff members? Do multi-cultural staff members have the kind of training, mentoring, and support systems in place to both attract and retain qualified personnel? Attracting such personnel is only half of the challenge, and it is critical to form a support structure to keep talented workers in the community. Some successful methods have included asking local families to volunteer to connect periodically with new workers, or assigning a 'community veteran' to newcomers who can explain the unwritten rules. Some of the most successful methods include a cross-cultural approach, linking newcomers with established Anglos and persons of color who can provide multiple perspectives.
- Some students who indicated that they had recently moved to Jerome suggested that the spirit of Welcomeness to the community was somewhat lacking. What kinds of plans exist to address the needs of immigrating/transferring students, and how can they be improved? Peer mediation, conflict resolution, and welcoming committees formed in schools around Idaho have been very successful in these areas.

- Some youth commented that there was a lack of youth organizations and activities, or that existing facilities were inconvenient or dilapidated. How can school buildings, the skate park, and other community areas where youth spend a substantial amount of time be improved? Are there sufficient low-cost after school athletic opportunities available, such as a soccer, softball, ultimate frisbee, and cycling programs? Perhaps teachers, seniors, youth leaders, and parents can be motivated to increase their level of investment in such programs in a non-monetary fashion through a community building program or some community events sponsored by the City and other partners. Can these types of programs be linked to the park infrastructure and recreation center?

Jerome Community Review – Survey Summary

The Idaho Community Review Team received 122 responses to the ‘What’s good about your city?’ survey from Jerome residents. The majority of the surveys were filled out during and after the citizen interviews for the separate community input questionnaire at Jerome High School.

Questions on the survey covered a wide variety of topics, from infrastructure, schooling and safety concerns to quality of life, housing and employment. They are grouped in major interest categories, starting with public works and services and ending with employment opportunities.

The 122 respondents gave a fairly balanced account of their opinions on the various topics. Each of the 60 survey questions allowed for a response of “good”, “fair”, “poor”, or “do not know”. The total number of “good” responses was 1892, or 28% of the total. The total number of “fair” responses was 2494, or 37% of the total responses. The total number of “poor” responses was 1110, or 16% of the total. The total number of “do not know” responses or unanswered questions was 1251, or 18% of the total responses.

Review of the results shows several discernable trends: Residents strongly favored Jerome’s Fire Protection (80 “good” responses), Library (74), Banking & Financial Services (68), Hospital Access (67), Garbage Collection & Disposal (67), and Churches Active in Community (65). They also responded favorably, but not quite as strongly to: Friendly & Neighborly People, Police Protection, Ambulance Service, Water Supply, Sewage Collection & Disposal, Availability of Emergency Care, Availability of Dentists, Community Parks & Playgrounds, and Quality of Junior High & High School Education. Some positive sentiment was expressed for Traffic Conditions, Streets & Roads, Availability of Doctors, Appearance of Public Buildings, Quality of Elementary Education, Condition of Owner-Occupied Housing, Variety of Local Industry, and Availability of Homes to Purchase.

Results demonstrate a few areas of community concern as well. Residents are worried about Jerome’s: Night Life (52 “poor” responses), Recreation for Teenagers (49), Condition of School Buildings (45), and Arts & Cultural Opportunities (41). They also showed a lesser concern about: Quality of Available Jobs, Number & Quality of Eating Places, Variety & Quality of Goods in Stores, Progressive Community Spirit, Acceptance of Minorities, Local Newspaper Service, Hotel & Motel Accommodations, Recreation for Adults, and Parking Downtown.

Several “do not know” responses to particular questions indicate an opportunity to provide more information about: Availability of Senior Housing Options, Availability of Drug & Alcohol Treatment Programs, Flood Control Measures (this is not particularly surprising, given Jerome’s location with regard to the Snake River), Availability of Senior Services, Cooperation Between Community & Civic Groups, Availability of Rental Housing Options, and Condition of Rental Housing.

Through the survey, Jerome residents identified a number of things they appear to feel quite good about, other items that concern them, and additional services or conditions about which they might like additional information. The raw data is as follows:

Jerome's Responses to "What's Good About Our City"				
	Good	Fair	Poor	Do Not Know
1. Streets & Roads	32	62	21	1
2. Traffic Conditions	38	57	16	2
3. Parking Downtown	24	41	34	4
4. Police Protection	51	45	10	6
5. Crime Prevention Programs	23	18	35	36
6. Fire Protection	80	26	0	7
7. Garbage Collection & Disposal	67	26	7	15
8. Water Supply	50	37	11	17
9. Sewage Collection & Disposal	50	32	11	22
10. Flood Control Measures	23	22	7	55
11. Community Parks & Playgrounds	44	53	14	3
12. Long-Range Planning	17	46	14	37
13. Planning & Zoning	18	47	18	36
14. Night Life	11	22	52	37
15. Recreation for Adults	21	40	37	17
16. Recreation for Teenagers	11	40	49	15
17. Recreation for Children 12 & Under	39	28	27	13
18. Library	74	22	3	16
19. Arts & Cultural Opportunities	9	37	41	27
20. Ambulance Service	51	31	6	18
21. Availability of Emergency Care	49	47	7	11
22. Access to Hospital	67	41	6	1
23. Availability of Doctors	45	43	13	10
24. Availability of Dentists	48	32	14	18
25. Availability of Drug and Alcohol Abuse Treatment Programs	14	21	23	57
26. Availability of Senior Services	22	29	8	54
27. Availability of Senior Housing Options	17	20	13	62
28. Availability of Rental Housing Options	18	31	21	44
29. Condition of Rental Housing	10	34	29	43
30. Availability of Homes to Purchase	28	56	4	23
31. Condition of Owner-Occupied Housing	24	69	3	17
32. Condition of School Buildings	13	48	45	5

33. Quality of Elementary Education	35	52	8	15
34. Quality of Junior High & High School Education	44	48	13	9
35. Vocational Education-Job Training Opportunities	32	35	19	28
36. Adult Education Opportunities	20	39	30	24
37. Appearance of Neighborhoods	15	80	15	2
38. Appearance of Downtown	33	57	17	4
39. Appearance of Public Buildings	27	71	10	7
40. Accessibility of Community for People With Disabilities	20	53	13	28
41. Appearance of Gateways Into Community	23	38	31	19
42. Welcome Given to Newcomers	26	36	17	33
43. Friendly & Neighborly People	52	46	9	4
44. Acceptance of Minorities	22	51	27	13
45. Progressive Community Spirit	19	57	22	15
46. Responsiveness of Local Government	24	42	13	32
47. Community Civic Organizations	33	35	9	35
48. Cooperation Between Community & Civic Groups	25	35	6	45
49. Community Involvement in Decision Making	23	37	21	32
50. Diversity in Community Leadership	28	38	21	28
51. Churches Active in Community	65	18	11	17
52. Availability of Day Care for Children	27	45	3	34
53. Number & Quality of Eating Places	19	54	36	1
54. Variety & Quality of Goods in Stores	23	54	29	4
55. Banking & Financial Services	68	30	3	7
56. Local Newspaper Service	12	50	27	19
57. Hotel & Motel Accommodations	23	52	25	8
58. Variety of Local Industry	29	45	21	15
59. Business Involvement With Community	36	37	13	23
60. Quality of Available Jobs	1	56	32	21

Community Responses to Interview Questions

1. What kind of community would you like Jerome to be?

- Close-knit, clean, with more quality places to eat at in addition to fast food restaurants.
- I would like to see the city have steady, sustainable growth & medium to higher income levels.
- Small without problems (urban), large enough with jobs for kids so they don't have to leave.
- Slower growing with more adult educational programs. Jerome needs a facelift.
- Jerome needs to be more inclusive. There are big changes coming and our numbers of minorities are increasing. Both cultures, Hispanics & Whites, need to be more together in everything we do instead of being separate. This needs to be done so the kids can learn to be together. Activities include softball, soccer, and other things.
- I want to see better education, more sports activities, and better coaches.
- Very welcoming & friendly.
- A place that others would like to move to; a family oriented place.
- A safe community with good jobs.
- Cleaner. I am also not happy with law enforcement – our officers are not as well trained as they might be, and they pull over people with out of county plates. We need equal treatment.
- I want to see a progressive community spirit. All entities working together.
- More support for retail community businesses.
- Not a big community – keep it small so people know each other. Trying too much to be like Twin – wrong approach!
- A diverse community – not totally dependent on Agriculture. We need a broader economic base. I'd like to see good communication between government entities, the chamber, and the rest of the community.
- Like it was 20-30 years ago. Fewer people. Need to back off of expansion until infrastructure needs are met.
- More than a bedroom community. This no longer feels like a home town. There are more people who are strangers.
- Progressive.
- Maintain its character as it is. Have the small town flavor it has. I dislike things like Blue Lakes Blvd in Twin Falls. McDonald's & sign oriented measures of success.
- A clean city
- Improved incomes in the city
- I want Jerome to be the way it was 30 years ago. I want more community involvement, more support for the schools, support for local stores, more people gathering in town, and more places for kids to stay.
- Improved standard of living
- A city where people are more inspired to improve themselves
- A city with more positive interactions-all groups participating
- Eliminate the cliques.
- More friendly, lower violence, and crime
- Paint Lincoln and main yards
- I want Jerome to be as close knit as it used to be
- More people involved and caring about the city
- A town less divided by ethnic differences - this is a big problem
- A downtown built back up again
- Another grocery store
- Jerome needs to be spruced up
- Let's see people taking care of the elderly and give the younger people something to do
- a place where people can make a decent living
- Closer knit- Jerome feels like a bedroom community of Twin Falls.
- More interactive businesses-participation by business in city programs
- Improve our schools
- I want to see people feeling more ownership and getting involved
- Progressive
- A city that embraces change
- We need more acceptance of people with diverse backgrounds and ethnicities.

- I want Jerome to be more popular-like Twin Falls
- A city with a better image
- We need higher wages for jobs
- More opportunities for the arts and cultural events
- A place where kids can have a good time
- A city that my daughter would like to grow up in. We need more things to do here and better paying, more technical jobs.
- Keep a small town identity
- More variety in recreation, such as health clubs
- A diverse community with strong, community-oriented family values
- A more diverse community: It is either LDS, Catholic, or nothing at all right now. Hispanic groups are creating their own activities, and the rest of us have a few bars and no other entertainment

2. What are the major strengths and assets of Jerome?

- The people in our community. People see a task and complete it. People develop & learn skills. We have hard working people who are intelligent, willing to learn, and have a diverse range of skills.
- There is a good recreation program for adults and kids if they want to participate.
- We are not Twin Falls.
- Close to hunting & fishing
- Climate
- Business leaders are working hard to attract new businesses to Jerome.
- Wal-Mart is here for shopping.
- We have dynamic community leaders and a friendly town.
- Good technology at the high school. The industrial park is an asset.
- People are willing to support and be involved in the community – people are friendly – people are the asset & strength of Jerome.
- We have more job opportunities because of new businesses moving in.
- A fast-moving community. Good growth. Increasing job opportunities.
- New restaurants and good housing.
- Good professional services: fire, hospital, police, parks, and work available for those who want it.
- Can't think of any.
- The agricultural-based economy is a strong point. It adds to the rural atmosphere of the community.
- There is still a community feel to the city. People are not isolated like can happen in urban areas.
- The cost of living is still reasonable.
- People know each other, there is community support available, and it is a small town.
- Volunteers in our community.
- There is a willingness to work together among agencies, and a desire to try to solve problems.
- The city council, mayor, and city department heads are all on the same page and same team.
- Jerome is a good place to raise kids.
- Some of the growth is good, and I can shop at home.
- We are still a rural community. There are some opportunities for new business.
- Jerome can still be open-minded about expanding its base outside of agriculture.
- The community comes together for special events and projects.
- There is good leadership in the city council and among some staff. We need more of this in depth.
- There are not too many people in Jerome
- We are a friendly community.
- Agriculture.
- Jerome has a strong religious base
- We have become a broader and more diverse city of people.
- CSI is a great asset and offers a lot to the city
- Good medical care at the hospital.
- The appearance of the town

- Growth-such as Wal-Mart and other businesses
- I like the sports and parks & recreation opportunities
- We get good first run movies, although some stay for too long
- Our schools
- The recreation district, the library, and the hospital
- Our leaders are proactive and looking for new businesses
- We have some good dairy jobs
- Schools are excellent
- A dedicated educational staff
- A location -central to I-84
- Jerome is becoming more of a hub and not a bedroom community to Twin Falls
- There has been progress in team building among the City, County, Chamber, & CSI. Having a full-time Chamber Director helps
- Our people: if they show up they are sincere and generous
- School education quality is phenomenal
- Quality of life
- Community spirit
- Civic organizations are persistent
- The skate park is good, but needs a canopy, more space, protection, and should be closed and covered in the winter to stop the damage
- We are a quiet, peaceful community out in the country
- Our economic base is improved
- The people of Jerome are a strength and have good values
- An incredible type of living with hunting, fishing, and outdoor recreation
- A good climate
- Our location, especially for business development, and improving economic diversification. We also have less crime, and a better, less stressful quality of life.
- Jerome's small size is its asset.
- Our schools are improving educational standards, if not buildings; they are the future of this community
- A great location, an available workforce, and good, economical utility rates.
- Jerome is a bedroom community to Twin Falls and has a lot of industry
- Positive thinking in local government

3. What are the problems and challenges facing the City of Jerome in the short run and long run?

- Jerome needs more local retail.
- Annexation is a challenge as is infrastructure, so there needs to be proper service for annexed areas. Infrastructure needs to be in place first.
- Growth of 17% the last 4 years stresses the current level of personnel and ability to deliver good customer service.
- We are growing but have come up to a point where it will be difficult to maintain the current quality of life.
- We need more large commercial development on I-84 and other commercial business in the county, and more commercial housing going into county.
- We are at total capacity and then some in our schools. We have too many kids in classrooms, are unable to pass school bonds, and have too many dropout students.
- There is barely anything to do here. I go to the Twin Falls Mall for fun.
- Movies could rotate more frequently at the cinema.
- We need to continue to reduce property taxes while meeting basic infrastructure needs.
- It's difficult to pass school bonds. Lowering taxes might induce school bonds to pass.
- No more money to go around, so need to diversify economy, keep up school growth, create better paying jobs.
- Dairies negatively impact our region. Increased traffic impacts our roads and water.
- Downtown revitalization has been a problem, as has the loss of downtown parking.
- We have controlled growth and are not exploding, but our schools are too overcrowded.

- Our downtown is dying.
- We have a lot of racial tension between White and Hispanic communities – we need to work together better, bring in greater diversity of jobs, and become less agriculture related and dependent.
- There are too many dairies.
- Downtown business hurt by LID because of lack of access during construction.
- There are not enough jobs available, and there are poor wages.
- I see a big gap between ‘elite’ city council and normal working folk.
- Cost of living is too high compared with wages.
- Jerome has grown so much that there is now a lack of community.
- Hispanic presence is difficult to handle.
- Water quality has become a problem and is related to the dairies.
- We need to bring a balance of services to Hispanics. This includes doctors, lawyers, and teachers. Hispanics are trying to fit in & they need to be accommodated or it will split the community down the middle.
- Too many racial fights, kids bringing guns to school, and our school buildings are falling apart.
- Controlling crime.
- Keep kids entertained and out of trouble (drugs & crime).
- Communication – parents, teachers – youth – city officials, other community members.
- Condition of schools is disappointing & dissatisfying.
- Dairy cows and the odor of Jerome.
- Our street conditions need improvement.
- I may be over paying for service i.e., sewer & water pressure
- ESP mountain meadows subdivision and the streets are not well maintained.
- We need more upscale restaurants.
- Jerome needs a new junior high. Exterior of high school is expensive to maintain. Are schools keeping up with growth?
- City property taxes are high – a burden to seniors. We need more shops downtown.
- Resurface the parking lot between the library and the post office.
- High taxes – however we need funding for schools. I would like to see city council be very progressive on this issue.
- Enlarge the schools.
- Develop a community center.
- Diversify our industry.
- The downtown needs an event plaza.
- LID downtown – businesses went under. Lincoln & Main lousy job w/LID.
- Too many dairies and truck traffic.
- Too many nitrates in the aquifer.
- Schools – quality of teachers and school district credibility.
- Crossroads sewer.
- The kids don’t have enough to do.
- Several intersections on South Lincoln are dangerous and need signal lights. Trying to cross South Lincoln is a big problem.
- It is difficult to get to the rec. center.
- We need to pass bonds for schools. Feeling of being “taxed to death”. Hispanic pressure in school because farms hire them.
- There is an information gap between civic leaders and citizens. Leaders are not communicating to the general population how things are going in Jerome.
- We must diversify Jerome’s income base.
- We will be experiencing a lot of growth in the short term, and this growth needs to be managed. Perhaps we need slower growth than some of our progressive leaders would like.
- The condition of our schools is our most important problem and challenge.
- Good education is not valued, particularly as measured by adequacy of school facilities.
- Schools are too crowded
- I see too much trash all over town
- Our taxes are not applied to necessary things

- Violence in the community is becoming worse
- The jail is old and unsafe
- We need more retail shopping, such as a clothing store
- Acceptance of diversity is improving but still a challenge.
- High taxes are a problem
- City funds have been mismanaged and spent on different priorities than was publicly stated
- Schools are over crowded
- Crime is on the rise and may get worse
- Schools need better maintenance
- People are paying for water they can not use
- We don't have a Taco Bell. Yo quiero Taco Bell!
- Education standards are too low.
- Widen Lincoln-especially in the middle of town
- Gravel roads become a big problem during storms especially around the schools and at major intersections
- Inability to pass school bonds impacts our ability to attract new business
- The smell-especially the dairies and the sewer treatment plant
- Building city unity in the midst of our cultural and economic differences
- Poor parking in downtown
- We can't compete with other communities in retail sales and product pricing

Short Run:

- Pass bond levies for new schools and improved technology
- Break the sense of competition between Jerome and Twin Falls and begin working together in partnership
- Develop healthier relationships between City and County elected officials (many County officials would not participate in the community review).
- Growth between city and interchange.
- Highway District would like to devolve and give roads to the City
- Cops are too strict
- Schools need improvements-non paved parking, computers, better activities to reduce student boredom
- Have the school resource officer out directing traffic in the morning, or someone else to prevent students from u-turning on the highway to prevent traffic snarls
- build a Taco Bell
- Wages are too low. We need more living wages
- substandard housing
- health insurance for all workers
- education levels are an issue- we need to encourage young people to achieve beyond high school
- lack of affordable housing is important for the short term
- we are a bedroom community to Twin falls
- Reduce excessive pressure on infrastructure

Long Run:

- Increase the degree of pride in the community not just 'me, me, me'
- Keeping up with infrastructure needs
- Controlling the growth through planned development, not crisis management
- Establish that business pays its own way. We can't relax rules and provide unwarranted incentives just to attract business.
- Reestablish Jerome as a small, quiet community
- Historic beautification & preservation of downtown area
- More cooperation/interaction between city & county
- Address entryways from south, east ,and west
- Maintain or increase tax levies
- Earmark money in the city budget for big ticket items and save for them
- Build another school such as a high school and shift current overflow into middle school to reduce class size pressure

- Keep up awareness of social issues like drugs and poverty, and nip them in the bud before they run rampant
- Keep a strong sense of law enforcement while building connections and trust with minorities
- More jobs and greater diversity is sorely needed
- Water, sewer, and streets need to keep up with growth
- Wastewater collection and treatment, replacing deteriorating collectors, and expanding the treatment plant
- Growing pains, keeping up police protection, fire protection, and minimizing school crowding
- Standardize downtown with ordinances about how storefronts look & how advertising happens. Choose a theme and build upon it
- Better consideration of how growth impacts wastewater treatment
- Annex correctly, e.g. Jerome cheese plant
- Educate our elderly community who won't support school bonds, although we can't even fit students in the lunchroom and have crazy traffic around the school at noon.
- Salaries for our police force are too low which leads to high turnover and excessive, ongoing training costs. Bi-lingual officers should receive higher compensation.
- Get to know almost everyone in the community. This will lead to more of a relaxed atmosphere. Jerome is a nice place.
- Reclaim principles that made us a small, quiet community and a friendly city
- Educate our adults and youth in peaceful conflict resolution so they learn to get along.

4. **What makes Jerome a special place to work, live, play and raise a family?**

- Our location: we live in the greatest part of the world.
- Outdoor recreation is available and close.
- Clean air.
- Not crowded, we have room to grow.
- Low crime level.
- CSI, educational opportunities are very good.
- It is a small community and I know the people
- Families are near.
- We have good weather and a little of everything.
- Hunting & fishing, recreation, climate, friendly people.
- Good people.
- People are open to things like this assessment.
- Travis Rothweiler, city administrator. He has the potential to become a better, dynamic leader.
- Low crime rates, and always a job available.
- Hunting & fishing, baseball. Relatively mild winters. Low crime. School system.
- Small size is good. Lack of urban problems. Crime rate is low. People work together.
- Small, family oriented.
- Rural atmosphere. Some of the citizens and their willingness to be involved.
- Activities, recreational opportunities inside and outside community.
- Close to outdoors – hiking, camping, fishing etc. – in any direction – family friendly – low cost. Close to river to fish.
- Not real big or congested.
- Kids like it. Great recreation district for kids and adults, plus parks.
- Schools, teachers, neighbors, people in churches, all good people.
- Family, Horizon school.
- Sense of community.
- People care what goes on around them. We have low crime, although there are drug problems.
- Every one is friendly
- Citizens take pride in the town
- We do not have too many large companies who dominate
- Non-congestive, small town atmosphere, great place to raise a family. People are friendly
- Environment is still clean
- The small town atmosphere-friendly people connected with each other

- Access to out door recreation
- Walking trails are nice
- Good neighbors and variety of ages
- Not much advantage over other places
- Small enough to avoid big city problems
- Low cost housing compared to other areas
- Small community
- Warm climate
- Hunting, fishing, swimming nearby
- CSI-means more cultural and educational activities
- ISU,U of I, & BSU bring classes to CSI
- Swimming pools
- Senior housing
- Active seniors
- 2 golf courses
- Work: excitement of new growth, development, and diversity
- Family: Still rural, family oriented, low crime, good schools,
- Proximity to interstate and airport in Boise
- Great people and recreational opportunities
- Wrestling club and school wrestling programs
- Moved here to get away from crowding in California
- We are out in the country
- We are quiet, peaceful, and safe -help is close
- Not far from good shopping
- Quality of life
- Outdoor recreation
- Great place to raise a family - family roots & ties to area
- Low cost of living
- Jerome is right on the edge of the Interstate and very accessible
- Good small businesses - employers treat employees well - friendly folks
- City is headed in right direction. Just keep an eye on problems and be aware.
- Good people – meet through school activities, family-oriented
- Small town life: we have Twin Falls in one direction, mountains in the other

5. What would you like to see the City of Jerome accomplish in the next five (5) years?

- Build a new high school, develop more youth activities, and increase the number of sports available.
- We need more places for kids to go and be productive after school: arcade, swimming pool (in town), more parks, a skate park on the east side, and a mall.
- Attract more diverse businesses, more shopping opportunities ESP grocery. Build new schools, ESP middle school.
- Upgrades to sewer, water, install curb & gutter – makes streets easier to maintain.
- Would like to see growth managed better. Also higher paying jobs, and more youth activities.
- Back up zero tolerance policies in schools.
- Maintain safety in town and in schools.
- The City could work harder to build relationships with all businesses.
- Add a stop light at Ridley and at the high school.
- Take down Christmas signs earlier.
- Improve job wages. Find strong employers who pay higher wages.
- Revitalize downtown businesses to compete with Twin Falls businesses.
- Stay ahead of infrastructure development to avoid deferred maintenance
- Hospital expansion.

- More schools with football fields & gyms.
- Blend in cultures and races instead of polarization.
- Develop a program to bring all groups in the community together. Work as a team – each culture has something to offer the community to make it better. Bring understanding by sharing cultural events. Hispanics feel left out, bring them into the community culture.
- Maintain what we have without raising taxes.
- Be more user friendly and encourage customer service.
- Have city council be positive, proactive, and progressive.
- Support facade upgrading of downtown storefronts.
- Bigger waste water treatment plant.
- New schools, pass levies.
- Get more business back downtown. Wal-Mart has had an impact.
- Need a stop light one mile south of town.
- Jerome needs to stay course & continue to stay in charge of Crossroads Ranch. We need to stay ahead of it, & make it become what we want. I do not want city activities to be too focused on or moved out to Crossroads Ranch.
- Upgrade our schools.
- Get an upper hand on wastewater treatment.
- More to be done downtown. Keep the core community downtown vital. Provide incentives.
- Everyone gets along
- No trash
- No safety worries
- More youth activities-hang outs
- A skating rink
- Build a YMCA
- Clean up trash in several parts of town
- Fill in holes in the roads
- More beautification
- Fill up downtown with nice businesses
- More small store shopping
- I like parks but let's keep them clean
- Better streets and less growth
- More recreation and organized sports
- Clean up downtown (face lift)
- Clean up entrances to the city- South and West
- Fix sewer problems first
- Repair the bump in the road at the downtown stop light
- Pass a school bond for the middle school
- More emphasis on the arts, there used to be a theatre group
- Diversify the economy & not be dependent on agriculture
- Maintain or gain support for small family business (Wal-Mart dried up mom & pop stores, but we have enough population to sustain both)
- Address traffic problems; lights in several places would really help
- Improve streets
- Build a video store
- Improve water pressure & treatment plants
- Children's, evening, and family recreation opportunities — skate land or a YMCA
- Bring back mom pop stores/attractions-Improve annual carnival
- Improve maintenance staff
- Do a best practices study in Gooding and emulate that city: it is nice & clean
- Better restaurants and hotels
- Clean it up
- Make it easier for people to get around: parking is a problem
- Slum conditions are developing in several parts of Jerome: Prevent this through revitalization

- Bring new business to town
- Fine dining
- No more dairies in this county
- Clean up our industry
- Eliminate field burning
- Continue Crossroads Ranch
- Increase musical/theatre arts
- New schools
- Take care of infrastructure-keep up with what is happening
- City and County leaders become more progressive and willing to make decisions
- Continue to bring up new leaders and mentor them
- Bring on more professional staff members at the city
- Jerome Development Corporation works together to bring higher paying jobs
- More consistency
- Develop and implement good land use policies and follow the comprehensive plan
- Improve city service delivery
- Build a mall
- Build a new middle school
- Get rid of gangs
- Reduce the number of rough police
- Lower speed limits
- Higher-paying jobs created or attracted
- Controlled growth
- Keep taxes low
- Build a road along the Canyon Rim for viewing
- Slow down growth to be able to cover costs
- Steadier, sustained, planned growth
- No more large businesses
- Improve Jerome's appearance as you leave the freeway - show pride in what's here
- Businesses becomes even more service oriented – I have friends that work in Twin Falls who work here because businesses treat them well
- Citizens get involved in decisions and the city looks at ways to make that happen.
- We need to continue to reduce property taxes while meeting basic infrastructure needs.
- It's difficult to pass school bonds. Lowering taxes might induce school bonds to pass.
- No more money to go around, so we need to diversify our economy, keep up school growth, create better paying jobs.
- The city is headed in the right direction. Just keep an eye on problems and be aware.
- Historic beautification & preservation of downtown area becomes the focal point
- More cooperation/interaction between city & county officials
- Address entryways from south, east , and west
- Maintain or increase tax levies
- Pass a school bond for the middle school
- Diversify the economy so we are not agriculture dependent

PowerPoint Presentation Photographs



The Community Review Banner over Jerome



The Review Team ready to tour



The team at the Crossroads Ranch site



Community interviews, surveys, and listening



These photos supplemented the Infrastructure Team’s comments about sidewalks, curbs, & gutters



The team gave economic revitalization strategies and made downtown improvement suggestions.



Teams discussed entryway beautification, and improving assets like the fairgrounds and skate park.



A community clean-up project was one immediate-impact and inexpensive recommendation.



Jerome can capitalize on its incredible diversity of perspectives and heritage,



utilize all of its exceptional assets such as access to technology, the nationally recognized hospital, the library, and energized youth and seniors,



and the end result will be a stronger, more cohesive community which values the contributions of all its citizens and makes decisions through consensus and collaboration.



News Articles

From the Times-News, Twin Falls, Idaho, Sunday March 4, 2001, Magic Valley/Idaho

Growth spurt: Jerome plans for future

By Dixie Thomas Reale

Times-News correspondent

JEROME – If Jerome continues to grow at its current rate – 7 percent – the population could double from 7,500 to 15,000 in 10 years. So the city is planning for the future. Tom Hudson, a consultant from Moscow who’s helping Jerome do a community survey, spoke to an audience at the Jerome Senior Citizen Center Friday about whether the city has the infrastructure to handle such rapid growth.

Hudson was one in a team of professionals from around the state who conducted last week’s community survey of Jerome and the surrounding area. The survey was sponsored by the Association of Idaho Cities at no cost to the city. On Thursday, team members divided up into three groups – infrastructure, land use & community design, and civic life and community involvement. They boarded school buses and toured downtown, City Hall, the industrial park, schools, the hospital, the city’s waste water treatment plant, recreational facilities and a number of businesses.

After returning from their tour, they interviewed Jerome residents at the high school cafeteria. Residents were asked a number of questions, including what they thought Jerome’s strengths and weaknesses were and where they’d like to see their city in the next five years. Jerome City Administrator Travis Rothweiler estimated about 100 people completed the questionnaire.

After completing the community survey, the team concluded that although Jerome is a progressive community with an agricultural-based economy, the city needs to diversify and shift toward a nonagricultural base to bring stability to the marketplace and higher wages. The results showed that residents want to maintain their quality of life. They would like to see new schools but do not want to pay more taxes. The team also said the community lacks an identity, a unifying theme.

Survey team member Gladys Esquibel, chairwoman of the Idaho Commission on Hispanic Affairs, said she was very impressed with Jerome High School.

“There are 1,800 computers at the high school,” Esquibel said. “It has an excellent technological center for the students.”

But Esquibel said it was also important that the school meet the needs of students who aren’t into technology.

Survey team member Mary Lee Wood, a consultant with Lone Tree Consulting in Nampa, said the survey results showed there needs to be better communication between community officials and citizens. There needs to be more communication, inclusiveness and partnerships in the planning and decision-making at all levels, Wood said.

Team member Kody Van Dyk, the public works director for the city of Sandpoint, said Jerome needs a revitalization project on the west side of town. Van Dyk said the city needs to focus on repairs, including sewer lines that are more than 60 years old, and make new development pay its own way.

The survey team will complete a final written report, which will include recommendations and possible funding sources, next month.

Times-News correspondent Dixie Thomas Reale can be reached in Jerome at 324-3670.

Other Resources and Follow Up

The following resources can be supplemented by referring to the Idaho Department of Commerce's (IDOC) Advantage Handbook available online at <http://www.idoc.state.id.us/pubs/pblock.html> or in the 2001-2002 Small Business & Community Development Resource Directory available through the Association of Idaho Cities and the Idaho Rural Partnership.

In addition, the website cited above has application rules and forms for the Idaho Community Development Block Grant program, a Downtown Handbook to assist with downtown and main street revitalization projects, and other important community development information and resources.

A community review coordinator will contact you periodically following the community review to determine what additional assistance the visiting team may provide to you in realizing your community development objectives. Please feel free to contact members of the visiting team if you have follow up questions, comments, or require assistance in any way.

Infrastructure:

- Small Business Development Council (SBDC)
- Idaho Department of Commerce (IDOC)
- Association of Idaho Recyclers
- Idaho Transportation Department (ITD)
- Idaho Department of Environmental Quality (DEQ)
- Idaho Department of Water Resources (IDWR)
- Idaho Department of Health & Welfare (IDHW)
- Department of Parks
- Environmental Finance Center
- Consulting Engineers of Idaho
- Environmental Protection Agency (EPA)
- United States Department of Commerce Economic Development Administration (EDA)
- United States Department of Agriculture Rural Development
- Division of Rural & Community Development (IDC)
- ITC Grant Program
- National Main Street Program
- Idaho Rural Water Association (IRWA)
- Idaho Rural Partnership (IRP)
- U.S. Department of Housing and Urban Development (HUD)
- University of Idaho Cooperative Extension
- University of Idaho Department of Agricultural Economics
- Association of Idaho Cities (AIC)
- Local Chamber of Commerce
- International Conference of Building Officials
- Idaho National Guard

- Small Business Development Loans

Land Use & Community Design:

- Idaho Department of Transportation (ITD) Transportation Enhancement Program
- U.S. Department of Transportation (DOT)
- Jerome County
- Highway Districts
- Chamber of Commerce
- Historic Tax Credits
- Low-Income Housing Tax Credits
- Community Action Agency - HOME funds
- U.S. Department of Agriculture (USDA) Rural Development
- U.S. Department of Agriculture (USDA) Rural Housing
- Community Development Block Grants
- Idaho Housing and Finance Association (IHFA) Multi-Family Division
- U.S. Department of Housing and Urban Development (HUD) Multi-Family Division
- Idaho Department of Commerce (IDOC)
- University of Idaho Cooperative Extension
- Idaho Department of Water Resources (IDWR)
- U.S. Environmental Protection Agency (EPA)
- Idaho Department Environmental Quality (IDEQ)
- Rural Community Assistance Corporation (RCAC)
- Economic Development Administration (EDA)
- Panhandle Area Council (PAC)
- TEA-21 funds
- Idaho State Independent Living Council (Idaho SILC)
- Association of Idaho Cities (AIC)
- Idaho Association of Counties
- Other Cities

Civic Life & Community Involvement:

- Idaho Council on Aging
- Idaho Department of Commerce (IDOC)
- Association of Idaho Cities (AIC)
- National Civilian Community Corps (NCCC)
- Serve Idaho
- Search Institute's Healthy Youth Initiative
- America's Promise: the Alliance of Youth
- Youth Action Councils
- Governors Council on Aging
- YMCA - YWCA

- Gem Community Improvement Grants
- Service Club - Youth Activities
- Rural Community Assistance Corporation (RCAC)
- U.S. Army Corps of Engineers
- Natural Resources Conservation Service (NRCS)
- University of Idaho Forestry Lab
- University of Idaho Department of Art & Architecture
- University of Idaho Cooperative Extension
- Idaho Council on the Arts (ICA)
- Advantage Club in North Idaho
- Idaho Transportation Department (ITD)
- Community Action Agency
- Idaho Health and Welfare
- Senior Housing
- Economic Development Administration (EDA)
- Local School Districts - Computer Labs
- Annenberg Foundation
- Idaho Council on the Arts (ICA)
- Qwest Education Fund
- Micron Foundation
- Albertson's Foundation
- Planning - Health Districts
- Economic Development Administration (EDA)
- Association of Idaho Cities (AIC)
- Idaho Parks and Recreation

Jerome Community Review Schedule

Taking a Good Look at Our Community

Thursday, March 1, 2001

8:15 – 8:30 AM Transport Visiting Team to Jerome City Hall

8:30 – 9:00 AM Informal Tour of the City of Jerome Campus – City Hall, Fire & Police Stations

Those interested can meet at City Hall at 8:30 AM for an informal tour of the City of Jerome campus. City Hall is located at 152 East Avenue A.

9:00 – 10:00 AM Community Review

The introductory meeting will be held at the Jerome City Council Chambers located on the corner of East Avenue A and Lincoln Street. The City of Jerome will be providing morning refreshments.

9:00 – 9:05 AM Welcome and Greetings – Mayor Dennis Moore

- Why Jerome is excited about this opportunity
- What the City of Jerome Hopes to gain from the visit

9:05 – 9:10 AM Introduction of Home Team Members – Travis Rothweiler, City Administrator

9:10 – 9:20 AM History of the City of Jerome – Ralph Peters

9:20 – 9:30 AM Preparing the path for Future Generations – Mayor Dennis Moore

9:35 – 9:40 AM What is a community review? – Dick Gardner

- Concept, History, Purpose, Potential Outcomes

9:40 – 9:50 AM Introduction of Visiting Team Groups/Leaders – Dick Gardner

- Kody Van Dyk, Infrastructure
- Tom Hudson, Land Use & Community Design
- Mary Lee Wood, Civic Life & Community Involvement

9:50 – 10:00 AM Overview of Schedule, Logistics & Assignments

- Meals
- Transportation/Parking
- Press
- Jerome Community Package
- Schedule
- Assignments, Responsibilities of Visiting Team – Focus Group Members, “Executive Team

10:00 AM – 3:00 PM Community Tours & Meeting Community Leaders

Infrastructure Home Team:

- Scott Bybee, Jerome City Assistant Administrator/City Engineer
- Bob Culver, Jerome City Public Works Director
- Mike Mathews, Jerome City WWTP/OMI
- Ralph Peters, former Mayor/Urban Renewal Chairman
- Con Paulos – (unconfirmed)

Tours of Areas

- 10:00 AM Crossroads Ranch Facility at Jerome Office
10:45 AM Crossroads Ranch Site Visit
11:30 AM Wastewater Treatment Facility Tour, Lunch and Discussion
12:30 PM Water Facilities Tour
- 10th Street Well and Tank
 - Peters Well and Tank
 - Avenue “A” Tank and Well
 - Marshall Well Property
- 1:30 PM Concurrent Inspection of City Streets, Major Arterials & Freeway Access
3:00 PM Drive Through Tours of:
- Jerome Cheese
 - Diehl Facility
 - West Farm Foods
 - Moore Business Forms
 - Wal-Mart / Terratron
 - Rite Stuff Foods

Civic Life and Community Involvement Home Team:

- Julie Thomas, Mid-Snake RCND - USDA
- Elizabeth Thomas, Executive Director of the Chamber of Commerce
- Jim Cobble, Superintendent of the Joint Jerome School District #261
- Gary Phelps, Wells Fargo Bank and incoming-Chamber of Commerce President
- Darcie Bobrowski, St. Benedict’s Hospital, Jerome Planning and Zoning Commissioner
- Michael Cooper, St. Benedict’s Hospital Administrator

Tours of Areas

- 10:00 AM Crossroads Ranch Facility at Jerome Office
10:45 AM Crossroads Ranch Site Visit
11:30 AM Jerome High School
1:00 PM Main Street Walking Tours – Examination of Hispanic Business Areas
1:30 PM Bus Tour of Economically Disadvantaged areas – NW & SW sections of Jerome
2:00 PM St. Benedicts Hospital
3:00 PM Round Table Discussions – St. Benedict’s Hospital
4:30 PM Depart for Sawtooth Inn

Land Use and Community Design Home Team:

- Art Brown, Jerome County Planning and Zoning Administrator
- Bill Allred, DEQ and City of Jerome Planning and Zoning Commission Chairman
- Rick Bernsen, President of Land Title and Chairman of the Jerome Development Corp.

- Brian Craig, Insurance and Jerome Development Corp. member
- Wendy Davis, Jerome Recreation District
- Jim Auclaire, Jerome City Fire Department

Tours of Areas:

10:00 AM Crossroads Ranch Facility at Jerome Office
 10:45 AM Crossroads Ranch Site Visit
 11:30 AM Tour of Impact Area and Areas of Future Projected Growth – Eastern Areas
 1:00 PM Jerome Recreation District/Growth in Southern sections of Jerome
 1:30 PM Examine Agricultural/Residential Areas & Potential Impacts – Southern Areas
 3:00 PM Round Table Discussions – Jerome City Council Chambers
 4:30 PM Depart for Sawtooth Inn

3:00 – 4:30 PM Round Table Discussions

4:30 – 5:15 PM “Down Time”

5:15 – 5:30 PM Transport Visiting Team to Networking Dinner

5:30 – 7:00 PM Networking Dinner

Members of the Visiting Team and Members of the Home Team, along with members of the Jerome City Council will collectively gather at the El Sombrero Restaurant. At 7:00 PM, Mayor Dennis Moore will adjourn the dinner in order to travel to the community input session. Buses will provide transportation to the restaurant.

7:00 – 7:30 PM Transport Visiting Team to Jerome High School

7:30 – 9:00 PM Community Input Session Jerome High School

Buses will provide transportation to the restaurant.

Foyer: Home Team Members

- Welcome and Thank Community Members;
- Give them a copy of the questionnaire, describe the three groups, and explain the concept of the community design;
- Explain the interviews and the importance of candid answers;
- Introduce them to an available set of Visiting Members;
- Answer any questions;
- Table for Sign-in sheet (For more information...How to get involved)
- Refreshments – Punch and Cookies.

Cafeteria: Visiting Team Members

- Greet community leaders, reiterate the confidentiality of the interview and the importance of their candid input;

- Ask each of the four questions and record responses on the Listening Form. Each interview should last 10-15 minutes. Be sure to give appreciation to each one of the community members for their participation; and
- Submit forms to the compiler.

There will be 8 – 10 interview stations.

The City of Jerome will make posters that ask five (5) essential questions:

- What kind of community would you like Jerome to be?
- What are the major strengths and assets of Jerome?
- What are the problems and challenges facing the City of Jerome in the short-run? Long run?
- What makes Jerome a special place to work, live, play and raise a family?
- What would you like to see the City of Jerome accomplish in the next five (5) years?

Friday, March 2, 2001

Continental Breakfast of cinnamon rolls, fruit trays, coffee, tea, juice will be made available at the Jerome City Council Chambers. Transportation from the Hotel to the Council Chambers will be provided by the City of Jerome.

7:45 – 8:00 AM Transport Visiting Team to City Council Chambers

8:00 AM – 11:45 PM Work Session

The members of the visiting team will have between three and one-half (3 ½) to four (4) hours to compile the information obtained on March 1, 2001 during the community tours, meeting with community leaders, and the public input session. Some of the information should include: observations, formulated recommendations, and a list of potential resources/fiscal options available to the City of Jerome.

11:45 – 12:00 AM Transport Visiting Team to Jerome Senior Center

12:00 PM – 2:30 PM Lunch and Community Debriefing

Dick Gardner and the visiting team leaders will lead the debriefing and give a general report on the visiting team observations and community input. Group leaders will deliver team recommendations, aided by their group members. The visiting team will furnish its preliminary report and field questions.

Community Potential Matrix

Below is a matrix demonstrating numerous ways in which a community might add jobs to its economic base and assess its potential in comparison to other communities in the region or neighboring states.

Such assessments are intended as rough, qualitative guides to define regional and community strategic economic development objectives. This matrix and the subsequent description of each component can give local leaders a sense of the many different strategies that a town may employ to add jobs to a struggling economy. We hope it helps communities define in general terms how a given town's potential measures up against others in the region. The matrix can become a tool for productive community discussion about the future.

Some of the underlying criteria that determine potential, such as telecommunications infrastructure, community culture, and business recruitment, may be within the community's control. We invite community leaders to creatively devise ways to increase their potential.

In addition, the matrix reveals patterns of potential for various ways to add jobs. This offers a sense of the kind of region we may move toward should funding for action steps become available. As reliance on the economic engines of natural resource industries lessen in the Inland Northwest, this matrix helps map progress toward a new West of more sustainable local economies.

COMMUNITY MATRIX					
	Community A	Community B	Community C	Community D	Community E
DIVERSIFICATION STRATEGY					
1. Value-Added Agriculture					
2. Value-added Forest Products					
3. Value-Added Mining					
4. Business Retention and Expansion					
5. Plugging Retail Leakage					
6. Business Recruitment					
7. Entrepreneurship Dev.					
8. Local/Regional Tourism					
9. Pass-Through Visitor Services					
10. Destination Tourism					
11. Transportation Hub/Warehousing					
12. Attracting Retirees					
13. Attracting Lone Eagles					
14. Telecommunications Business					
15. Environmental Restoration					
16. Health Care					
17. Bedroom Community					
18. Attracting/Retaining Government Offices					
19. Culture/Arts/Historic Center					
Each Community may be ranked in 'potential' according to qualitative criteria.					
Each community score should be validated by local economic development practitioners and leaders.					

Diversification Strategy Detail

1. Value-Added Agriculture

Definition: Jobs can be created in agriculture by creating enterprises or new profit centers that add value to regional exports by 1) adding new crops or livestock, 2) creating new products, 3) addressing or developing new markets, or 4) lowering production costs.

Criteria To Measure Potential: Diversity of crops, amount of irrigated row crops, number of farms in county, relative size of agriculture in local economy

Implied Implementation Actions: Marketing cooperatives, direct marketing like farmer's markets, training on alternative crops, revolving loan fund.

2. Value-added Forest Products

Definition: Jobs can be created in the region's forests by creating enterprises that add value to regional forest exports by 1) harvesting new forest products, 2) creating new products, 3) addressing or developing new markets, or 4) lowering production costs.

Criteria To Measure Potential: Relative size of existing forest industry.

Implied Implementation Actions: Inventory special forest products. Form secondary wood products manufacturing network. Organize demonstrations of new technologies. Feasibility studies. Marketing cooperatives. Awareness of environmental concerns.

3. Value-Added Mining

Definition: Jobs can be created in the region's mineral sector by creating new enterprises that add value to regional exports by removing new substances from the earth

Criteria To Measure Potential: Presence of existing mining industry.

Implied Implementation Actions: Explore mineral inventory, conduct feasibility study. Lava rock, silica sand, semi-precious stones, etc offer opportunities to add value. Compare costs and benefits with environmental concerns.

4. Business Retention and Expansion

Definition: By analyzing what all existing businesses in a community need to thrive and expand, communities can find ways to grow new jobs.

Criteria To Measure Potential: All communities have good potential from this strategy. The only limiting factors are how long ago an interview program was done and the vigor to which follow-up actions were pursued. Larger communities will have a deeper set of businesses with which to work.

Implied Implementation Actions: Conduct & analyze business interviews, make needed infrastructure improvements, fill specific employee training needs, develop business finance resources

5. Plugging Retail Leakage/Import Substitution

Definition: By identifying the extent to which residents are leaving the community to purchase goods and services, communities can plug leaks and increase the circulation of economic activity within town.

Criteria To Measure Potential: Isolated communities pay a higher travel cost for securing goods and services and may have more potential. Larger communities may also have more potential here.

Implied Implementation Actions: Conduct and analyze consumer surveys. Targeted recruitment of needed services.

6. Business Recruitment

Definition: A combination of push factors from the existing location and pull factors towards the new will sometimes lead businesses to move or expand to a new community, instantly bringing new jobs.

Criteria To Measure Potential: 1) Good access to markets, 2) Educated, skilled labor force, 3) ready, affordable industrial sites, 4) High quality infrastructure and amenities, 5) Financing, and 6) Appreciative, pro-business attitude (Source: *Harvesting Hometown Jobs*). Land costs, labor costs, labor availability, utility costs, transportation costs (distance to markets and to critical inputs), education, health care, and community amenities.

Implied Implementation Actions: Commercial property or building survey, inquiry response package, targeted recruitment, advertising campaigns, industrial park development

7. Entrepreneurship Development

Definition: Entrepreneurs are the creative spark that brings labor, capital, technology, and market information together for a new business venture. Most entrepreneurs have particular strengths, e.g. engineering or sales, but not

all the skills needed for a successful business. Entrepreneurship programs may both increase business startup rates and decrease failure rates.

Criteria To Measure Potential: More potential to fill classes with larger communities. All communities have potential entrepreneurs. Increased potential with number of diversification options.

Implied Implementation Actions: Organize business start-up classes. Target women and minority populations under-represented in business community. Business planning technical assistance. Various development finance programs. Peer lending programs. Individual Development Accounts.

8. Local/Regional Tourism

Definition: All communities have some potential to help visitors linger longer in their town, and thus make local purchases. Tourism is called the 3rd largest industry in the US.

Criteria To Measure Potential: Proximity to and capacity for leisure and recreation resources.

Implied Implementation Actions: Tourism inventory. Better signage to attractions. Create local lodging facilities. Interpretive materials for attractions. Develop joint marketing materials. Community celebrations. Sports tournaments. Organizing group reunions. Farm and ranch recreation. Feasibility studies. Rails-to-trails. Industry tours, environmental tours.

9. Pass-Through Visitor Services

Definition: Some towns are situated where many people are passing through. Jobs can be created by providing things these people need to help them stop, pass time, and make purchases.

Criteria To Measure Potential: Location on transportation corridor, size of visitor stream

Implied Implementation Actions: Survey and analysis of needed visitor services. Develop public restrooms, parks and picnic areas.

10. Destination Tourism

Definition: A few communities have the natural or man-made attractions or some event that creates a destination for visitors.

Implied Implementation Actions: Feasibility studies. Farm and ranch recreation. Outfitters and guides services.

11. Transportation Hub/Warehousing

Definition: Where goods are transferred from one transportation mode to another, opportunities exist to add jobs by expanding the presence of transport firms and warehousing functions, e.g. Reno, NV.

Criteria To Measure Potential: On major transportation corridor, a natural stop in isolated country, adjacent to larger city

Implied Implementation Actions: Survey and analysis of transportation patterns. Targeted marketing to transportation firms and potential wholesalers. Assess zoning needs and infrastructure impact.

12. Attracting Retirees

Definition: Roughly 5% of new retirees move between states to re-locate. An additional several million retirees have no permanent address and live in recreation vehicles. Retired migrants tend to have higher income, more education, and better health than average for their age.

Criteria To Measure Potential: High natural and cultural amenities, desirable climate (defined as four seasons, long growing season, high number of sunny days, low numbers of extreme days of heat or cold) low cost of living, access to health care, sense of personal security, walkable downtown, friendly small-town atmosphere, access to commercial airlines

Implied Implementation Actions: Targeted marketing to individuals familiar with community, e.g. relatives or friends of residents, alumni, military service, repeat tourism visitors. Response kit development. Targeted advertising. Use of local retirees as ambassadors. Partnerships with developers.

13. Attracting Lone Eagles

Definition: Increasing numbers of people have the education, skills, and contacts to carry their living wherever they are and are limited only by proximity to a shipping/packaging facility in their region. Entrepreneurs related to information technology have drastically increased the numbers of Lone Eagles, as has telecommuting.

Criteria To Measure Potential: 1) Accepts newcomers and is open to change, 2) demonstrates community pride and optimism, 3) Access to open space and recreation amenities, 4) Access to cultural amenities, 5) Interesting personality or standing, 6) Good housing at reasonable rates, 7) Sense of personal security, 8) Good K-12 schools, 9) Access to post-secondary ed and training, 10) primary health care and access to higher levels of care, 11) Small business friendly, 12) Minimizes tax and regulatory burdens, 13) work-ready labor force, 14) Advanced telecomm,

15) wireless telephony, 16) Cable TV, 17) Access to Internet, 18) Overnight express mail, 19) Access to commercial airlines, 20) Same-day delivery of major national newspapers (Source: Center for the New West)
Implied Implementation Actions: Community telecommunications assessment. Targeted marketing to individuals familiar with community, e.g. alumni, military service, repeat tourism visitors. Response kit development. Targeted advertising. Development of ancillary services Lone Eagles require. “Smart” building or business incubator development

14. Telecommunications Business

Definition: Businesses that rely on information technology are increasingly footloose. They can either be attracted to a community or home-grown.

Criteria To Measure Potential: Same as Lone Eagles, with greater emphasis on work force and high speed telecomm services.

Implied Implementation Actions: Community telecommunications assessment. Response kit development. Targeted advertising. Development of ancillary services telecommunications businesses require. “Smart” building or business incubator development. Development of broadband telecomm service.

15. Environmental Restoration

Definition: Fires, forest and range health, mining, and brown field sites create opportunities for employment in environmental restoration.

Criteria To Measure Potential: Forest health, range health, mining, fire damage, Superfund sites.

Implied Implementation Actions: Marketing restoration contract opportunities locally. Retraining workers.

Organizing workers and businesses into networks to meet contract opportunities. Grant applications. Partnering with higher education or agencies.

16. Health Care

Definition: The provision of health care can be a major provider of jobs, as well as a key condition for businesses and individuals to locate. Local hospitals are often among the top employers in a community. A doctor may support as many as 5-8 other jobs.

Criteria To Measure Potential:

Implied Implementation Actions: recruitment and retention of primary care providers, loan repayment programs, health clinic improvements, EMS improvements, pharmacist recruitment

17. Bedroom Community

Definition: Some communities are so close to larger cities that their natural niche is building a base of residents who will bring income home to their communities.

Criteria To Measure Potential: Distance to larger city, transportation links, size of neighboring community

Implied Implementation Actions: Consumer survey to identify what goods and services are preferred locally, links to construction and financing firms in development industry, develop local recreation programs, strengthen schools, parks and trail development

18. Attracting/Retaining Government Offices

Definition: District and regional offices of state and federal agencies can be a major source of professional and stable jobs. Keeping them open can be as important as getting new ones.

Implied Implementation Actions: Work with political decision-makers

19. Culture/Arts/Historic Center

Definition: Communities can systematically build on cultural/historical attractions and arts businesses to create jobs and build unique identity.

Implied Implementation Actions: Ethnic celebrations, B&B development, arts fairs, arts cooperatives, cross-marketing in local stores. Historic re-creations/living history exhibits. Development of e-commerce for arts products.