

Introduction

Successful private sector organizations have engaged in strategic thinking for decades. They have found that developing and clearly articulating a concise vision for their future provides a number of benefits as they compete in a complex marketplace. In its most simplistic form, the vision for a private entity is straightforward: stay in business and remain profitable.

Applying these concepts to local government has proven more complex, given the multiple disciplines and activities carried out by cities and counties, but this very complexity makes the process even more important in this setting. The community's elected and professional leadership is constantly buffeted by constituents demanding this or to prevent that. Laws are enacted by state and national authorities that compel action or prescribe certain outcomes while providing declining levels of assistance to respond. And while some may think the City Council is all-powerful, rarely do they possess the resources, community support, political will or legal authority to do all that is expected of them. A comprehensive and strategic approach to managing the affairs of the organization can be an essential aspect in navigating these waters.

In times of fiscal constraint, such discipline provided by these processes, help retain clarity of purpose from year to year and ensure the most effective application of resources to the most important community issues. A strategic approach helps focus organizational energy avoiding diversion to less critical tasks. It instills discipline in our processes, helping us know when to say "yes" to certain things and "no" to others as we are called upon to allocate scarce resources. It provides a better understanding of the context and connection to the ultimate purpose for individual actions and budget decisions. It opens potential for partnerships with others who possess a stake in the achievement in the community vision.

As stewards of the community's future, it is incumbent upon the leadership to paint a picture of where we are headed: what this community will be in a designated time frame, say 15 years into the future. This is the vision that has been developed by the Mayor and City Council with a broad range of input from community stakeholders and the general citizenry.

Peter Senge, in his book, The Fifth Discipline discusses the fundamental difference between positive and negative visions. He states the obvious in noting that "What do we want" is different than "what do we want to avoid". He concludes stating "There are two fundamental sources of energy that can motivate organizations: fear and aspiration. The power of fear underlies negative visions. The power of aspiration drives positive vision. Fear can produce extraordinary changes in short periods, but aspiration endures as a continuing source of learning and growth."

Process

The strategic planning process is designed to alter the way the City of Jerome does business, to provide a more deliberate method of connecting current decisions with the long-term vision of the community. As such a Strategic Planning document has been developed by the City Council that is intended to guide municipal decision-making. The Mayor and City Council could have chosen to use a closed process to develop the Plan, but they have determined that a much more inclusive and transparent process would best serve the broader interest of the community.

A multi-faceted approach to garner community input into the process was used over a six- month period. Interviews with a broad range of stakeholders tapped the views of many who have exercised leadership roles in Jerome over the years. More inclusive strategies were employed using a community survey distributed with

the City's utility bills and also made available on the City's web site to facilitate the input of community members who elected to express their opinions about what the priorities of the city should be. Focus Groups were conducted with four identified segments of the community. A community forum, with an open invitation to all interested citizens, was held in February to allow participants to hear what community leaders as well as other Jerome residents and business people have to say about their vision for the future.

Based upon that input, the City Council directed the development of the Plan for their final consideration with the following focus areas:

1. Commercial Environment
2. Public Facilities
3. Community Pride
4. Cost of Services
5. Civic Engagement
6. Managed Growth
7. Youth Focus
8. Public Service Attitude /Effectiveness
9. Changing Demographics
10. Economic Prosperity
11. Community Health and Safety
12. Environmental Quality
13. City of Jerome Staff

For each focus area, the Strategic Plan outlines the 2015 existing conditions, the preferred vision, goals, and initiatives. Five-year success factors to measure improvements, and the community partners, city departments, and lead staff necessary for implementation are also presented.

Focus Area 1: Commercial Environment

2015 Condition:

Due to both national trends in the retail environment and regional issues, the traditional vitality of commercial activity in Jerome has eroded. National retailers whose presence on Main Street had extended over decades are gone. The majority of commercial activity remaining in the city is focused on the South Lincoln corridor. Survey results showed that the majority of shopping takes place in Twin Falls. Jerome is not alone in this experience. All over the country, traditional downtowns have declined while commercial activity has occurred along highways, in malls, or in big box retail centers.

Main Street is a part of the State Highway System (Idaho Highway 25). The reconfiguration of Main Street to a four-lane facility in 1998 reduced the amount of on-street parking. In 2013, a significant fire in the 100 Block of Main Street West destroyed two historic buildings fronting on Main Street.

The downtown commercial mix has evolved from a primarily retail area to one more focused on restaurants and bars with a significant presence of businesses focused on Hispanic clientele. Given national trends in retailing, the traditional mix of uses will not be reestablished. However, a new vision for downtown Jerome is needed.

A number of businesses exhibit varying levels of deferred maintenance and vacancies are prevalent in the downtown area. High level of concern was expressed regarding the future of Downtown Jerome and its impact on the balance of the community.

Preferred Future Vision:

A more self-reliant body of commercial activity exists in Jerome where a broad array of shopping choices is available for residents conveniently located within their community. Downtown Jerome has reestablished itself as a shopping and entertainment destination for Jerome residents and for the broader region. Downtown Jerome has taken advantage of its strategic location with good transportation access and central location in southern Idaho to position itself for sustained vitality.

Goal CE 1: Revitalize Downtown Jerome

Initiatives:

CE1.1 City Council Policy Resolution expressing priority for Downtown Revitalization

CE1.2 Develop and implement a Downtown Jerome Revitalization Strategy

- Downtown Redevelopment Plan
 - 1-2 priority. \$5,000 cost. Community input. URA/Chamber of Commerce.
- Asset Assessment: Inventory publicly owned properties in and around downtown for potential reuse that would support revitalization effort
 - Year 1 priority.
- Parking Plan
- Traffic Study

- Business Development / Support Strategy: Review City regulations for impediments to investment in Downtown Jerome
 - 1-2 priority. Currently having dialogue with Boise State University on potential partnership to complete this study.
- City / Business Dialogue regarding Regulations
- Marketing Data
- Aesthetics
 - Code Enforcement
 - Facade Improvement (JURA)
 - Landscaping

CE1.3 Relocate Farmers Market to Downtown Area

5-year Success Factors – Goal CE 1

- Council Policy Adopted
- Plans, studies and strategies completed and adopted by City Council
- Farmers’ Market successfully functioning in downtown location
- Decision made regarding reconfiguration of Main Street
- Agreement in place with Idaho Transportation Department
- Improvements included in CIP with funding identified
- Construction scheduled
- Façade Improvements made to 15% of buildings

Goal CE 2: Improve Jerome’s capacity to attract and retain commercial enterprises within the community

Initiatives:

CE2.1 Establish a business registration program in concert with Jerome Chamber of Commerce

CE2.2: Develop a program for commercial business retention and attraction

- Review City regulations for impediments to investment in Jerome
 - 2-3 priority. Jerome 2020.
- Asset Assessment: Inventory publicly owned properties in and around downtown for potential reuse that would support revitalization effort
 - Year 1 priority.
- Aggressively work to support private investment
- Develop outreach to commercial businesses

5-year Success Factors - Goal CE 2:

- Council Policy in place
- Business Registration Program in place
- Assessment completed
- Business Climate Assessment completed (See Goal CP3)
- Net increase in commercial establishments in Jerome

Focus Area 1 Partners:

- City of Jerome
- Jerome Urban Renewal Agency
- Chamber of Commerce
- Economic Development Organizations
- Local Businesses
- Other businesses

Staff Lead: Mike Williams

Focus Area 2: Public Facilities

2015 Condition:

Over the past several years, the pace of growth has outrun the capability of the City to respond fully to its maintenance requirements and to expand the system capacity to keep up with a rapidly expanding population. The recent economic downturn has further limited the ability of the City to fund needed improvements.

Notable improvements have been made in the southern part of the city through the Jerome Urban Renewal Agency efforts and that Agency's jurisdiction has recently been expanded to include the central part of the city and part of the west end. A major investment to the wastewater treatment facility is underway; funded through a judicially confirmed bond issue and some improvements have been made to the water system. Additional investment is required in the water and sewer collection systems, but concern exists about the level of utility rates currently in place to support current or expanded efforts.

While much of the street system is adequate to serve existing and projected demand, certain areas with high traffic volume, especially areas with high levels of truck traffic show signs of significant wear calling for major maintenance if not total reconstruction. From the community comments, street striping is an issue. Sidewalks, where they exist are poorly maintained and much of the community was built without them. Many of the routes on which students walk to school have no sidewalks, forcing students to walk in the street competing with traffic, often on busy thoroughfares.

The parks and recreation mission is split between the City of Jerome and the Jerome Recreation District. The District owns and operates a recreation center located on South Lincoln and several active park areas, predominately dedicated to baseball and softball facilities. The City owns and maintains park areas as well. A response to the growing interest and demand for soccer facilities has yet to be formulated.

While a new fire station was constructed in 2004, no investment has been made in other municipal facilities in response to the growth in the community. The Police Department has been housed in a small and very old building located on South Lincoln Avenue. The City Council meetings are accommodated in a renovated building located at South Lincoln and Avenue A. The general administrative offices are housed in the City Hall located at Avenue A and Adams Streets, a facility that has served this purpose without addition since 1975 and is shared with the City's Fire Station #1. The City's maintenance operation functions out of the City Shop facility located on 820 4th Ave West. The operational facilities at the wastewater treatment plant are modern and functional reflecting the recent investment made in that service area.

With the exception of the new Fire Station #2 and the wastewater treatment plant, City operational facilities are obsolete and overcrowded and do not meet either current operational standards or in many cases even current building and access codes.

Preferred Future Vision:

A City Council Policy regarding level of service standards for all functions of municipal government exists and a fiscally supported maintenance and capital investment program is in place. A report detailing the condition of community infrastructure is an integral part of the annual City Council consideration of the update of the Capital Investment Plan.

City streets are maintained, and new non-motorized facilities, sidewalks and bike paths have been expanded.

Goal PF 1: Improve capacity to maintain City-owned assets to a standard of a fiduciary obligation

Initiatives:

PF1.1 Council Policy regarding expected level of maintenance for City-owned facilities and equipment

PF1.2 Inventory City Owned Facilities and Properties

- Street condition survey
- Sidewalk inventory
- Water supply and distribution Plan
- Park condition survey
- City office / maintenance facility condition and needs

PF1.3: Adopt maintenance standards (level of service) for municipal facilities

5-year Success Factors - Goal PF 1:

- Council Policy Adopted
- Inventory of City owned assets completed
- Maintenance funding increased in all areas

Goal PF 2: Establish an implemented Capital Investment Program reflecting the infrastructure requirements of the service delivery programs functioning under City control.

Initiatives:

PF2.1 Based upon information provided in Goal PF 1 and the City's Comprehensive Plan and other planning documents, develop a comprehensive Capital Investment Plan

PF2.2 Develop an inventory of all funding sources available under State law and constitution with assessment of applicability to Jerome for Council consideration

PF2.3 Develop a funding mechanism to provide resources to implement the Capital Investment Plan

5-year Success Factors - Goal PF 2:

- Council Policy Adopted
- Capital funding decisions made
- Capital Investment Plan adopted by City Council

Focus Area 2 Partners:

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| <ul style="list-style-type: none">• City of Jerome• Jerome Urban Renewal Agency | <ul style="list-style-type: none">• Consultants• Jerome Recreation District |
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Staff Lead:

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| <ul style="list-style-type: none">• Gil Sanchez• Walt Appell | <ul style="list-style-type: none">• Rick Wuori |
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Focus Area 3: Community Pride

2015 Condition:

For much of its 108-year history, Jerome viewed itself as a nice, well-kept market town serving its agricultural economic base. Well-maintained homes on tree-lined streets flanked an active and vibrant commercial area focused on Main Street. Over the years people have seen that vision change to a point where deferred maintenance, cluttered yards and vacant buildings have, in many people's opinion, become the new norm. This is seen by many as a diminution of community pride. This trend tends to reinforce itself into a negative spiral, further impacting not only "pride-of-place" but also the value of properties immediately surrounding the unmaintained property.

Preferred Future Vision:

A City Council adopted policy is in place expressing the community's expectations with respect to property maintenance. City resources are provided in the annual operating and capital budgets to support the stated expectations. Deferred maintenance, unmaintained properties and improperly stored vehicles and personal property, are seen as an uncommon situation in Jerome. The maintenance level of City-owned property serves as a positive example of Council expectations being met. Effective, community-based programs are in place to assist those whose physical and/or financial capabilities impede their ability to meet minimum expectations.

Goal CP 1: Improve the maintenance standard applicable to City-owned facilities, properties and equipment (See Goal PF 1)

Initiatives:

CP1.1 Policy Resolution (See above under Goal PF1)

CP1.2 Garden Clubs / plant nurseries adopt public spaces for flower planting and maintenance

CP1.3 Assess staffing levels and skills available

- Consider Temporary Summer Help to assist with workload spikes
- Year 1 priority – hire temporary employee to educate and enforce code in the Main and Lincoln Corridor.

CP1.4 Review contracting opportunities for enhanced maintenance levels

5-year Success Factors - Goal CP 1:

- Council Policy Adopted
- Partnership agreement developed for Garden Clubs / Nurseries
- Staffing analysis conducted
- Council decision regarding contracting services
- Maintenance contracts in place as per Council direction

Goal CP 2: Improve the maintenance of commercial properties in Jerome

Initiatives:

CP2.1: Policy resolution

CP2.1: Assess Code Enforcement Program

- Staffing Levels
 - Consider Temporary Summer Help to assist with workload spikes.
 - Year 1 priority – hire temporary employee to educate and enforce code in the Main and Lincoln Corridor.
- Organizational Placement
- Enforceability of Codes

CP2.3: Develop a Community Relations Program

- Continue to support and promote City Clean-Up Day with the Chamber of Commerce.

CP2.4: Mayor’s Annual Award

- Year 1-2 priority. Establish award criteria for commercial property improvement.

5-year Success Factors - Goal CP 2:

- Council Policy Adopted
- Code and staffing review completed
- Additional resources allocated if required
- Community relations effort functioning
- Mayor’s award program functioning

Goal CP 3: Improve the maintenance of residential properties in Jerome

Initiatives:

CP3.1: Policy resolution

CP3.2: Assess Code Enforcement Program

- Staffing Levels
- Organizational Placement
- Enforceability of Codes

CP3.3: Develop Community Relations Program

CP3.4: Mayor’s Annual Award

- Year 1-2 priority. Establish award criteria for residential property improvement.

CP3.5: Develop volunteer program to provide cleanup/maintenance assistance for those who need it.

- Establish volunteer clean-up and property adoption program with city employees, businesses, and civic/religious groups.

5-year Success Factors - Goal CP 3:

- Council Policy Adopted
- Code and staffing review completed
- Additional resources allocated if required
- Community relation effort functioning
- Volunteer Program in place and functioning
- Mayor’s award program functioning

Focus Area 3 Partners:

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| <ul style="list-style-type: none"> • City of Jerome | <ul style="list-style-type: none"> • Schools / Youth Groups |
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- Residents
- Landlords

- Churches
- Senior Center

Staff Lead:

- Ida Guffy
- Carlos Hernandez

- Dave Richey

Focus Area 4: Cost of Services

2015 Condition:

In American society the cost of providing public services is almost universally viewed negatively. In Jerome, a recent decline in assessed values has driven tax rate increases while producing a declining yield of property taxes. While that is starting to recover, the values and lower tax rates experienced in the past decade have yet to produce the desired relief. In addition, the substantial investment in the wastewater treatment facility mandated by the federal government in response to violations of the City's operating permits have driven utility rates to new highs. The net effect on both the business and residential community has been noticeable and often controversial.

With relatively low incomes experienced by Jerome residents the capacity to support needed public expenditures can become strained. Yet at the same time, voters have recently approved bond issues to support new and expanded schools, a new jail for Jerome County and more recently a supplemental operating levy for the Jerome School District. The levies and bonds all required a super-majority for passage, so a high degree of community support was demonstrated.

A study serving as a basis for the consideration of the adoption of impact fees was conducted for the City of Jerome. After receiving and reviewing the report no further action was taken by the City Council.

Preferred Future Vision:

A City Council Policy is in place including levels of service to be provided to the community, mechanisms for assessing effectiveness of service provision, in-house provision of service versus contracting for services, potential partnerships, and appropriate level of tax and rate burden. The degree to which outside private and public funding sources are relied upon is defined. An annual cost of services report is included in the annual operating and capital investment budget consideration. The result of the successful implementation of this policy is the provision of acceptable levels of public services at cost levels sustainable by the community.

Goal CoS1: Create a City Council Adopted Cost of Service Policy

Initiatives:

CoS1.1: Determine national models and best practices

CoS1.2: Develop local database of cost of service

CoS1.3: Develop cost burden analysis (property taxes and utility rates, impact fees, development fees)

CoS1.4: Develop Benchmarks

5-year Success Factors - Goal CoS 1:

- Analysis completed (Timeframe, 1-3 Years) After review of the preferred future vision, it is necessary to adopt a Council Policy that defines: levels of service, mechanisms, in-house vs. contracting, partnerships, and burden. Beyond the vision, there will be a period of time for collecting the necessary information described in the above initiatives to be used in the analysis and report, that will define the timeframe.
- Council Policy adopted (Timeframe, 1-2 Years)

- Benchmarks in place

Goal Cos 2: Establish a program to pursue and secure outside funding sources from both private and public funding sources to support City priorities

Initiatives:

CoS2.1: Determine staffing for securing outside funding support.

CoS2.2: Assess public and private funding sources for applicability to Jerome needs.

5-year Success Factors - Goal CoS 2:

- Council Policy Adopted
- Grant function assigned or contracted
 - Year 1-2 priority, determine best structure for grant tracking and submittal.
- Determined number of grant applications submitted
- Determined number of grant applications approved

Focus Area 4 Partners:

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| <ul style="list-style-type: none"> • City of Jerome • Consultants | <ul style="list-style-type: none"> • Public Funding entities • Private Foundations |
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Staff Lead:

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| <ul style="list-style-type: none"> • Ross Hyatt | <ul style="list-style-type: none"> • Kathy Cone |
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Focus Area 5: Civic Engagement

2015 Condition:

Traditionally a tightly-knit community valued for its "small-town-feeling", a trend in the past decade has reflected a decrease in civic engagement. Active participation in neighborhood and faith-based communities remains robust, but identity with the broader Jerome community has eroded in the opinion of many. Active participation in civic affairs varies widely with Jerome's older population exhibiting much higher participation than other groups.

Participation in community meetings and forums is minimal. The primary media coverage comes from Twin Falls with Jerome civic affairs often taking a back seat to the more populous home community of the media.

Lack of community engagement is particularly troublesome when the community faces a growing number of challenges that will require a knowledgeable and involved community for successful resolution.

Preferred Future Vision:

A City Council adopted policy is in place defining their expectations with respect to civic engagement. The policy addresses issues of accessibility of all segments of the community to decision-making, transparency of public processes and accountability. The result has been an improved level of understanding and confidence in decisions made by City Officials as well as voter support for additional resources when such need can be adequately demonstrated.

Further, neighborhood identity and involvement has increased and mechanisms are in place whereby issues most appropriately managed at that level are resolved there.

Goal CE 1: Improve the level of civic engagement opportunities for all segments of the community.

Initiatives:

CE1.1: Create a City Council adopted Civic Engagement Policy

CE1.2: Create a Civic Engagement Task Force

CE1.3: Initiate a Comprehensive Outreach Program

- Quad Meetings
- Enhanced Social Media
- Speakers Bureau
- Invite residents to each Council Meeting by special invitation
- Designated Staff liaison with designated groups
 - Hispanic
 - Seniors
 - Chamber of Commerce
 - Specific Businesses / Industrial concerns
 - Neighborhoods

5-year Success Factors - Goal CE 1:

- Council Policy Adopted
- Civic Engagement staff responsibility assigned
- Outreach program in place and functioning
- Liaison Process in place and functioning
- Annual Report to City Council on progress

Focus Area 5 Partners:

- City of Jerome
- Media Representatives
- Civic Groups
- Neighborhoods
- Chamber of Commerce

Staff Lead:

- Linda Mecham
- Shonna Fraser
- Esmeralda Chavez

Focus Area 6: Managed Growth

2015 Condition:

During the recent economic recession, the rapid population growth experienced in the previous period leveled off. There is a generally held belief that with economic recovery, significant growth can again be expected. While most observers question whether the 6% annual growth rate encountered in prior decades will extend into the future, rates are expected to surpass recent recession-era growth rates.

A major concern expressed by all involved in the planning process revolves around whether and how the highly valued "small-town feel" of Jerome can be maintained as the population increases.

Preferred Future Vision:

The City's Comprehensive Plan has been updated to ensure its consistency with the Community Strategic Plan and adequately expresses the outcomes expected of both private and public investment. Regulatory mechanisms have been reviewed and updated to ensure that those rules support the realization of community goals and that their application and enforcement encourage, support and facilitate achievement of stated objectives. Growth is managed in a way that maintains an acceptable level of community services.

Goals MG 1: Update Comprehensive Plan to ensure consistency with Strategic Plan Direction

Initiative:

MG1.1: Review and update the Jerome Comprehensive Plan aligning its provisions with the Council's adopted Strategic Plan. Include specific utility and transportation plans as addenda to the Comprehensive Plan.

5-year Success Factors - Goal MG 1

- Community consensus on future community growth
- City Council Adopted updated Comprehensive Plan

Goal MG 2: Ensure that the anticipated level of growth in the community is accommodated in a manner that supports clearly articulated community values.

Initiatives:

MG2.1: With involvement of the development industry and other community stakeholders, revise zoning, design, subdivision and building codes for consistency with revised Comprehensive Plan

MG2.2: Conduct educational sessions with development community, business and neighborhood groups regarding the provisions of the revised Comprehensive Plan.

5-year Success Factors - Goal MG 2

- Community acceptance of code changes
- Codes updated
- Training Sessions conducted

Focus Area 6 Partners:

- City of Jerome
- Consultants
- Developers
- Neighborhoods
- Business Groups

Staff Lead:

- Esmeralda Chavez
- Rick Wuori

Focus Area 7: Youth Focus

2015 Condition:

With 33% of its population under 18 years of age, according to the 2013 US Census estimates, Jerome demonstrates a significantly younger demographic than the state as a whole. Jerome's percentage of population in this category is 5.6% higher than that of the State of Idaho (33% versus 27.4%). Thus, issues effecting youth have a high significance in Jerome. Statistics show that high school graduation rates are lower than those experienced on a statewide basis. Rates of subsidized meals through the school system are disproportionately high, as is the rate of families living in poverty and single parent households. These factors bear on a wide variety of broader community issues and service providers including the school system, the recreation district and the medical community as well as the city and county governments.

Preferred Future Vision:

A City Council Policy is in place defining the City's commitment to its youth and providing the means of effectively including this segment of the population in community affairs. Strong interagency partnerships have been developed assuring a broad-based focus on education, health, activities and other issues.

The successful implementation of this policy is used as an additional asset in recruiting new business to locate in Jerome.

Goal Y 1: Improve the engagement of Jerome residents under the age of 18 in community matter affecting their lives

Initiative:

Y1.1: Establish, staff and support a Mayor's Youth Advisory Council

- *Year 1 priority. Establish structure, mission, and begin recruiting members.*

5-year Success Factors - Goal Y 1:

- Council Policy Adopted
- Mayor's Youth Commission established and functioning

Goal Y 2: Improve collaboration of public entities, and private organizations as well as community-based and faith-based institutions in their efforts to enhance the lives of young people in Jerome

Initiative:

Y2.1: Formalize Collaboration with The College of Southern Idaho (CSI)

- Develop an issues list
- Mayor / City Administrator meet regularly with the college president
- Host an initial meeting with the CSI Board
 - Establish Annual City / CSI Board Meeting
 - Designate City Liaison with CSI

5-year Success factors - Goal Y 2:

- Council Policy Adopted
- Formal collaboration structure in place
- Annual Meetings with CSI conducted

Goal Y 3: Improve educational outcomes for young people in Jerome

Initiatives:

Y3.1: Explore ESL programs offered through the Jerome Library

Y3.2: Explore after-school and evening tutoring program offered by the Jerome Library (possible staffed by retired teachers / qualified seniors)

Y3.3: Explore partnerships between school district, industry, and CSI that focuses on skills and training necessary for career in food science and/or technology.

5-year Success Factors - Goal Y 3:

- Council Policy Adopted
- Funding in place to support expanded Library Programs
- Report to City Council on expanded Library Programs

Goal Y 4: Provide a more robust level of activities available to younger residents in Jerome.

Initiatives:

Y4.1: Work with Mayor's Youth Council to identify areas where community and /or the private sector can respond.

Y4.2: Develop age / skill appropriate opportunities for youth to volunteer in support of community projects and programs (i.e.: Senior Clean up).

5-year Success Factors - Goal Y 4:

- Council Policy Adopted
- Activities for youth expanded

Focus Area 7 Partners:

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| <ul style="list-style-type: none">• City of Jerome• Jerome Recreation District• Jerome School District | <ul style="list-style-type: none">• College of Southern Idaho• Chamber of Commerce• Jerome County |
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Staff Lead:

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| <ul style="list-style-type: none">• Dan Hall• Tom Hughes | <ul style="list-style-type: none">• Linda Mecham |
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Focus Area 8: Public Service Attitude /Effectiveness

2015 Condition:

Closely associated with the concerns regarding the cost of public services, are issues of the level of professionalism in municipal government, the priorities for services and the public service attitude of some City employees. With recent changes in city leadership, there is a demonstrated trend toward improvement, but continued focus on these issues is seen as critical in reestablishing and maintaining the required level of confidence between the community and the City.

Preferred Future Vision:

A City Council Policy is in place regarding levels of service to be provided to the community, mechanisms for assessing effectiveness of service provision, in-house provision of service versus contracting for services and partnerships. Additionally, processes are in place to consistently monitor the effectiveness of City programs and to support and reward effective performance by City employees.

Goal PSA/E 1: Adopt and implement a City Council Policy clearly articulating their expectations regarding City employee attitudes

Initiatives:

PSA/E1.1: Research and draft proposed policy statement

PSA/E1.2: Develop program for training all city employees in customer service

- 3-4 year priority; Unknown cost; Consultant/Partnerships with Idaho Power; Intermountain Gas; Cable One/Staff by committee.

PSA/E1.3: Develop a training program for both internal and external communication.

- 4-5 year priority; Unknown cost; Consultant/Staff.

5-year Success Factors - Goal PSA/E 1:

- Council Policy Adopted
- Training Programs conducted

Goal PSA/E 2: Adopt and implement a City Council Policy clearly articulating their expectations regarding City employee effectiveness and providing a means of measurement.

Initiatives:

PSA/E2.1: Research and draft proposed policy statement

PSA/E2.2: Join the National Citizen Survey Program or similar on-going process for gaining community opinion on city effectiveness

- 3-4 year priority; \$6,000; Community input.

PSA/E2.3: Develop Performance Measurement Program

- 4-5 year priority; Unknown cost; Staff

5-year Success Factors - Goal PSA/E 2:

- Council Policy Adopted
- On-going participation in National Citizen Survey or similar survey mechanism and reported improved scoring
- Performance Measures Developed and reported annually

Goal PSA/E 3: Adopt and implement a City Council Policy clearly articulating their parameters for considering alternate service delivery models (e.g.: contracting with other public entities, contracting with private entities, partnerships with other public entities)

Initiatives:

PSA/E3.1: Research and draft proposed policy statement

PSA/E3.2: Develop evaluation criteria

PSA/E3.3: Develop priority list for consideration

PSA/E3.4: Conduct review(s) and report to Council

5-year Success Factors - Goal PSA/E 3:

- Council Policy Adopted
- Evaluation Criteria Adopted
- All municipal Functions evaluated

Focus Area 8 Partners:

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| <ul style="list-style-type: none">• City of Jerome• Consultants | <ul style="list-style-type: none">• Alternate Service Providers |
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Staff Lead:

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| <ul style="list-style-type: none">• Kathy Cone | <ul style="list-style-type: none">• Carlos Hernandez |
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Focus Area 9: Changing Demographics

2015 Condition:

The demographic makeup of the US population is changing and that pace of change increases as time goes by. Nationally, the percentage of Hispanic population approaches or exceeds 50% in many regions. The aging “Baby-boom” population shows a rapid increase in the demographic make-up as well. Jerome reflects these trends.

Over 34% of Jerome population is Hispanic and estimates of school-age Hispanic population approaches 50%. Many see the Hispanic community as being disassociated with the broader community with limited interaction and low participation rates in civic affairs. A substantial percentage of those who have come to Jerome have yet to pursue or achieve US citizenship further limiting their capacity for constructive community involvement.

While the number of those living in Jerome who are over 65 years of age is lower than statewide percentages, they are engaged in civic activities at a high rate and, as with national trends, their numbers can be expected to further increase at an escalating rate. Transportation, nutrition, healthcare and the avoidance of isolation are a few of the challenges forecast by those involved in the planning process.

Preferred Future Vision:

Attention has been given to those segments of the population in need of special emphasis or enhanced services leading to greater inclusion in the community.

Goal CD 1: Enhance communication between the City and identified segments of the community

Initiatives:

CD1.1: Formalize, continue and expand current outreach efforts

- Hispanic Radio Show
- Senior Citizen Center Lunches
- Chamber of Commerce Lunches

CD1.2: Designated Staff liaison with identified groups

CD1.3: Support efforts of others in identifying the need of English language and US citizenship classes.

5-year Success Factors - Goal CD 1:

- Council Policy Adopted
- Liaisons designated
- Annual Report on efforts published

Goal CD 2: Establish opportunities for cross-cultural activities.

Initiatives:

CD2.1: Relocate Farmers Market to Downtown

CD2.2: Support programs and activities that attract participation from all segments of the community

5-year Success Factors - Goal CD 2:

- Council Policy Adopted
- Liaisons Designated
- Farmers' Market successfully functioning in Downtown Jerome

Goal CD 3: Support the seniors in the community.

Initiatives:

CD3.1: Work with the staff of the senior center to identify and provide support with the transportation, medical and nutrition needs of the senior population.

CD3.2: Support and help organize volunteers to assist seniors.

5-year Success Factor - Goal CD 3:

- The needs of senior are understood and support is provided where needed

Focus Area 9 Partners:

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| <ul style="list-style-type: none">• City of Jerome• Jerome School District• Jerome Recreation District• Jerome Senior Center• Target Groups• Civic Groups | <ul style="list-style-type: none">• Chamber of Commerce• College of Southern Idaho• Churches• Hospitals• South Central Idaho Health District |
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Staff Lead:

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| <ul style="list-style-type: none">• Linda Mecham• Shonna Fraser | <ul style="list-style-type: none">• Esmeralda Chavez |
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Focus Area 10: Economic Prosperity

2015 Condition:

The City of Jerome, in partnership with its Urban Renewal Agency and other economic development entities have seen impressive growth in the community's job base over the past several years. The recent period of economic recession has slowed success in this effort but renewed signs of growth in this area have been noted.

While the number of jobs has increased, there is concern expressed regarding the predominance of jobs being created at the lower end of the wage spectrum. This is reflected in the high rates of poverty in the community and the relatively low level of household income.

A relatively high tax burden on a population experiencing low level incomes suggest that meaningful expansion of resources to support needed public service commitments must, in part, be derived through the expansion of the tax base through investment in commercial and industrial enterprises.

Preferred Future Vision:

A City Council Policy has been adopted defining the City's role in expanding economic opportunity in Jerome. Strategies and programs in support of the defined City role are in place and functioning effectively. The job base has expanded and the average compensation levels have increased. Indices associated with poverty levels have improved across the board.

Goal EP 1: Improve the number of jobs available to Jerome residents

Initiatives:

EP1.1: Develop a Policy Statement regarding the City's role in economic development.

EP1.2: Maintain and support partnerships with economic development organizations focusing on Jerome, the Magic Valley and the State of Idaho.

- Year 1-2, align strategies with our economic development partners

EP1.3: Maintain support for the Jerome Urban Renewal Agency

- Year 1, establish formal operating agreement with the JURA

5-year Success Factors - Goal EP 1:

- Council Policy Adopted
- On-going funding of economic development efforts at levels consistent with Council policy.
- Formal operating agreement between City of Jerome and JURA Adopted

Goal EP 2: Improve the average household income of Jerome residents

Initiatives:

EP2.1: Support educational institutions in their efforts to increase high school graduation rates and post high school education.

- Explore partnerships between school district, industry, and CSI that focuses on skills and training necessary for career in food science and/or technology.

EP2.2: Support economic development efforts to generate jobs paying wage rates that will increase the average household income in Jerome.

- *Create policy statement on offering incentives to business development (what level of investment or job creation/wages)*

5-year Success Factors - Goal EP 2:

- Council Policy Statement Adopted
- Number of new jobs created above 2015 wage rates

Goal EP 3: Improve the business climate within the City of Jerome ensuring that those businesses already located within the Community can prosper here and choose to expand in Jerome.

Initiatives:

EP3.1: Conduct a business climate analysis of Jerome.

- *Year 1 priority. Gauge interest and cost of high education organization to perform study.*

EP3.2: Develop a program to improve the business climate in Jerome in response to any deficiencies noted in the business climate analysis.

- *Year 1-2. Begin to address deficiencies from the business climate analysis.*

5-year Success Factors - Goal EP 3:

- Council Policy Adopted
- Business Climate analysis conducted
- Work program developed to respond to deficiencies
- Deficiencies corrected

Focus Area 10 Partners:

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| <ul style="list-style-type: none"> ● City of Jerome ● Jerome County ● Jerome School District ● Neighborhood Representatives | <ul style="list-style-type: none"> ● Boise State University ● College of Southern Idaho ● Chamber of Commerce ● Economic Development Organizations |
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Staff Lead:

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|---|---|
| <ul style="list-style-type: none"> ● Mike Williams | <ul style="list-style-type: none"> ● Ida Guffy |
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Focus Area 11: Community Health and Safety

2015 Condition:

Jerome is viewed as a safe and relatively calm place to live and raise a family. Public safety services are highly regarded and continued focus on that high level of service is desired. The high cost of providing these services to an expanding population coupled with competing fiscal demands will present and on-going challenge for community decision-makers.

Community surveys reflect a troublesome level of health outcomes in the community placing Jerome in the lower quartile of counties in Idaho. Attention to the issues reflected in this data suggests a broad-based interagency approach that may require new levels of collaboration than previously witnessed in Jerome.

Preferred Future Vision:

City Council Policies regarding Public Safety and Community Health are in place and being implemented. Indices of community safety remain positive and a high level of community interaction with public safety personnel has produced on-going public support for these efforts. A community-based focus on improved health outcomes for all populations in the community has shown improved scores on all indices.

Goal CHF 1: Maintain the high quality of public safety services the community has come to rely upon

Initiatives:

CHF1.1: Prepare for Council consideration a policy regarding public safety service levels in Jerome.

CHF1.2: Maintain and enhance when possible support for public safety services in Jerome

CHF1.3: Enhance levels of communication between public safety agencies and the people they serve.

5-year Success Factors - Goal CHF 1:

- Council Policy Adopted
- Improvement in outcomes from statistical data and National Citizen Survey

Goal CHF 2: Improve the health outcomes of Jerome citizens

Initiatives:

CHF2.1: Prepare for Council consideration a policy regarding community health levels in Jerome.

CHF2.2: Support area healthcare providers in their efforts to improve community health outcomes.

CHF2.3: Support the Jerome Farmers' Market in their effort to increase access to affordable healthy food

5-year Success Factors - Goal CHF 2:

- Council Policy Adopted
- Improvement in outcomes from Robert Wood Johnson Survey and National Citizen Survey

Focus Area 11 Partners:

- City of Jerome
- St. Luke's Hospital
- South Central Idaho Health District
- Jerome School District
- Jerome Recreation District
- College of Southern Idaho
- Chamber of Commerce

Staff Lead:

- Dan Hall
- Tom Hughes

Focus Area 12: Environmental Quality

2015 Condition:

The provision of appropriate levels of water and sewer service has presented substantial challenge to Jerome in recent years. Subject to enforcement action by the US Environmental Protections Agency, the City has made and continues to make significant investment in its wastewater treatment facility. These investments have driven utility rates to controversial levels. Water system improvements are also needed but resources to respond to this need are constrained.

Future residential, commercial and industrial growth is critically linked to the ability of the community to effectively respond to their obligations in this area.

Preferred Future Vision:

A City Council Policy is in place directing the City's efforts in environmental stewardship focusing on water, sewer and solid waste services. Plans are in place leading to implementation of this policy and all City services are in strict compliance with relevant state and federal requirements.

Goal EQ 1: Maintain and expand the City's commitment to the operation of municipal services and utilities in a manner consistent with state and federal requirements and local policy.

Initiatives:

EQ1.1: Prepare for Council consideration a policy regarding environmental stewardship in Jerome.

EQ1.2: Maintain the current level of effort in improving the performance of the Jerome wastewater treatment facility

EQ1.3: Adopt and implement the water system master plan

EQ1.4: Expand affordable community recycling efforts

5-year Success Factors - Goal EQ 1:

- Council Policy Adopted
- Wastewater Facility Improvements Completed
- Water System Master Plan Adopted
- Recycling efforts expanded

Focus Area 12 Partners:

- | | |
|---|---|
| <ul style="list-style-type: none">• City of Jerome• Idaho Department of Ecology• US Environmental Protection Agency | <ul style="list-style-type: none">• Jerome County• Solid Waste Contactor |
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Staff Lead:

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| <ul style="list-style-type: none">• Gil Sanchez• Dade Pettinger | <ul style="list-style-type: none">• Walt Appell. |
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Focus Area 13: City of Jerome Staff

Preferred Future Vision:

City of Jerome employees clearly understand the mission, vision, and focus areas of the organization. Employees consult and work in partnership with elected leadership in communicating clear policy directives that set the framework for the City's most important asset, its employees. In a shared aspiration to achieve the goals of the organization, partnerships with public and private entities will be utilized where the Jerome community gains a competitive advantage from our collaborative efforts.

The City will invest in actions that support public service with integrity and transparency through an efficient workforce of skilled and equitably compensated team of public servants.

Goal EQ 1: Improve organizational excellence and enhance service delivery to the City's residents, businesses and industries.

Initiatives:

CJS1.1: Align community needs, policy, and staffing needs based on community expectations and desired levels of service to achieve strategic objects and priorities.

CJS1.2: Educate and provide opportunity for skill building through training, needed tools and career development.

CJS1.3: Continually research and test available technology to provide enhanced customer service.

CJS1.4: Provide a safe working environment through continued workplace safety meetings, harassment training and background checks.

5-year Success Factors – Goal CJS 1:

- Council Policy Adopted
- Funded and annually adjusted compensation model
- Annual customer service training

Goal EQ 2: Demonstrate commitment to employee development and retention.

Initiatives:

CJS2.1: Develop and maintain an equitable compensation and benefit program that enables recruitment and rewards and encourages high performance.

CJS2.2: Encourage and support employee professional development with tuition assistance and employee training.

CJS2.3: Continue employee health and financial wellness education.

5-year Success Factors – Goal CJS 2:

- Council Policy Adopted
- Funded and annually adjusted compensation model
- Acceptable turnover rate

Goal EQ 3: Maintain a financially prudent, transparent and accountable workforce.

Initiatives:

CJS3.1: Develop and implement a performance measurement and monitoring system.

CJS3.2: Continue professional administrative and operational oversight for city functions.

CJS3.3: Develop programs to assist in monitoring and providing input on state and federal level matters that effect the community, City and resources.

5-year Success Factors – Goal CJS 3:

- Council Policy Adopted
- Implemented and measurable performance system

Focus Area 12 Partners:

- City of Jerome
- ICRMP

- College of Southern Idaho
- Department of Labor
- State and National Associations

Staff Lead:

- Mike Williams

- Ida Guffy